

FIT FOR MISSION



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Fit
For
Mission

NEWSLETTER

Issue Six: February 2014



What is God saying to us?
What should we be doing?
What are our values?



the **Great**
MISSION
conversation!
10 January - 24 February 2014



Last chance to take the survey

There are only a few days left for contributions to the Great Mission Conversation that runs in our Territory until **Monday 24th February**. This initiative is an open invitation for anyone connected with The Salvation Army in the UK and Republic of Ireland to complete a survey and share their views about our future Army as part of Fit for Mission (FFM).

Thank you to all who have already answered the survey, which takes around 15 minutes to [complete online](#). Please help us to ensure as many people as possible are aware of this survey, so that people can choose whether or not to participate. We need as many responses as possible to achieve a statistically meaningful sample.

Paper copies of the survey are available to download from the [Fit for Mission website](#) and from The

[Salvation Army infonet](#), to be printed off as needed and shared with people who don't have access to the internet or a computer. If you wish to return completed paper surveys to our office for our team to upload, please ensure they are sent to our office in time for input by 24th February.

The YouTube film (<http://youtu.be/k0mqw4Dhewl>), by Territorial Commander Commissioner Clive Adams explains the motivations behind the Great Mission Conversation. By contributing you will be helping to shape leadership's understanding and to develop a shared sense of purpose as together we consider important questions for our future: What is God saying to us? What should we be doing? How can we make our mission more effective?

We look forward to discovering what you have to say.

Mission in focus

Listening to the Territory

Thank you to everyone who has attended one of our focus groups around the Territory to accompany the Great Mission Conversation. These events have been supplementary research to add further insight to the survey; to examine in closer detail people's feelings and motivations as we consider together important questions about God's mission for our Army.

We've held focus groups in almost every region of the Territory to meet and learn with officers, staff and members. Over each of the two-hour sessions, it's been enlightening to witness people from a wide range of experiences and backgrounds sharing ideas and views together. We're grateful for everyone's contribution to what have been stimulating, sincere and often passionate discussions.

These focus groups have now concluded but you still have time to share your views by completing the Great Mission Conversation survey by 24th February. The results from the focus groups and survey will help to shape the understanding of senior leadership as they develop a strategy for our future mission.

We've also received requests for material to help people to continue this conversation within their own Salvation Army community. The [Fit for Mission prayer leaflet](#), which we use in every focus group, is available to download from the FFM website for use in personal devotions and in worshipping communities. People with access to The Salvation Army infonet can download a folder [Everything you need to run your own focus group](#) to continue learning and sharing together. Please let us how you get on using these resources.

Moving forward

As explained in our [January 2014 newsletter](#), Fit for Mission is now at the stage where we are developing projects to address areas for improvement in our Army.

More than 50 potential development opportunities have been identified from research across the Territory via surveys, interviews, emails and workshops. From this list, 14 projects have been selected by senior leadership for initial delivery as being those that will have the biggest impact on transforming our Army. Each opportunity will be considered through a design phase, involving representatives who understand the current processes and can provide input into a detailed plan to deliver change.

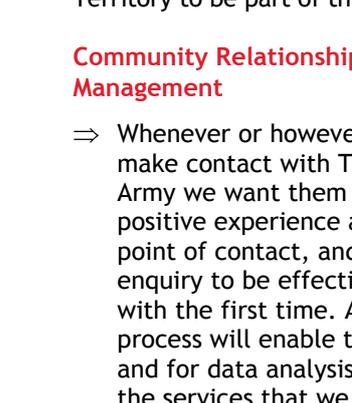
As a priority we will initially be focusing on five projects: Mission Development, Business Admin Review, Finance Review, HR Operating Model, and Procurement. (See January's newsletter for details). We can now provide an outline rationale for the other nine projects. All projects will be underpinned by effective information and communications technology.

We're currently in the very early stages of planning these projects so their impact and full extent are not yet known. It is also not possible to give any indication of the timescale for any possible changes to staff establishments or roles. Once the way forward within each project has been agreed we will inform all staff in a transparent and timely manner of all developments.

We're aware and understand that a process such as Fit for Mission may raise concerns among staff and officers, who may be uncertain and anxious about how FFM might impact them as an individual. We trust that open and clear communication will enable people in all parts of our Territory to be part of this process.

Community Relationship Management

⇒ Whenever or however people make contact with The Salvation Army we want them to have a positive experience at that initial point of contact, and for their enquiry to be effectively dealt with the first time. A standardised process will enable this to happen and for data analysis to ensure the services that we offer match the needs of the community



Father God, Creator and Saviour,
I come to you and offer my praise and worship
Thanking you for my spiritual health.
Forgive me for the hours I waste
On meaningless pursuits,
Reignite a passion within me to be holy.
Majestic God, reign in me, show me your will,
Infuse me with your Holy Spirit
So I may be bold to share your love and
Stand up for those who suffer injustice.
I praise you for the freedom I have in you
O may others be taught of your salvation!
Now I renew my desire to be Fit for Mission.

Please pray for Fit for Mission that wise Holy-Spirit-led decisions are taken for our future; pray for everyone who may be anxious or uncertain about how Fit for Mission might impact them as an individual. More prayer suggestions are found in our prayer leaflet

Internal Communications Review

⇒ Will ensure we communicate with each other effectively through clear two-way internal communication. Creating a culture of openness, people will be equipped and empowered for mission with relevant knowledge and information that will be shared in a timely manner to everyone in the Territory

Knowledge Management

⇒ This will encourage a culture of sharing knowledge and best practice. Will ensure we share and use information and knowledge wisely to inform our decisions about the impact of our mission on the front line and our ability to meet our strategic objectives. Will enable the intelligent analysis of data to ensure our services continue to meet need. Will remove duplication from internal information requests. Everyone will be able to access the information they need to engage in mission, through the shared portal project

Operational Review of IT

⇒ We will ensure that our IT continues to meet our mission requirements in every area of the Territory. Understanding that our IT systems underpin and enable many of the FFM projects, we will ensure IT operations respond to operational needs

Officer Development

⇒ Will create a structure and a culture that values effective leadership. Officers will be empowered for ministry through increased accountability and increased clarity of expectation

Property Asset Management

⇒ Will review the significant property portfolio within the Territory and ensure that we are fully utilising it to yield the greatest mission potential

Shared Information Portal

⇒ Information should only be entered into any system once. Once entered it should be accessible in a user-friendly system to everyone who needs it in their role. We envisage this being a shared portal on a computer and/or device. This will ensure real time access to data across UKI, improving the quality of data shared, and increase collaborative working

Standardised Mission Metric

⇒ Will help us to measure the effectiveness of our mission and focus on measuring mechanisms that relate to our mission strategy. This will not simply be a measurement of evangelism but include the holistic impact on an individual, including social return on investment

Management of Change

⇒ Will guarantee that throughout Fit for Mission we support and care for our people through the change process. We will endeavour to be clear about where we are going, why FFM is necessary and what it sets out to achieve. We will make every effort to ensure the process is transparent, that we listen to our people and that there is continuing opportunity to contribute to the emerging vision