Five projects are currently underway to improve how we deliver and support mission within the UK and Republic of Ireland Territory (UKI). These are: mission development, business admin, finance, HR, and procurement. (See our January 2014 newsletter and February 2014 newsletter for full details.)

We’re in the design phase for these projects, with everything that happens underpinned by overall design principles that set out the fundamental goals for Fit for Mission (FFM) and for all projects (see 02 April newsletter).

For each project stream we are bringing together representatives from across the Territory so that together they will develop potential opportunities while ensuring projects remain feasible and comply with the strategic aim of making mission more effective.

Each participant within each stream has been chosen by the project chair (who is a member of Cabinet) for their understanding and experience of current processes.

The work stream lead coordinates activity within the project, is a representative spokesperson and a point of contact with other project streams.

The function of the core team is to agree current processes and to propose and consider potential future processes. The extended team is the sanity check to proposals in the context of delivery at the front line and in making any alternative suggestions.

The FFM project manager is a liaison between the project stream and the overall steering group for all FFM projects. The steering group is comprised of the Territorial Leaders, the Chief Secretary, project chairs, work stream leads and the members of the Fit for Mission team.

We can now announce the membership of the Mission stream and the HR stream (see right). Membership details for the other three projects will follow as soon as they are finalised.

Once the way forward within each project stream has been agreed we will let you know the developments. Please contact us if you have any ideas or queries.
Making mission more effective is the central aim behind all that we are doing within Fit for Mission. Using feedback and ideas provided by the Territory, we are working on several projects to address areas for improvement.

This includes looking afresh at our Target Operating Model to find the most agile structure and ways of working that improve the future effectiveness of our mission to save souls, grow saints and serve suffering humanity.

By definition, a Target Operating Model (TOM) is the desired future state and structure of an organisation that defines the people, processes and technology required to deliver the organisation’s strategy.

We’re currently in the early stages of developing a TOM that is a draft framework on which to build proposals for our future. At this stage the exact end product is not yet determined but, based on resolving problems you told us about, we have committed to the central principle of providing more time for mission at the frontline by reducing the burden of administrative processes.

The focus of our operations will originate from the front line and work from there to ensure that all HQ support structures support mission effectively at a local level. Overlapping of roles and functions, and specialisation, will be removed; processes will be simplified and standardised.

The draft TOM proposes to separate mission delivery from operational support, with some administrative processes devolved to a service centre as much as this is possible and responsible. This will allow local corps and social service centres to focus on frontline mission work.

Divisions will focus on the delivery of pastoral care and mission support, spiritual leadership, and officer development. THQ will deliver strategic direction and ensure coherent support, supervision and systems.

The organogram (below left) gives some idea as to the basis of the draft TOM. The detail and possible implications for staffing and resources for this draft framework are not yet known, and will be worked out over coming months. It is also not possible to give any indication of the time scale for any possible changes to staff establishments or roles. However we would assure you that none of this will happen without full and meaningful consultation.

Once the way forward has been agreed we will inform all staff in a transparent and timely manner of all developments. In the event that proposals might have any potential effect on staff we will also make that known and appropriate consultation would then take place.

We’re aware and understand that staff and officers may be uncertain and anxious about how Fit for Mission might impact them as an individual. We trust that open and clear communication will enable people in all parts of our Territory to be engaged in the Fit for Mission process.

If you have any questions, concerns or ideas about this draft TOM framework, please speak to your line manager who will then contact the Fit for Mission team on your behalf.