



AUSTRALIA *one*



THE SALVATION ARMY AUSTRALIA ONE PROJECT

INFORMATION UPDATE – APRIL 2016

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ALIGNED VISION • UNITED VOICE
INCREASED INNOVATION • STRONGER PARTNERSHIPS
BETTER STEWARDSHIP • *GREATER IMPACT*

INTRODUCTION FROM THE TERRITORIAL COMMANDERS

Dear Salvationists, colleagues, and friends,

We extend our warmest greetings to you in the name of Jesus.

It has been just over one month since we gathered with Commissioner Brian Peddle, Chief of the Staff and second-in-command of the international Salvation Army, to announce the creation of a united Australia Territory.

We have both been greatly encouraged by the energy and enthusiasm surrounding the announcement in the days since.

We realise and remember that there is still a great deal of personal uncertainty particularly for our colleagues at each THQ. We are grateful for the leadership and positive attitude that we have seen displayed despite this uncertainty. We are proud and humbled to be leading teams of such exemplary character.

We also acknowledge that everyone reacts to news differently, and that some of those reactions don't occur until some time afterwards. If you find yourself troubled or anxious either now or in the coming weeks, then please talk to

someone. Both territories provide free and confidential counselling support to staff, and you can find information on accessing this support from your HR teams.

Whilst we wait for the commencement of the new National Commander role on 1 June, we are still busy behind the scenes to ensure the Australia One Project is positioned for success.

The project steering committee has begun to meet to determine the various policies and processes to guide the project, and we have begun work to identify and engage the necessary external support. You can find updates about both of those activities in the following pages.

In closing, we wish to call both territories again to prayer. You can read about our *100 Days of Ceaseless Prayer* initiative following, but let's not wait until 1 June to start praying.

Together let's seek God's heart, and let's declare the coming of his Kingdom in our lives and in the lives of those we love and serve every day.

May God bless you each.

Commissioner Floyd Tidd
Commissioner James Condon

100 DAYS OF CEASELESS PRAYER

¹⁶ Rejoice always, ¹⁷ pray without ceasing,
¹⁸ give thanks in all circumstances; for
this is the will of God in Christ Jesus
for you. – 1st Thessalonians 5:16-18

We firmly believe that The Salvation Army is most effective when we are listening to, responsive to, and fully reliant on Jesus. Prayer and holiness are cornerstones of our DNA.

We want to commence the Australia One Project with *100 Days of Ceaseless Prayer*, commencing on 1 June and concluding on 11 September.

We are calling corps, centres, HQs and all expressions of mission around the nation to commit to hosting a round-the-clock prayer room for all or part of the 100 days, so that together we have continuous prayer for The Salvation Army and the nation of Australia.

The *100 Days of Ceaseless Prayer* will conclude with a National Prayer Summit in Canberra on the weekend of 11 September.

More information will be provided about this initiative shortly.

NATIONAL MISSION, VISION AND VALUES INITIATIVE

Mission, vision and values are the anchor points for every effective team, and as such it's important that we have clear, shared understanding of these to help guide us on the road ahead.

The work to identify, clarify and articulate these will be one of the important first steps of the Australia One Project. We want to recognise the work that has been done in both territories up to this point, and we also want to gather input from around the country as part of this initiative.

This initiative will commence in June, with an expected completion date of September 2016.

AUSTRALIA ONE STEERING COMMITTEE

The steering committee has begun developing the overall framework for the Australia One Project.

Members of the steering committee are:

- Commissioner Floyd Tidd
(Chair; Incoming National Commander, 1 June 2016)
- Commissioner Tracey Tidd
(Incoming National President of Women's Ministries, 1 June 2016)
- Commissioner James Condon
(Steering committee member until retirement on 31 May)
- Commissioner Jan Condon
(Steering committee member until retirement on 31 May)
- Colonel Mark Campbell
(AUE Chief Secretary; Incoming National Chief Secretary, 1 January 2017)
- Colonel Julie Campbell
(AUE Training Principal; Incoming National Secretary of Women's Ministries, 1 January 2017)
- Colonel Graeme Rigley
(AUS Chief Secretary)
- Colonel Karyn Rigley
(AUS Territorial Secretary of Women's Ministries)
- Russ Cooke
(AUE Director for Strategic Change)

The steering committee will draw on internal and external expertise from subject-matter experts, advisory boards, territorial cabinet secretaries, department leaders and others as appropriate to ensure we are making the best possible decisions.

It's important to clarify that the steering committee's purpose is to oversee the Australia One Project; this group is not a new National Cabinet. The final leadership structure for a merged national territory will be developed and implemented during the Australia One Project.

EXTERNAL STRATEGIC PARTNERS

We are currently preparing the first of two tender briefs to engage external partners in the Australia One Project.

The first tender brief is for a high-level partner to help form the best strategy and structure for the Australia One Project. This partner will help clarify our ideal leadership, management and governance structure, which will be a key foundation stone for all other work.

Prospective consultants will be invited to submit tenders during late April/early May, with a view to having the successful partner commence work on 1 June. We expect that this body of work will be completed by September.

The second tender will be for an independent partner to look specifically at options regarding the configuration of THQ, including THQ location and the opportunities of a multi-site setup. The tender selection process is expected to start in August, with the chosen partner commencing work during Q4 of 2016. We expect that this body of work will take 2-3 months, with an announcement to follow most likely in Q1 of 2017.

Other tender briefs for specific needs will be initiated as required throughout the Australia One Project.



WHY ARE WE CREATING A NEW AUSTRALIA TERRITORY?

Put simply, we wholeheartedly believe that a united Salvation Army will strengthen our delivery of mission.

In the introduction of this document we have listed what we believe are the six key outcomes for the Australia One Project. These are:

- Aligned Vision
- United Voice
- Increased Innovation
- Stronger Partnerships
- Better Stewardship
- Greater Impact

A more detailed explanation of these six outcomes was provided in the initial information pack, and is reprinted here for your reference:

1. *A clear and consistent mission strategy and mission culture across the whole of Australia, ensuring that all our efforts and resources are being used for greatest effect.*
2. *A unified national strategy for solving the spiritual and social issues that affect vulnerable Australians.*
3. *Improving our capacity for innovation and strategic thinking by building on the best of each territory.*
4. *The ability to speak and act with a single voice for greater impact on matters of national interest, including social justice, care for the vulnerable, and other matters of spiritual and community significance.*
5. *The ability to build stronger national partnerships with:*
 - *Other denominations and Christian organisations*
 - *Federal government*
 - *News and media organisations*

- *National corporate and business organisations*
- *National peak bodies*
- *Other agencies and community organisations*

6. *Releasing more personnel and financial resources for front line mission by reducing duplication and streamlining systems and processes.*

HOW WILL DECISIONS BE MADE AS PART OF THE AUSTRALIA ONE PROJECT?

We are developing a standard process to ensure that decision-making is thorough and consistent throughout the Australia One Project.

This standard process will be referred to as L-D-I-S; an acronym for Learn, Design, Implement, Sustain. Each of these four areas represents a stage in the decision making process.

- *Learn:* In the learn phase, a wide variety of information is gathered to inform the decision-making process. The focus is not only on understanding what currently exists, but also on understanding what is needed for the future. This information could include current facts and figures, industry benchmark & best-practice information, and consultations with internal and external specialists.
- *Design:* The gathered information is used to help design solution options to best meet the organisation's needs. Various options may be drafted and workshopped in order to arrive at a well-informed decision.
- *Implement:* The final design is implemented, including any changes to structure, roles, and processes, as well as any necessary training and support. Formal assessments are put in place to measure the solution's progress towards meeting the desired outcomes.
- *Sustain:* The new 'Business as Usual' begins to embed, with appropriate

processes in place to monitor the effectiveness of the chosen approach.

Each of the THQ departments will go through the LDIS process to determine their new national structure.

WHAT DO WE MEAN WHEN WE SAY THE PROCESS WILL BE 'CONSULTATIVE'? WHO IS GOING TO BE CONSULTED AND WHEN?

The steering committee is committed to receiving input from many perspectives in order to make the best possible decisions.

Consultation will be a key activity of the *Learn* and *Design* stages of the LDIS process. A 3-pronged approach to consultation will be used, which includes hearing from:

- *Executive / Senior Leaders* to clarify priorities and objectives
- *Customers / End-Users / Front Line* to understand needs, issues and opportunities
- *Current Staff* to understand current state and desired future state

This consultation phase will have differences from department to department, based on factors such as the size of the department as well as whether the department's 'customers' are internal or external.

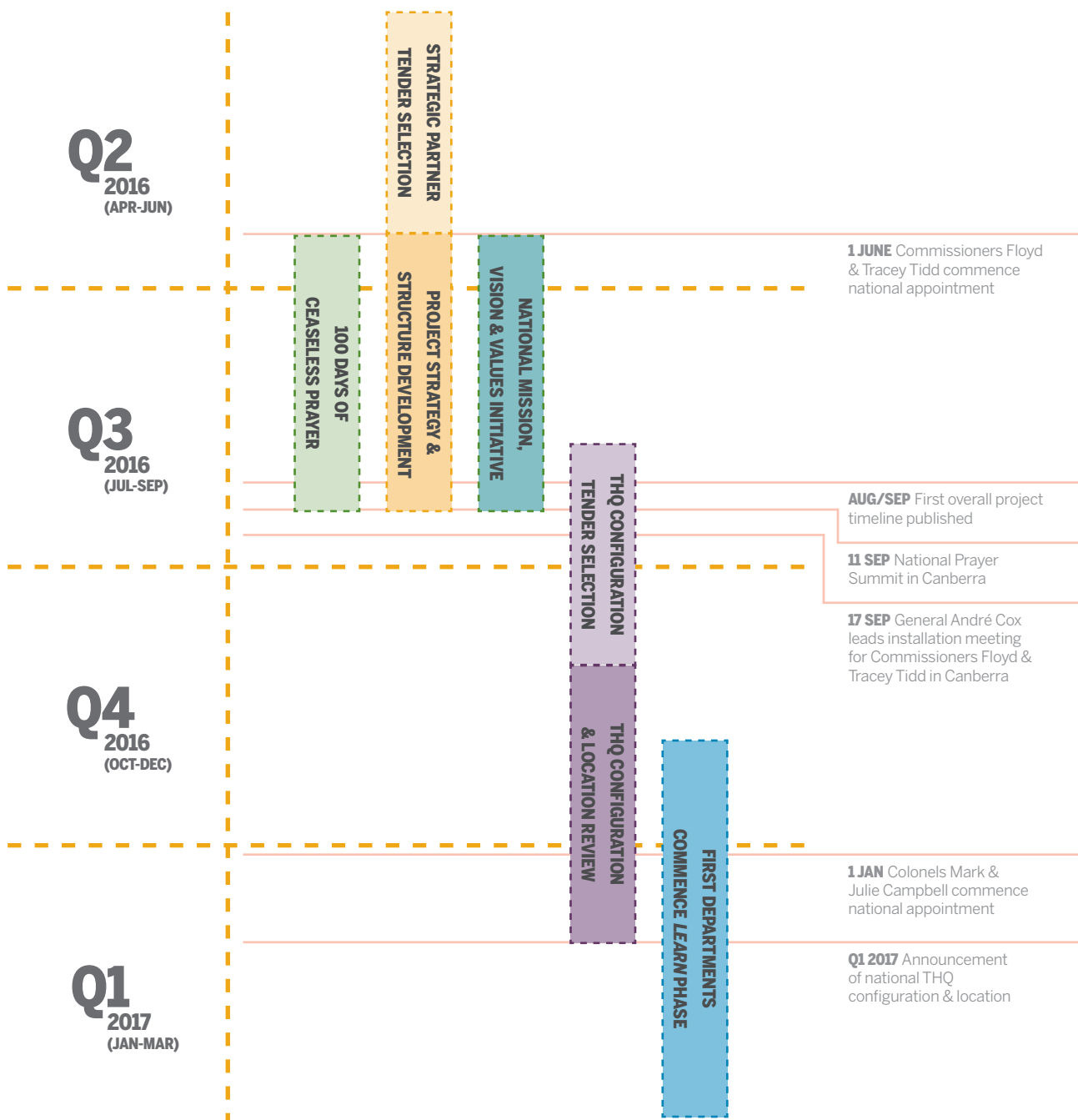
IS THERE ANY FURTHER INFORMATION ON WHEN MY DEPARTMENT WILL BE IMPACTED BY THE AUSTRALIA ONE PROJECT?

Our strategic tender partner will help the steering committee determine the best sequence for amalgamating the various departments. This sequencing is due to be completed by September, and at that point we anticipate being able to provide our first draft timeline of the entire Australia One Project from start to finish.

Draft 2016 Timeline

This draft timeline provides an overview of the key activities currently planned for 2016. There are a number of critical foundation stones to the Australia One Project that need to be properly considered before the detailed work of amalgamating the various departments begins.

We want to re-emphasise our commitment to following consistent process to make the best decisions. If initiatives can be moved faster then they will be, but similarly we are prepared to extend timelines if we believe more time is required in order to arrive at the best outcome.



ANSWERING YOUR QUESTIONS

News, documents and videos are available online at the following web sites:

Southern Territory:

www.sarmy.org.au/Australiaone

Eastern Territory:

mysalvos.org.au/AustraliaOne

Please send your questions to:

Southern:

AustraliaOne@aus.salvationarmy.org

Eastern:

AustraliaOne@aue.salvationarmy.org

Please note that all messages to these addresses will be collected centrally and the contents made available to both territories as appropriate.

The Australia Eastern Territory and the Australia Southern Territory provide support to officers, employees and their immediate families in the form of free, confidential counselling services. Information on accessing these services is available from your respective HR and Personnel departments.