

# National Strategy

The Salvation Army

Australia Territory

**2018 – 2021**



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# Introducing a new national focus

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The Salvation Army Australia is part of an international movement raised up by the grace of God. We have responded to the needs of the Australian community, without discrimination and no matter the situation or circumstance, for over 137 years. Throughout this time, our movement has witnessed a constantly evolving society, acknowledging the ever-changing needs of vulnerable Australians and those searching for greater purpose.

In June 2016, The Salvation Army's Australia Eastern and Australia Southern Territories announced that they would unite as The Salvation Army Australia Territory. Coming together has provided us with an unprecedented opportunity to deliver an aligned vision, a united voice, increased innovation, stronger partnerships, better stewardship and greater impact for the Australian community we serve. As a united national organisation, our national strategy responds to current and continuously changing social needs.

Our strategy makes our vision come to life. It is a clear, high-level and long-term plan outlining the key directions we will pursue. Our vision is where we want to go and our strategy is what we will do to get there. It was carefully considered, with guidance from God, and informed by the voices of Salvos serving at the frontline across Australia. Fulfilling our strategy requires the commitment of all areas of The Salvation Army and our partners in mission.

We look forward to partnering, journeying and walking alongside you in this new and exciting chapter for our movement, and we are inspired by Romans 15:5–6: “Now may the God of endurance and comfort give you unity with one another in accordance with Christ Jesus, so that together you may with one voice glorify the God and Father of our Lord Jesus Christ.”

*May God bless you, may God bless Australia, and may God bless his Army.*

**Commissioner Floyd J. Tidd**

*Territorial Commander*

*The Salvation Army Australia Territory*

*1 December 2018*

# We are a grassroots movement

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More than 137 years on, we still live within and work alongside the communities we serve.

On 5 September 1880, Edward Saunders and John Gore led the first Salvation Army meeting in Australia from the back of a greengrocer's cart in Adelaide's Botanic Park. The meeting concluded with an invitation from Gore to those present; "If there's a man here who hasn't had a square meal today, let him come home to tea with me."

Whilst our movement has witnessed and experienced considerable change over the many years since that first meeting, this core part of our identity, as demonstrated by John Gore, remains unchanged; we live within and work alongside the communities we serve. The Salvos are known for being there in times of crisis, bringing hope to those who need it most.

As society continues to evolve and change around us, our transformation to become a united national movement – now with a shared national vision, mission, values and strategy – places us in the best possible position to continue to do what we do best within the Australian community, so that we realise our vision and see lives transformed, with the love of Jesus.

## Serving spiritual and material needs

Our national strategy takes a holistic approach to caring for people – responding to both spiritual and material needs.

Despite many years of sustained economic growth across Australia, many people continue to experience economic and social hardship. Homelessness, alcohol and drug dependence, family violence, and a limited ability to respond in the face of crisis are issues that are still at the forefront of the lives of millions of vulnerable Australians, highlighting that the work of The Salvation Army remains as important as ever. As demand for services grows rapidly, the Army responds by continually focusing our efforts to make a difference in the lives of the people we serve.

- 13.3% of the population lives in poverty, after taking account of their housing costs. And over 30% are in households where wages, not social security, are the main source of income, indicating that a job does not guarantee an adequate income.<sup>1</sup>
- Households accessing emergency relief with children are 10 times more likely to live in high-rent, low-income situations and experience financial hardships, compared to the average Australian family.<sup>2</sup>
- 64% of people accessing The Salvation Army Moneycare services experience extreme housing stress, an increasing issue as housing affordability declines.<sup>3</sup>

1. *Poverty in Australia 2016*, Australian Council of Social Services

2. *National Economic and Social Impact Survey 2018: Feeling the Pinch*, The Salvation Army

3. *Moneycare 10 Years On: A Decade of Challenge and Resilience*, The Salvation Army 2018

The Salvation Army also has a deep concern for people's spiritual needs. Although Christianity is the largest religion in Australia, the way people express their faith and spirituality means that fewer people are attending formal Sunday church services and are less likely to be affiliated with a formal religious organisation. We look for creative ways to demonstrate the Kingdom of God on Earth to bring about justice and fairness by creating an environment in which everyone can flourish and reach their potential. Mid-week services, activities for children and Bible studies are a handful of the forums that The Salvation Army creates for people to hear the good news of Jesus and explore questions of spirituality.

# What we stand for

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## Our vision statement

*Wherever there is hardship or injustice,  
Salvos will live, love and fight  
alongside others  
to transform Australia one life at a time  
with the love of Jesus.*



## Our mission statement

*Sharing the love of Jesus*

**The Salvation Army is a Christian movement dedicated to sharing the love of Jesus by:**

- |                                     |  |
|-------------------------------------|--|
| <b>Caring for people</b>            | <ul style="list-style-type: none"><li>• Being there when people need us most</li><li>• We offer care and compassion as a sacred encounter with transformative potential</li></ul>                            |
| <b>Creating faith pathways</b>      | <ul style="list-style-type: none"><li>• Taking a holistic approach to the human condition that values spirituality</li><li>• We graciously share the good news of Jesus and grow in faith together</li></ul> |
| <b>Building healthy communities</b> | <ul style="list-style-type: none"><li>• Investing ourselves in relationships that promote mutual flourishing</li><li>• We find the wholeness God intends for us in community</li></ul>                       |
| <b>Working for justice</b>          | <ul style="list-style-type: none"><li>• Tackling the social systems that harm creation and strip away human dignity</li><li>• We join God's work to build a fairer world where all can thrive</li></ul>      |

## Our values

**Recognising that God is already at work in the world, we value:**

**Integrity** – Being honest and accountable in all we do

**Compassion** – Hearing and responding to pain with love

**Respect** – Affirming the worth and capacity of all people

**Diversity** – Embracing difference as a gift

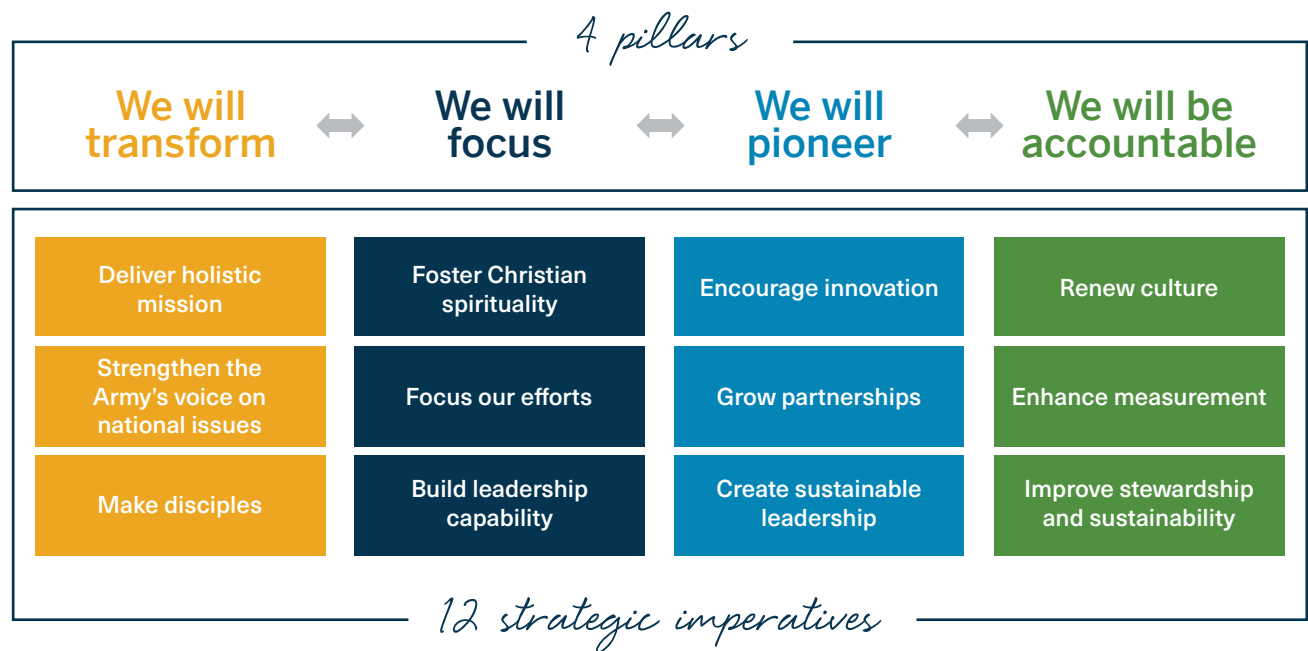
**Collaboration** – Creating partnerships in mission

**Our Commitment** – We commit ourselves in prayer and practice to this land of Australia and its people, seeking reconciliation, unity and equity

# Our national strategy

To achieve our vision we have developed a national strategy that outlines our priorities for the next three years. We will continue to reinforce our leadership role in creating a better Australia for those experiencing hardship and injustice.

Our strategy is built on four pillars, each underpinned by three strategic imperatives that will inform and guide our actions.



# Pillar 1: We will transform

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**Transformation happens through relationships – with Jesus and in the community.**

- **Deliver holistic mission** – Local mission delivery is how we provide integrated and holistic mission to the communities we serve. Our mission expressions working together with other community partners will enable us to focus and strengthen our efforts to service a social need and create faith pathways. Our local mission delivery model creates opportunities for all local mission expressions to connect and collaborate as members of Area Leadership Teams.
- **Strengthen the Army's voice on national issues** – We use our voice so that we can positively influence public policy and bring about social change in areas of greatest need.
- **Make disciples** – We will create pathways for spiritual fulfilment and service because our heartfelt desire is for people to know and follow Jesus.

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## Deliver holistic mission



**Pindari Resident Recovery Service** in Brisbane provides accommodation and support for over 100 men and women who are experiencing homelessness. They also provide a dedicated mental health program, veterans support, education and intervention.

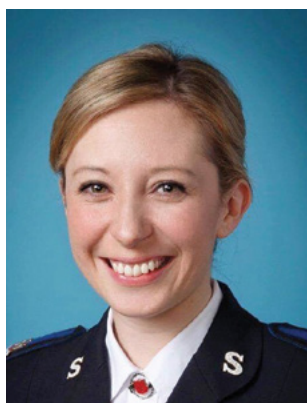
*"We realise that people need more than a bed. Everybody who walks through our door will experience that same passion and hope – whether it's two o'clock in the morning or three o'clock in the afternoon."*

**Anne Wilson**

*Manager, Pindari*

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## Strengthen the Army's voice on national issues



*"Speaking against injustice on a national platform is an important part of who The Salvation Army is, here in Australia. We want to see real transformation occur in the lives of individuals, in communities, and in this nation. We have many God-given opportunities to speak into how this country treats its people, and those outside its borders, and we have the strength of local, on-the-ground knowledge to inform what we say collectively – it's vital that we use the voice that we have!"*

**Casey O'Brien Machado**

*Territorial Social Justice Manager*



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## Make disciples



**Perth Chinese Corps** is the only Chinese Corps in Western Australia and is located right in the heart of Perth's Chinatown. The Corps holds a Mandarin service which is translated into Cantonese and English, using headsets for those who cannot understand Mandarin. Chinese people originally from different parts of Asia meet and call this their spiritual home.

*"We are in the perfect location for a Chinese ministry and hope that we will continue to capitalise on our location to reach the Chinese and multicultural community for Christ."*

**Paul Ong**

*Corps Leader, Perth Chinese Corps*

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## Pillar 2: We will focus

**Focusing our efforts where we can have greatest missional impact will help us to achieve our vision.**

- **Foster Christian spirituality** – We will consciously foster deep, dynamic Christian spirituality throughout the Army; reflected through prayer, aligning our lives with Scripture and holy living in our work and personal lives.
- **Focus our efforts** – We will direct our time, energy and resources to where we can have the greatest impact.
- **Build leadership capability** – We will build the capability of our leaders, so that we are well equipped to deliver our strategy and realise our vision.

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## Foster Christian spirituality



*"Holy living is love in action, with hands and the heart of Christ. Within Alice Springs there are people from at least four different Indigenous language groups meeting with us for worship on Sunday and during the week. To help make worship meaningful and impacting for all, we regularly use the different languages for prayer, Scripture and song. As we focus on fostering Christian spirituality and building our leadership capabilities within our community, there is still a long way to go in the journey of engaging in meaningful worship with our Indigenous brothers and sisters."*

**Captain Nari McGifford**

*Alice Springs Social Programme Network Director*

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## Focus our efforts



*"Our children's ministry work is about safeguarding and delivering programs in caring and welcoming environments. Our leaders respond to the voices of children and their desire to be intentionally disciplined and nurtured in multi-generational faith communities. We will continue to focus and work beside families and communities, drawing from experiences and expertise from across the mission, so that we target our resources and enable children to thrive."*

**Captain Sonia Jeffrey**

*Territorial Children's Ministries Secretary*

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## Build leadership capability



*"An Area Officer has the privileged opportunity to invest into the lives of leaders across all mission expressions. The empowering leadership model we present includes the biblical elements of spirit-filled leadership, servant leadership and apprentice leadership. Through the forum of Area Leadership Teams, one-on-one meetings, mission centre events, as well as regional training events, we have the opportunity to build leadership capability into all levels of leadership across the Area."*

**Major David Terracini**

*Area Officer, Brisbane South West and Gold Coast*

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## Pillar 3: We will pioneer

**Innovation and finding new ways to do things will keep our movement relevant. We will continue to build on our strengths and work to make a positive impact on people's lives.**

- **Encourage innovation** – Being future-focused will help us to embed innovation throughout the Army. We will systematically work through cultural barriers that stop us from being innovative, and identify better ways of working.
- **Grow partnerships** – Our desire is to grow existing relationships and foster new partnerships that are enduring and sustainable. We want to work with partners who share our vision.
- **Create sustainable leadership** – The emerging generation of Salvos needs to better reflect the diversity of the Australian community and be supported to develop so that they can shape and lead our movement into the future. We will honour, develop and encourage our people to reach their leadership potential.

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## Encourage innovation



*"Many Salvos Stores customers choose to shop with other Australian retailers online, so we want to be able to offer them that experience. Our e-commerce strategy will strengthen Salvos Stores by providing access to a much wider audience and enable us to provide more financial support to The Salvation Army."*

**Lucas Ferrier**

*Salvos Stores e-commerce manager*

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## Grow partnerships



*"Sydney Congress Hall Corps values partnerships that support and move our inner city mission forward. We partner with South Sydney Rabbitohs, with players and coaching staff walking the streets of Sydney and serving the homeless and those at risk of homelessness. We partner with Ultimo TAFE and support their students through placements and serving our community together. We partner with local businesses who value our services and also value the opportunity to provide practical hands-on support. We partner with volunteers who willingly give their time to join us in mission and in ministry to an inner-city community desperately in need of the love of Jesus."*

**Major Bruce Harmer**

*Corps Officer, Sydney Congress Hall*

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## Create sustainable leadership



*"A focus on sustainable leadership will foster a culture of responsibility and accountability for personal leadership development. The ripple effect of each leader's investment into their own development will be exponential for the rest of The Salvation Army. Healthy leaders make a healthy difference, and grow other healthy leaders."*

**Karen Lattouf**

*Leadership Development Specialist*

## Pillar 4: We will be accountable

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**Accountability will help us continue to be a vibrant and relevant movement for future generations and enable us to deliver on our mission, vision and national strategy.**

- **Renew culture** – Building on the strengths of our existing culture, renewing our culture will help us to attract new Salvos, while facilitating innovation.
- **Enhance measurement** – Clear reporting measures will make sure that everyone knows what is expected of them and understands the role they play in realising our vision. The measures will help track the organisation's overall progress as we work to make a difference in the communities we serve.
- **Improve stewardship and sustainability** – For our movement to grow and be sustainable so that we can thrive, we need to use our resources responsibly and efficiently, build a diverse funding base and ensure that our resources are aligned to our mission and vision.

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### Renew culture



*"Gender inclusiveness and diversity is not about male and female roles, it's about whoever is the best fit for the job. It's whoever has the right skills, and whoever is the best leader to fulfil the mission in that space."*

**Lieutenant Jacqueline Gluyas**

*Corps Officer, Eastern Beaches NSW*

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### Enhance measurement



*"Measures are not all about performance management. They are a tool for continuous learning, so that we can live out the mission more effectively. Measures can help ensure that we hear perspectives from a diverse sampling of people, including community members, rather than the impressions of a few. They also help us identify what works and what doesn't, highlighting the opportunities for improvement so we can remain innovative and relevant in meeting the needs of the Australian community."*

**Johana Susanto**

*Territorial Research Manager*

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## Improve stewardship and sustainability



*"Stewardship and sustainability are keys to ongoing ministry opportunities. At Craigieburn Corps we broadened the base for producing income through significant hall hire agreements with community groups, other churches and training organisations. Many staff and clients come along to our weekly community lunches and connect in our monthly management meetings. Ongoing stewardship and sustainability is possible, but we must think outside the box!"*

**Captain Pete Brookshaw**

*Corps Officer, Craigieburn Victoria*

## Measuring our progress

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Now that we have come together as The Salvation Army Australia Territory with one national vision, mission and strategy, we need to continually measure our progress.

We have defined our measures and started to develop systems and consistent processes so we can track our progress at a national level. While we realise that this will take time to embed, it's important for us to persevere so we make a tangible and distinct difference to the communities we serve and strengthen The Salvation Army as a movement in Australia.

**Our four flagship measures are:**

### Faith steps

We will create faith pathways, measuring opportunities for Christian discipleship and exploration of faith.

### Connection points

We will measure collaboration and alignment between all The Salvation Army's mission expressions and ensure that we have a presence in geographical areas of greatest need.

### Stronger communities

As we focus on program areas where we can best use our expertise and maximise the impact of our resources, we will develop a framework to measure the impact on local communities.

### Mobilised Salvos

To ensure that The Salvation Army is a vibrant and relevant movement that can transform lives, we will measure the involvement and participation of thousands of active Salvationists and volunteers in Australia.



**For information more about The Salvation Army Australia Territory  
Visit our website at [www.salvationarmy.org.au](http://www.salvationarmy.org.au)**