



Local**Mission**Delivery

HANDBOOK

THE
AUSTRALIA
TERRITORY

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LocalMissionDelivery

Introduction

Local Mission Delivery (LMD) is central to how The Salvation Army in Australia is organised for greatest impact in mission and ministry. LMD is how the different mission expressions of The Salvation Army collaborate to serve in a holistic and consistent way across the nation.

Local Mission Delivery articulates how mission is carried out in the Australian community and defines the structure for how mission delivery is supported within The Salvation Army. The development of LMD has been driven by the understanding that holistic, integrated mission is an essential part of The Salvation Army's DNA. In short, it is the national structure for intentional collaboration in holistic mission and the outworking of the wider organisational framework of The Salvation Army, including our vision, mission and values.

Vision

Our vision is what we aim to achieve in Australia.

*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.*

Mission

Our mission is the heart of what we do.

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

Caring for people

Creating faith pathways

Building healthy communities

Working for justice

Values

Our values are how we are going to live out our mission.

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

Respect

Compassion

Integrity

Collaboration

Diversity

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

Rationale

From the founding of The Salvation Army, we have always been committed to holistic ministries that encompass the whole person, and their communities. However, there have been times when we have had an inconsistent approach to mission. In the past some parts of the Army have focused on the spiritual while others cared for the physical needs. We've not always addressed the whole person. Sometimes, we've worked and served in silos and have not known what other Salvation Army services were doing in the same area.

The LMD model ensures that our different mission expressions collaborate to serve in a holistic and consistent way across the nation. It brings together all expressions of The Salvation Army in geographical locations to intentionally work together to achieve our mission.

LMD provides an integrated nationally consistent operating model that recognises the importance of every mission expression. The mission and the needs of society are too complex for any one expression.

LMD confronts this complexity and brings together the strengths of each mission expression in an area. No part of The Salvation Army can work in silos. We are stronger together as we harness our skills, resources and experiences to better live out our mission.

What is holistic mission?

Holistic mission looks to care for the whole person – physical, social, emotional, intellectual and spiritual. It includes both the proclamation and the demonstration of the ‘good news’ of what God has done in Jesus Christ.

Jesus has initiated a new community that expresses God’s love, forgiveness and grace to people in word and deed – in speech and practical action.

Holistic mission is God’s mission in the world that seeks to restore and renew the whole of creation – not only relationships between God and people but also relationships between people and with the environment.

‘Integral mission or holistic transformation is the proclamation and demonstration of the gospel.’ (Micah Network – in Lynette Edge and Gregory Morgan, Partnering with God: Being a Missional Salvationist, p. 112)



my.salvos.org.au/toolkit/resource/local-mission-delivery-lmd-explained/1405/

Roles in LMD

The following roles are key to LMD and the ability to effectively drive agreed holistic missional outcomes.

Divisional commanders (DCs) focus on the missional health of their respective areas and ensure that the local missional outcomes of their division are consistent with The Salvation Army’s national strategy. This includes the development of Divisional Plans. They bring together all area officers in their division to empower them to contribute to missional outcomes, providing coaching, leadership and pastoral support. DCs work with the Territorial Mission and Mission Enterprise portfolios and area officers to lead holistic mission in their division. They line manage area officers and through them, corps officers. They work collaboratively with Social Mission, Community Engagement and Mission Enterprises to achieve the vision and mission in their division.

Area officers (AOs) are critical to the success of LMD in an area. They line manage corps officers on behalf of the DC and work collaboratively to offer missional leadership with all Social Mission, Community Engagement and Mission Enterprises in their area. AOs bring together representative mission expression leaders from all mission expressions in the Area Leadership Team (ALT) to collaborate in planning, implementing and evaluating strategies for holistic mission. They lead the ALT to live out the mission to benefit the community, facilitating ALT meetings and supporting mission expression leaders to be accountable for the outcomes in their area (see Area Officer Brief of Appointment on page 40).

Area officers work with the divisional commander in an area to ensure that the missional outcomes are consistent with The Salvation Army’s national strategy. They also work alongside the expression leaders in an area and other area officers.

Corps officers (COs)/leaders support the transformation of lives spiritually, emotionally and physically to develop thriving corps that are mobilised in the community, and work in close collaboration with other mission expressions. Corps officers are directly line managed by the area officer who coaches and provides pastoral support for them. They actively look for ways their corps can engage with and serve other mission expressions in their area and are also responsible to share the missional work of the ALT with their corps members.

Chaplains are active participants in an area, bringing an understanding of the chaplaincy ministry and the way mission works to support local communities. Chaplains collaborate with other mission expression leaders as peer members of the ALT to achieve agreed integrated holistic missional goals. Where there are multiple chaplains in one area, there may be representative membership on the ALT (see ALT membership on page 11). They actively strive to connect people with other Salvation Army communities and services.

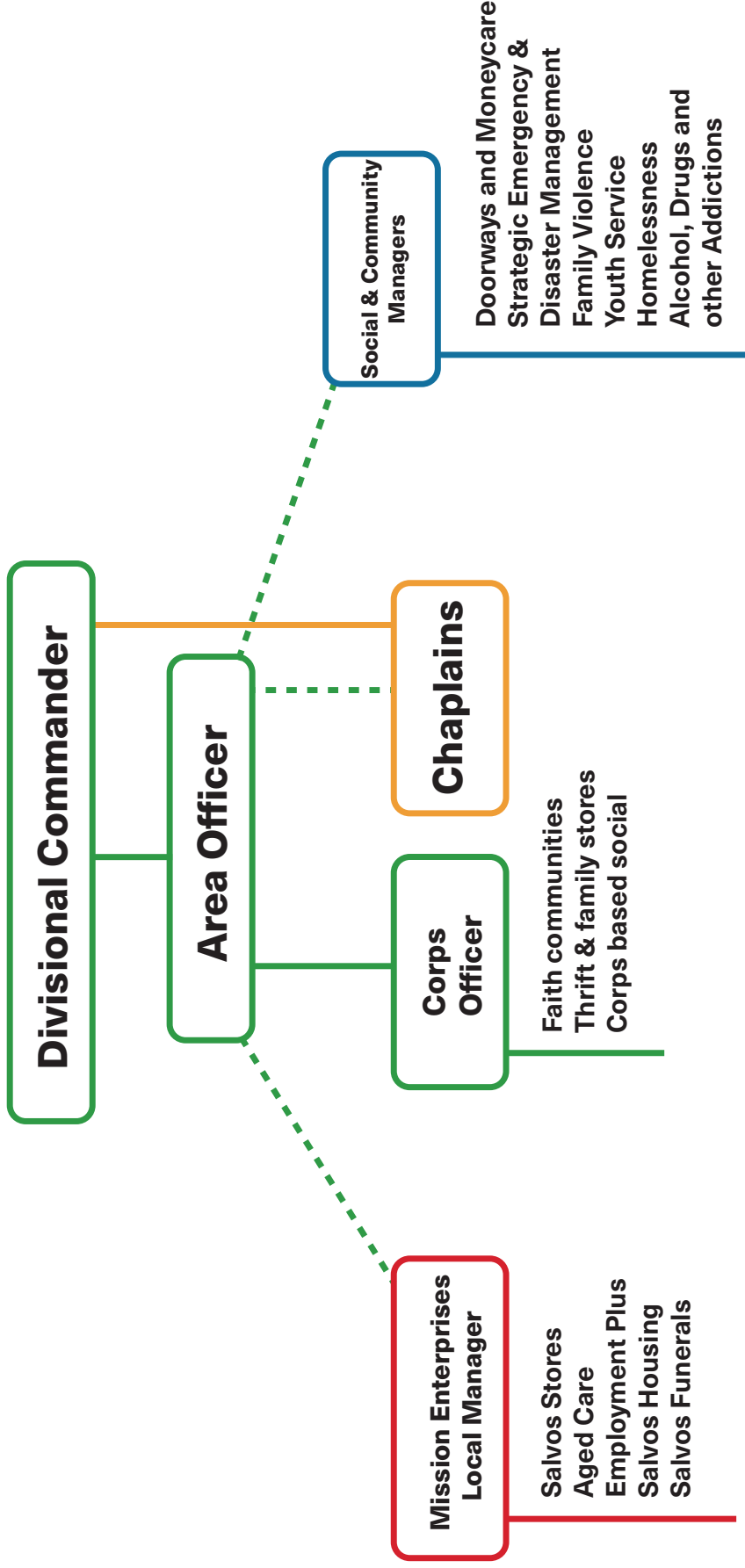
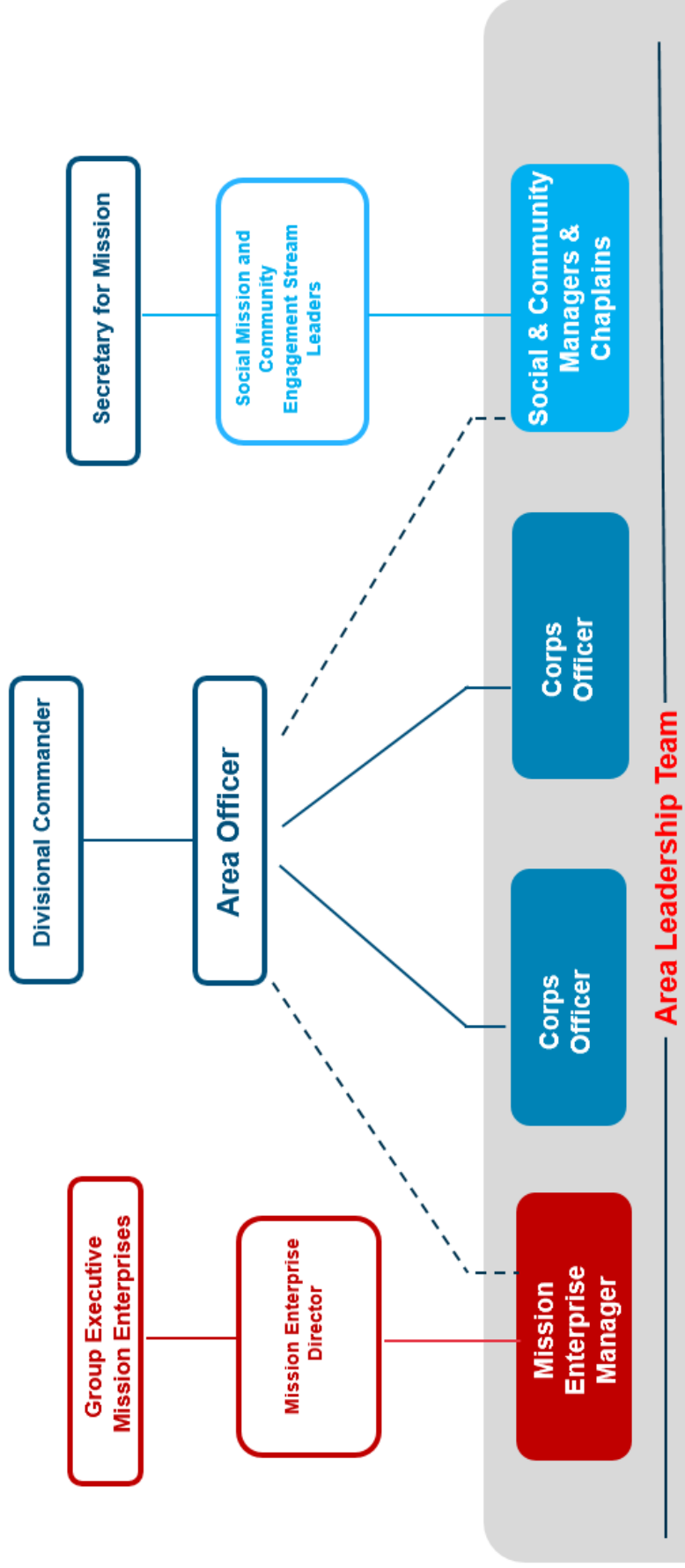
Social Mission and Community Engagement leaders develop and deliver social and community mission programs to holistically care for people and build healthy communities. They will work closely together with all mission expressions and active members of the ALT. They will also work with the area officer, their line manager and other ALT members, who support them in finding appropriate ways to engage in integrated holistic mission. They have specialist expertise in their area of social and community engagement and are line managed by their Social Mission or Community Engagement leader.

Mission Enterprise leaders are representatives of mission enterprises such as Salvos Stores, Employment Plus, Aged Care, Salvos Legal, Salvos Funerals and Salvos Housing. They share responsibility for the area’s goals and outcomes with other ALT mission expression leaders and work with the area officer, their line manager and other ALT members, who support them in finding appropriate ways to engage in integrated holistic mission. They are line managed by their mission enterprise stream leader.

Mission Enablers (Business Support, Personnel, Communications, Mission Support, Policy, Research and Social Justice, and Governance) are centrally coordinated to support and enable mission at the frontline. These teams do not attend ALT meetings as members but may attend as guests for specific purposes. These teams work to serve and support Local Mission Delivery nationally, divisionally and in the areas.



Area Leadership Team | Organisational Chart



Matrix leadership

The roles in Local Mission Delivery work within a matrix leadership model. This means there are shared responsibilities and reporting lines. In the LMD matrix there are shared responsibilities for operations and line management alongside missional leadership. The chart above demonstrates the operational management lines (in blue) and the missional leadership lines (in red).

Ways of working

Please watch the short video 'Ways of working' on how these roles work together:

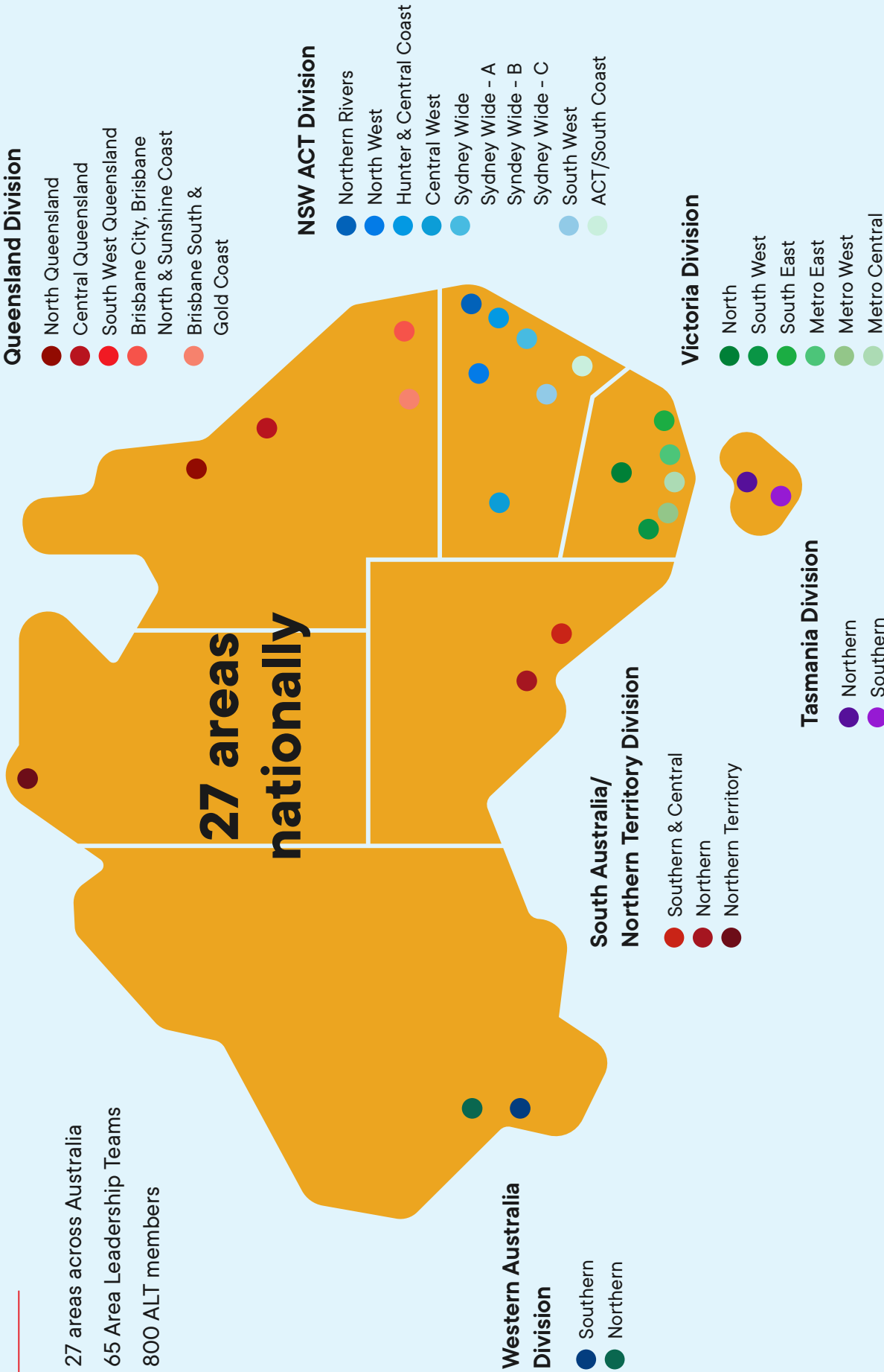


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Local Mission Delivery

- 27 areas across Australia
- 65 Area Leadership Teams
- 800 ALT members



Areas

Areas are the organisational structure that groups together all of The Salvation Army expressions and enterprises in a geographical area. The goal is to achieve better mission outcomes and greater impact within the area.

The area is led by an AO, who facilitates outcomes by bringing together mission expressions into a single purposeful ALT. Some areas are bigger than others (geographically or in number of mission expressions) and have more than one ALT.

How to make a change to an area

Changes to the mission expressions in each area are only made after consideration of reporting line impacts and other organisational implications. The DC will consult with the Secretary for Mission before making recommendation of changes to the assistant chief secretary.

Once approved, the request is forwarded to the general manager (GM) for Local Mission Delivery who will make the change in the data, with the following people and departments informed of the change – DC, personnel, and the relevant Mission Enterprise, Social Mission and Community Engagement managers.

Area Leadership Teams

An Area Leadership Team (ALT) is made up of representative leaders from all mission expressions in an area (see ALT membership on page 11). It is a forum for the leaders of different mission expressions with the following objectives (see also Local Mission Delivery: measure of progress on page 39).

ALT objectives

- To plan, implement and evaluate strategies for holistic mission in an area.
- To increase missional collaboration through positive relationships and a healthy understanding of the ways that different expressions contribute to mission.
- To support each expression to achieve their Local Mission Plan. (See Sample Local Mission Plan on page 30)
- To develop a culture where all members feel valued and safe to express their views.
- To encourage ownership of LMD by all expressions.
- To build relationships of trust and open, honest communication.
- To maintain a high level of attendance in the ALT and meet every four to six weeks.
- To encourage an innovative culture of trying new things.

ALT culture

ALTs consist of diverse groups of people, from different backgrounds and beliefs. It is important for area officers to ensure all ALT members are valued and their different roles respected. All members need to feel welcome and safe to share different views.

Collaboration begins with trust and a shared vision or goal. These are two things that cannot be forced on people and they take time to develop. Genuine collaboration starts to happen when team members want to work together.

Collaboration is not agreement' it celebrates differences and depends on some tension between people. These differences can generate new insights and perspectives if we are humble and willing to learn from others.

Area officers set the tone and culture of ALT meetings and need to be sensitive to members who may feel like an 'outsider' (e.g. members who may not be officers in an ALT with a majority of officers; members who may not attend corps or share a Christian faith; members who are new to the ALT).

It is encouraged to use the language of different 'mission expressions' rather than the distinction between 'social' and 'corps'.

ALT membership

Expression leaders are nominated to represent the different mission expressions in an area. These are any expressions or services provided by The Salvation Army to provide holistic mission and serve people in the local community (see Definitions of common terms (in alphabetical order) on page 37), ALT members are nominated by consultation between the DC, AO, line managers and the division's mission expression leaders. Where possible, it is valuable to have an equal representation of mission expressions.

The following principles provide the starting point for ALT membership. At the same time, these may need to be negotiated in a particular local context. A key principle is to identify the key person who can best impact mission in the local area.

Corps mission expressions will be represented by a corps officer. All corps officers are welcome on ALTs and with corps with more than one corps officer, it is accepted that only one officer may represent the corps and attend the ALT. This allows the normal functioning of the local corps to continue while the ALT meets. Where possible, it is preferred that the same officer attend the ALT.

Social Mission expressions will be represented by their local manager in the area, who will represent their stream on the ALT (i.e. Youth Services, AOD, Homelessness, Family Violence), bringing their issues to the ALT and communicating ALT plans to their stream and teams.

Community Engagement expressions (Doorways, Moneycare, Communities for Children) will be represented by the most appropriate local, frontline caseworker. At times, the regional manager will be the most appropriate person. A regional manager or other person who leads one expression across multiple areas may attend no more than two ALTs or only the ALT geographically closest or most relevant to their expression. A regional manager is to delegate a local caseworker where appropriate.

Chaplains not embedded in a social mission or mission enterprise (i.e. working in prisons, rural etc.) will be invited on to ALTs. In areas where there are multiple chaplains from the same stream (e.g. prisons), one chaplain will be selected to attend the ALT. This selection will be made in consultation between the AO and the Divisional Chaplaincy Manager. Chaplains working in Social Mission expressions will be represented on the ALT by their centre manager.

Mission Enterprise expressions (Salvos Stores, Aged Care, Salvos Housing, EPlus) will be represented by the local, frontline manager. If this is not possible, they may be represented by their chaplain or area manager.

Subject matter experts across The Salvation Army and other community organisations (e.g. local council) can be invited to attend ALTs as guests to provide insights and specialist input. This includes Mission Enablers who may be invited to provide specific input but are not ALT members.

Delegate / proxy ALT members

If an expression leader is unable to attend (e.g. when on holidays or sick), they need to have a regular proxy or delegate attend to ensure continuous representation.

What is the role of an ALT member?

An ALT member is someone who has been identified as a mission expression leader of The Salvation Army in their area – and asked to represent their mission expression on the Area Leadership Team (ALT). This is a significant leadership role with important responsibilities to enhance holistic mission and serve the community.

We have 65 Area Leadership Teams across Australia with nearly 800 members. This is an exciting new way of working and members play an important role in the healthy functioning of these teams. Below are five expectations of ALT members, which are key to us effectively working together in mission:

Attend all ALT meetings

Consistent and regular attendance at the ALT meetings is essential to the healthy functioning of the team and the members' positions at The Salvation Army. It helps facilitate building healthy relationships with one another and allows our collaboration to build momentum.

Constructively participate in the ALT and mission

It is possible to attend regularly and not make helpful or healthy contributions to the ALT. Positive and generous engagement with the process of collaborating will make a tremendous difference to our time together.

Constructive and active contributions to the ALT and our work in holistic mission in the area is essential to achieve our vision to transform Australia one life at a time with the love of Jesus.

Treat all ALT members with respect

There may well be some members of an Area Leadership Team that clash. Life is like that. Members of the ALT will hold different views from each other and there may be disagreements. That is to be expected – and even celebrated. Humility recognises that we may be able to learn from others that are different from us. The Salvation Army culture values diversity.

As Jesus said, it is easy to love your friends or those who love you. We are called to do more than that. The ALT needs to be a place where people feel safe and valued – speaking and listening to one another with respect, compassion and integrity will mean we are looking to live out our values.

Communicate ALT information to other team members

ALT members represent their mission expression. The ALT member’s role is to inform their mission expression about what the Salvos are doing in the area. Ask them for ideas to bring to the ALT and share what is discussed or planned. When appropriate, invite them to be involved too.

Connect with another ALT member

Two foundations to collaboration are healthy relationships and an understanding of each other’s world. One way to do this is for ALT members to casually meet over coffee outside the ALT meeting with other members who they do not know well. Members are encouraged to visit others’ sites and see how mission there works – meet some of their colleagues and community members who come there. This will give an opportunity to deepen the relationship and better understand the other mission expressions.

Frequency and duration

ALTs will meet face to face at a minimum of six times in a year. This minimum number of face-to-face meetings will be supplemented by other online meetings during the year. In total, ALTs will meet 8-12 times per year.

Face to face meetings should be approximately two to three hours, allowing adequate time for travel and breaks, informal networking and relationship building. The majority of the time will focus on collaboration in mission. It is the AO’s responsibility to organise meetings by consulting ALT members and arranging times that suit the majority of the team.

ALT members should not be travelling more than two hours to attend a meeting. However, sometimes there are exceptions and consideration will then be given for the use of appropriate communication technology.

Size of an ALT

ALTs should be small enough to allow for adequate discussion of key agenda items, allow all voices to be heard and ensure conversation is relevant to all participants.

It is recommended that an ALT meeting should have no more than 16-20 people. It is understood that this is not always possible in some areas.



Agenda and actions

The agenda is prepared by the AO in consultation with the ALT members and distributed in advance, giving participants time to prepare, attend and engage in the meeting content.

Items that may appear on an agenda include:

Devotional input and prayer
Acknowledgement of country
Community / area analysis
Review of previous meeting decisions and agreed actions
Planning strategies for missional collaboration in the area
Sharing Local Mission Plans and opportunities for collaboration
Identification of missional goals to be delivered across an area
Sharing lessons learned and quality practices
Discussion of required support needed, coordinating efforts and resources
Inviting guest speakers / facilitators on particular topics

Area Leadership Team Agenda



ALT			
VENUE		DATE	
WELCOME: Acknowledgement of God, Country and one another (Check in and greeting)			
LOCAL MISSION PLANS			
MISSIONAL COLLABORATION			
OTHER ITEMS			
CHECK OUT AND FAREWELL			
NEXT MEETING			



ALT minutes

Minutes will be taken at every meeting. These record significant topics of conversation and decisions and should not include anything that is confidential. The minutes are important for transparency and accountability. They ensure clear communication across the organisation and allow the GM (LMD) to share ideas nationally.

At the conclusion of a meeting, the AO will distribute the minutes to the following:

- ALT members*
- Divisional commanders
- General manager (LMD)

**This facilitates actions prior to the next meeting and informs members who were not present at the meeting. ALT members will then distribute the minutes to their line managers and other mission expression team members in the area but not part of the ALT.*

Area Leadership Team Minutes



ALT			
VENUE		DATE	
ATTENDANCE			
APOLOGIES			

WELCOME Acknowledgement of God, Country and one another (Check in and greeting)	
LOCAL MISSION PLANS	
MISSIONAL COLLABORATION	
OTHER ITEMS	
CHECK OUT AND FAREWELL	
NEXT MEETING	

Area officers

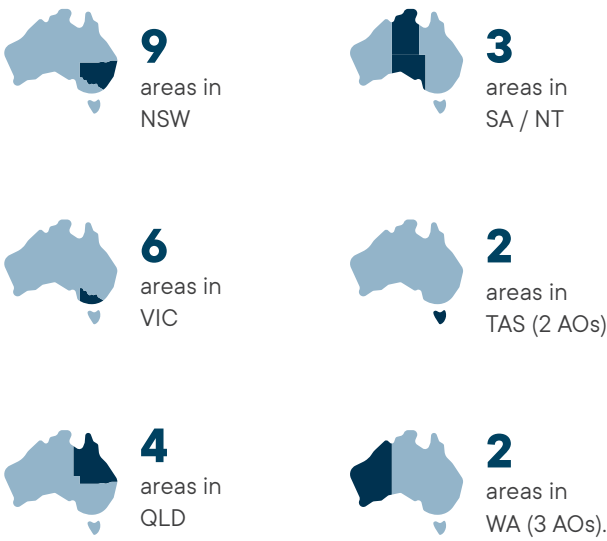
Local Mission Delivery is led by AOs within a geographical area. They lead and facilitate ALTs and are accountable for the missional outcomes of that area. They are critical to the success of LMD, bringing together mission expression leaders on an ALT to plan, implementing and evaluating missional strategies to work for the community. They are experienced and gifted officers who have demonstrated mature Christ-like leadership and a passion for mission.

See Area Officer Brief of Appointment on page 40.

Areas and Area Officers

(as at October 2021)

There are 27 areas and 41 area officers in the Australia territory:



Division	Area
NSW / ACT	Northern Rivers NSW
	North West NSW
	Hunter and Central Coast NSW
	Central West NSW
	Sydney Wide B
	Sydney Wide A
	Sydney Wide C
	South West NSW
Tasmania	ACT/South Coast
	Tasmania South
South Australia / Northern Territory	Tasmania North
	SA Central South
	SA Northern
	Northern Territory



Western Australia	WA North and Rural
	WA South
Queensland	North Queensland
	Central Queensland
	South West Queensland
	Brisbane City, North / Sunshine Coast
	Brisbane South / Gold Coast
Victoria	Vic. North
	Vic. South West
	Vic. South East
	Vic. Metro East
	Vic. Metro West
	Vic. Metro Central

How to make a change to an Area Leadership Team

Changes to the mission expressions in an ALT are only made after consideration of reporting line impacts and other organisational implications. This includes the merging of two existing ALTs. The AO will consult with the DC, who will consult with the secretary for mission before making recommendation of changes to the assistant chief secretary.

Once approved, the change request is forwarded to the GM (Local Mission Delivery) to make the change in the data, with the following people and departments informed of the change – DC, personnel, and the relevant Mission Enterprise, Social Mission and Community Engagement managers.

Transition to a new area officer

Area officers leaving an area will advise their ALT of the appointment of a new AO as soon as reasonably possible. They will reassure the ALT that the plans developed for the area will continue to be implemented and further developed, with the new AO facilitating Local Mission Delivery.

If possible, incoming AOs will spend time with existing AOs in an ALT meeting, to be introduced to the mission expression representatives. If this is not possible, the AOs will meet to discuss the area and the work of the ALT. They will discuss the rationale behind the Local Mission Plans, the community and the strengths within the area and team.

Following their induction, incoming AOs will get to know the members of the ALT and build relationships of trust and respect. Exiting AOs will make ALT minutes available to the incoming AO.

The change of an AO responsible for bringing together all mission expressions in an area should not impact LMD. However, as the leader of an ALT, levels of trust and relationships will need to be developed with the new AO. Members of the ALT have developed Local Mission Plans, implementation and evaluation strategies for mission. Incoming AOs need to respect the Local Mission Plans developed and be sensitive to how the ALT members have been impacted by this change.





Supporting area officers

Divisional commanders will have monthly meetings with AOs to review mission in their area (see Local Mission Delivery: measure of progress on page 39) and provide spiritual support and leadership.

General manager (LMD) brings leadership and a national perspective on LMD strategy, planning and innovative ideas across Australia. This role also manages LMD resource production and the LMD website.

Mission Portfolio provides operational and subject matter leadership of social mission and community engagement programs such as Doorways, Moneycare, AOD, Accommodation Services, Youth Services, Family Violence and chaplaincy. This team supports area officers, ALTs and corps with subject matter expertise and missional best practice and resources. The department provides support in areas of policy, research and social justice.

Learning partners in each division will work to support the AO and DC in building the capacity of the ALT.

Mission enablers include the HR, Property, IT, PR, Mission Support and Finance teams who work to support AOs and frontline mission expressions in mission.

Pastoral Services Unit provides a confidential support service for all active officers and those working under 'officer conditions'; and to their dependent children under 22 years. The service seeks to strengthen mission effectiveness by increasing holistic health in Salvation Army missional leaders, using spiritually and clinically informed care. All enquiries to Pastoral Services are handled within a highly respectful and strictly confidential environment. Please call or email to chat with one of our team.

Phone – 03 9841 3900
Email – TSAPastoralServices@salvationarmy.org.au

Employee Assistance Program (EAP) provides face-to-face and phone counselling sessions for employees and officers. A number of sessions are funded by The Salvation Army. All counsellors are qualified professionals with extensive experience in their specialty areas who are able to provide employees and officers with confidential counselling, coaching and support for workplace and personal issues. Requests for EAP are to be directed to Converge on 1300 687 327.

LMD Reference Group is a territorial group that maintains national oversight of the Local Mission Delivery model. It is chaired by the secretary of mission and includes the Head of Mission Support, the GM for LMD, and representative DCs, AOs, COs, Social and Community Engagement and Mission Enterprise managers.

Rhythms of meeting

Working together in LMD means The Salvation Army needs to be more intentional about our collaboration and rhythms of meeting.

Divisional area officer meetings

1 Divisional area officer meetings

Purpose – line management, pastoral support and missional strategy

AO team meetings – one to two days and held four to six times a year

- Day 1 with AOs only.
- Day 2 with mission enablers (see below).
- Smaller divisions (WA, SA/NT, Tas.) all in one day.

DC and AO one-on-one meetings – fortnightly with new AOs, and monthly with established AOs and often informal interactions between these meetings. Review of LMD: measure of progress.

Rural/ city cohorts – quarterly meetings in divisions where this is appropriate.

2 National AO Gatherings

Purpose – to provide encouragement and national consistency in Local Mission Delivery.

- To be held twice a year

3 Divisional briefing meeting

Purpose – briefings and visibility

- DC, DL, DSO, 2IC/Asst DC, personnel – one hour weekly.

4 Mission Support Team Gathering

Purpose – alignment of Mission Support Team

- Leaders of Youth and Young Adults, Children, Adults, Diversity and inclusion, Aboriginal and Torres Strait Islander ministry, Worship Arts – one hour fortnightly.

5 Mission Enablers Gathering

Purpose – ensure visibility and mission imperatives

- Leaders of business, property and HR (on alternate week for mission and business, with touch points) – one hour fortnightly

6 Social and Community Engagement delivery (state/ divisional coordinator)

Purpose – ensure visibility and mission imperatives

- DC meets with divisional coordinator for one hour weekly



What does an AO need to understand about these mission expressions?

The heads of each mission expression were asked what they thought an AO needed to understand about their stream – and a few questions to ask their ALT representative over a coffee.

Doorways (Community Engagement)

Doorways is more than just emergency relief and a handout. While this may be included, we have ‘wrap-around’ support to increase potential for improved outcomes. There are three elements:

1. Material Aid – the provision of food and other necessities for living.
2. Financial Assistance – assistance in the form of more substantial funds for people to purchase necessities, pay unexpected bills, access emergency relief and Telstra vouchers.
3. Case Management – the aim is to support people as they seek to make changes in their lives. Case workers to walk alongside people as they develop plans to achieve their goals.

We often play a ‘connecting role’ identifying issues for people and providing warm and appropriate referrals to corps, and other Salvation Army and external services. The strength of corps and Doorways working together ensures people can be socially connected, recognised and respected. Staff and volunteers are encouraged to pursue a genuine commitment to collaboration and commit to seeing one other and our community members in the ‘image of God.’

- What do you love about your work with Doorways?
- What are your main challenges?
- How can our other mission expressions better connect with Doorways?

Moneycare (Community Engagement)

Moneycare is a financial service with external professional and regulatory requirements. This means that certain things have to happen to retain its ‘licensing exemption.’ Financial counsellors deal with matters that are complex and require time to work through. Major assets can be at risk and bankruptcy can sometimes be a valid option. Serious mental health issues are not uncommon.

Moneycare is not about budgeting – budgeting can be part of the process but is much more complex. A lot of the work happens outside a session with a community member, e.g., advocacy and debt negotiation. Good Moneycare work involves strong referral pathways and collaborative action.

- What is your local mission plan and how does it fit with this area?
- How can we build relationships between Moneycare and other mission expressions?
- What can I do to support you in your work?

Homelessness (Social Mission)

People in receipt of government pensions or benefits find it difficult to access secure housing in the private rental sector. This is due to multiple factors that include: the increasing cost of market rents and bonds, prejudice and discrimination, lack of rental references, decline in availability of low-cost housing due to the rise of short-stay accommodation.

The waiting lists in each state for public and community housing are long. The willingness of tenants to accept support, address their support issue(s) and maintain long-term housing is undermined by the high demand for support from homeless services. This results in high caseloads, client prioritisation and limited time to follow up.

Homelessness team members contribute different ideas and perspectives. The development of good communication and relationship between ALT members can produce creative and productive results. The AO can help draw out the unique skills of different ALT members. For example, large groups can be split into smaller groups so that more introverted members feel comfortable to participate and brainstorm ideas.

- How can the mission expressions in our area support the people in your care?
- What are the challenges you and your team face in your roles?
- How can I best encourage you in the mission of the Salvos?



Alcohol and Other Drugs Services (Social Mission)

Alcohol and Other Drugs Services (AOD) is an expression of Salvation Army mission and under AOD Services is working towards consistency of both quality and practice across the country. This is being achieved through a national Model of Care and associated resources.

The model of care is a modern and evidence-based program. It focuses on individual need and providing people struggling with drug and alcohol-related issues the right level of intervention at the right time in a way that is right for them. This will look different for each person.

It is important to note that working with people to explore faith and links with other Salvation Army expressions is an integral part of the AOD model. Equally, it is important to note that this is being achieved through encouragement, relationship and opportunity – all in a non-coercive manner.

- How can we support you?
- What would you like me to understand about your work/team/participant group?
- Are there any opportunities for synergies between mission expressions you can see which haven't been actioned yet?

Employment Plus (Mission Enterprise)

Employment Plus employees are keen to assist the greater work of The Salvation Army and many apply for jobs with us because they want to be a part of something bigger than themselves. They have a high caseload, and are constantly working to achieve government service provider requirements. Their job can be stressful and they regularly encounter difficult and aggressive job seekers.

The AOs could best engage with our representatives by involving them in Local Mission Delivery opportunities as volunteers and notifying them of opportunities for job seekers, such as job vacancies and job training in the LMD area.

- How can we help you?
- Can we help you with any volunteer placements for your job seekers?
- Can we assist you with Positive Lifestyle Program (PLP) facilitators?

Red Shield Defence Services (Community Engagement)

Through the work of The Salvation Army over the past 120 years, we have a mission field in Defence that is 'white for harvest'. These are people who hold the Salvos in great affection.

Defence families have many needs due to them being on the move every few years. Their greatest need, however, is for a community to which they can belong. Salvation Army corps and other mission expressions are well suited to providing that community. In order to make these connections we need partners that will walk with us, mindful of the uniqueness of the lives of Defence members, their families and veterans.

- Tell me about a recent faith conversation you had with a Defence member?
- How can the ALT support you in making disciples in your place of ministry?
- How can you help the ministry of other expressions in the ALT?
- Would you be able to share with the ALT about your ministry at our next meeting?

Family Violence (Social Mission)

Family violence is any behaviour that threatens, controls or dominates a current or former partner/family member, causing them to fear for their own or another person's safety or wellbeing.

It is the most serious health and social issue for women aged between 15 and 44 and their children, and has been proven to cause significant physical and psychological harm. It occurs in all cultures.

The Salvation Army provides a broad range of services to people who have experienced family violence including accommodation, case management, counselling and group work. We also provide services to men who have used violence, to address their harmful behaviour.

Salvation Army corps can contribute to addressing family violence by providing compassionate responses to people experiencing family violence and prioritising victim-survivor safety and perpetrator responsibility in their response. Public acknowledgement that family violence happens in faith communities and teaching that everyone has a right to be safe from violence and abuse.

- How can the mission expressions in our area support the people in your care?
- What are the challenges you and your team face in your role?
- How can I best encourage you in the mission of the Salvos?



Salvos Stores (Mission Enterprise)

Salvos Stores is committed to mission delivery and is keen and ready to support. We are mission enablers and need direction and a focus on how we can support the local mission. Our Area Managers are retailers at heart and not necessarily of faith, so need an action plan to allow them to respond accordingly.

Area Officers need to understand that we have budgets to achieve. Welfare needs to be budget-driven through the Doorways process and we will help where applicable, but we provide welfare at a cost to our business, which ultimately influences our financial return to The Salvation Army.

- How can you help us achieve our plan?
- How many Salvos Stores are in your area?
- How can Salvos Stores meet the needs of other expressions of The Salvation Army?

Youth Services (Social Mission)

The Youth Services stream provides a range of programs for young people aged between 12-25 years. Our programs provide intentional opportunities for young people to build support networks, access services and participate in their communities.

Youth Services' model of care ensures we work with young people to deliver age-appropriate and holistic responses. The type of program and age of the client group will vary and is dependent on the type of service being offered and contractual arrangements in place for our programs.

The types of programs offered across Youth Services include: youth homelessness and housing services; educational and training programs; drug and alcohol programs; individualised support, counselling and case management; youth justice programs; leaving care support; out of home care residential services; mental health counselling and support; driver training.

- How are the programs funded?
- What is the program funded to deliver?
- What does an average day look like for you?
- What opportunities are there for The Salvation Army to engage and support your service?

Chaplaincy (Community Engagement)

Chaplains are embedded in our Salvation Army programs in both mission expressions and secular institutions walking alongside those from all faiths and cultural backgrounds. Within their role they provide religious, spiritual, emotional support, along with an ethical perspective and practical care.

Chaplaincy within The Salvation Army may look different in each setting. Fundamentally, the essence of the role is centred in the chaplain's love of God and their care shown to those they encounter. They seek to be the embodiment of Jesus within the community, complementing the work and mission of corps as being the expression of worship of Christ amongst a community of faith.

- What are the challenges in your ministry as a chaplain?
- In what ways do you feel connected /disconnected with other mission expressions?
- If you had one vision for how God can use you in your ministry what would it be and how can we support you in that?
- How has chaplaincy impacted you and your spiritual journey?

Local Mission Plans and the national strategy

Local Mission Plans are central to the national strategy for The Salvation Army. Every year all mission expressions are required to develop Local Mission Plans.

These are not operational plans but plans for how an expression will engage in mission in their local area. Line managers and AOs both have a role in these plans. These are working documents that are to be reviewed quarterly by AOs and line managers. A focus for Local Mission Plans is to look for ways to improve our existing mission and increase collaboration in mission across The Salvation Army's expressions.

For members of ALTs, the following provides some guidelines for the development of Local Mission Plans in each mission expression stream.

Social Mission (AOD, Family Violence, Youth Services, Homelessness)

- Program managers will develop a Local Mission Plan in consultation with their state managers and staff (including any chaplain embedded in their expression). Line managers and AO will support in their development.

Community Engagement (Chaplaincy, Moneycare, Doorways, C4C)

- Chaplains **embedded in The Salvation Army's mission expression** (e.g. AOD, Homelessness) will be part of the team that develops a Local Mission Plan for that mission expression. It will be a Local Mission Plan owned by the whole centre.
- **Rural chaplains** will develop a Local Mission Plan outlining how they seek to collaborate with other expressions in mission.
- **Moneycare** representatives on ALTs work with the corps officers to develop Local Mission Plans that help them collaborate in their local setting.
- **Doorways** representatives on ALTs work with the corps officers to develop Local Mission Plans that help them collaborate in their local setting.
- **Communities for Children (C4C)** managers are to develop a Local Mission Plan for their context.
- Due to their state and national nature **Strategic Disaster and Emergency Management** teams will not be completing Local Mission Plan at this time.

Corps


- Corps officers will work with their leadership team / other COs / AO to develop a Local Mission Plan for their corps.

Mission Enterprises (Salvos Stores, Aged Care, Employment Plus, Salvos Housing)

- Representatives will submit Local Mission Plans in consultation with their respective teams.



Sample Local Mission Plan



Local Mission Plan 2022

Caring for people

Please see the document "Steps in developing a Local Mission Plan - definitions and examples"

Mission Expression Name

Date

Mission Expression Leader

Area Officer

Line Manager

Mission: The Salvation Army is a Christian movement dedicated to sharing the love of Jesus.

We share the love of Jesus by: **Caring for people**

• Being there when people need us most

• We offer care and compassion as a sacred encounter with transformative potential

Outcome: (Make the outcome **SMART** – Specific, Measurable, Achievable, Realistic, Time-framed)

Actions: What are THREE actions that will help achieve the desired outcome?

Action	Team/Owner	Completed by

Collaboration: How could other mission expressions in the area help realise this outcome?

Have you developed this plan with your team/corps?


☐ Yes ☐ No

Have you consulted a subject matter expert (see p.1-2)?

☐ Yes ☐ No

3

Sample Local Mission Plan



Local Mission Plan 2022

Creating faith pathways

Please see the document "Steps in developing a Local Mission Plan - definitions and examples"

Mission: The Salvation Army is a Christian movement dedicated to sharing the love of Jesus.

We share the love of Jesus by: **Creating faith pathways**

- Taking a holistic approach to the human condition that values spirituality
- We graciously share the Good News of Jesus and grow in faith together

Outcome: (Make the outcome **SMART** – Specific, Measurable, Achievable, Realistic, Time-framed)

Actions: What are THREE actions that will help achieve the desired outcome?

Action	Team/Owner	Completed by


Collaboration: How could other mission expressions in the area help realise this outcome?

This plan aligns with The Salvation Army's Accountability Goal / Strategic Initiative 3.1: Increase the number of disciples actively engaged in mission.

4



Sample Local Mission Plan



Local Mission Plan 2022

Building healthy communities

Please see the document "Steps in developing a Local Mission Plan - definitions and examples"

Mission: The Salvation Army is a Christian movement dedicated to sharing the love of Jesus.

We share the love of Jesus by: **Building healthy communities**

- Investing ourselves in relationships that promote mutual flourishing
- We find the wholeness God intends for us in community

Outcome: (Make the outcome **SMART** – Specific, Measurable, Achievable, Realistic, Time-framed)


Actions: What are THREE actions that will help achieve the desired outcome?

Action	Team/Owner	Completed by

Collaboration: How could other mission expressions in the area help realise this outcome?

5

Sample Local Mission Plan



Local Mission Plan 2022

Working for justice

Please see the document "Steps in developing a Local Mission Plan - definitions and examples"

Mission: The Salvation Army is a Christian movement dedicated to sharing the love of Jesus.

We share the love of Jesus by: **Working for justice**

- Tackling the social systems that harm creation and strip away human dignity
- We join God's work to build a fairer world where all can thrive

Outcome: (Make the outcome **SMART** – Specific, Measurable, Achievable, Realistic, Time-framed)

Actions: What are THREE actions that will help achieve the desired outcome?

Action	Team/Owner	Completed by

Collaboration: How could other mission expressions in the area help realise this outcome?

6

Acknowledgement of Country

Aboriginal and Torres Strait Islander peoples have experienced a long history of exclusion from Australian history books, the Australian flag, the national anthem, and for many years, Australian democracy. Their land has been taken and many aspects of their languages and cultures have been adversely impacted. The Salvation Army is committed to addressing this history of injustice.

The recognition of key celebrations such as NAIDOC Week and Acknowledgement of Country in ALT meetings is an important way of helping Aboriginal and Torres Strait Islander peoples feel welcome and 'safe' at an ALT meeting and demonstrate respect for their continuing connection to Country.

There are no set protocols or wording for an Acknowledgement of Country, however, a statement may take the following forms:

General Acknowledgement – 'I'd like to begin by acknowledging the Traditional Owners of the land on which we meet today. I would also like to pay my respects to Elders past, present and future.'

Specific Acknowledgement – 'I'd like to begin by acknowledging the Traditional Owners of the land on which we meet today, the (insert relevant name of area/group, e.g. Gunditjmarara) people of the (insert relevant name of region) nation and pay my respects to Elders past, present and future.'



Definitions of common terms (in alphabetical order)

Areas – organisational structure that groups together all of The Salvation Army expressions and enterprises in a geographical area to achieve better mission outcomes and greater impact within that area. It is led by an area officer, who facilitates missional outcomes by bringing together area mission expressions into an Area Leadership Team (ALT). Some areas are bigger than others and therefore have more than one ALT.

Area Leadership Teams – are made up of representative leaders from all mission expressions and enterprises in an area. It is a forum for the leaders of different mission expressions to:

- Plan, implement and evaluate strategies for holistic mission in an area
- Increase missional collaboration through positive relationships and a healthy understanding of the ways that different expressions contribute to mission
- Support each expression to achieve their Local Mission Plan
- Develop a culture where all members feel valued and safe to express their views
- Encourage ownership of LMD by all expressions
- Build relationships of trust and open, honest communication
- Maintain a high level of attendance in the ALT and meet every four to six weeks
- Encourage an innovative culture of trying new things

AOs and ALTs are not channels for communication or policy roll-outs.

Area officers – bring together mission expression leaders in the ALT to collaborate in planning, implementing and evaluating strategies for holistic mission. They lead the ALT to live out the mission to benefit the community, facilitating ALT meetings and supporting mission expression leaders

to be accountable for the outcomes in their area. Area officers work with the DC to ensure that the missional outcomes are consistent with The Salvation Army’s national strategy. They also work alongside the expression leaders in an area and other area officers.

Collaboration – ‘the *act of working together with others to create or achieve something*’ (Cambridge Dictionary). Effective collaboration begins with trust and a shared vision or goal. Collaboration is not agreement. Collaboration celebrates differences and depends on some tension between people. These differences can generate new insights and perspectives if we are humble and willing to learn from others.

Community engagement expressions – include the support and welfare services The Salvation Army provides in Chaplaincy, Strategic Emergency and Disaster Management, corps-based Social, Doorways / Emergency Relief, Moneycare and Communities for Children.

Divisional commanders – focus on the missional health of areas and ensure that the local missional outcomes of their division are consistent with The Salvation Army’s national strategy. They bring together all area officers in their division to empower them to contribute to missional outcomes, providing coaching, leadership and pastoral support. They work with the national Mission Portfolio and area officers to lead integrated holistic mission in their division.

Holistic mission – looks to care for the whole person – physical, social, emotional and spiritual. It includes both the proclamation and the demonstration of the ‘good news’ of what God has done in Jesus Christ.

Jesus has initiated a new community that expresses God’s love, forgiveness and grace to people in word and deed – in speech and practical action. Holistic mission is God’s mission in the world that seeks to restore and renew the whole of creation – not only relationships between God and people but also relationships between people and with the environment.

Local Mission Delivery – is a collaborative way to live out our mission to share the love of Jesus by caring for people, creating faith pathways, building healthy communities and working for justice. It is the coming together of mission expressions in an area to collaborate in holistic mission and service in the community.

Local Mission Plans – are central to the national strategy for The Salvation Army. Every year all mission expressions are required to develop Local Mission Plans.

These are not operational plans, but plans for how an expression will engage in mission in their local area. These are working documents that are to be reviewed quarterly by AOs and line managers. A focus for Local Mission Plans is to look for ways to improve our existing mission and increase collaboration in mission across Salvation Army expressions.

Mission – The Salvation Army Australia is a Christian movement dedicated to sharing the love of Jesus. We share the love of Jesus by:

- Caring for people
- Creating faith pathways
- Building healthy communities
- Working for justice

Mission enablers – the teams that resource, enable and support the frontline mission expressions in LMD. These include the business support teams such as HR, Finance, Communications, IT, THQ and DHQ, Property. They also include the Governance, Mission Support and Social Policy and Research teams.

Mission enterprises – mission expressions that operate to both serve the community and provide funding for our mission. This includes Employment Plus, Salvos Stores, Salvos Housing, Salvos Legal, Aged Care and Salvos Funerals.

Mission expressions – any expressions or services provided by The Salvation Army to provide holistic mission and serve people in the local community. This includes all corps and all Social and Community Engagement expressions including AOD, Youth Services, Accommodation / Homelessness, Family Violence, Chaplaincy and Doorways.

This does NOT include the business support teams such as HR, Finance, Communications, IT, THQ and DHQ, Property. These teams resource and support mission expressions as they engage in Local Mission Delivery. Our overseas work in Salvation Army International Development (SAID) is not a mission expression in our Local Mission Delivery model here in Australia.

Mission volunteer – is anyone who contributes time, service and skills without expectation of financial gain from TSA in order to assist in accomplishing the mission.

National strategy – provides the framework for planning our mission.

Social mission expressions – include the support and services The Salvation Army provides in Alcohol and Other Drugs, Youth Services, Homelessness and Family Violence.

Values – express how The Salvation Army engages in mission. Recognising that God is already at work in the world, we value:

- Integrity
- Compassion
- Respect
- Diversity
- Collaboration

We commit ourselves in prayer and practice to this land of Australia and its people, seeking reconciliation, unity and equity.

Vision – 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.

Local Mission Delivery: measure of progress

Goal 1.1 Implement the holistic mission operating model in order that every mission expression reflects the full mission of The Salvation Army.

- HIGH LEVEL OF ALT ENGAGEMENT**
- ALT members feel trusted and valued
 - ALT members feel safe to raise topics and issues
 - ALT members feel clear about the purpose of the group
 - ALT members feel that more than half of the ALT know their role
 - ALT members feel the ALT explores innovative ways to create faith pathways
 - ALT members feel they are actively contributing to the group
 - ALT members feel that the ALT is collaborating in holistic mission
 - ALT members feel the ALT has improved engagement with the local community

- HIGH QUALITY
LOCAL MISSION PLANS**
- **Local Mission Plans**
Local mission plans developed by leadership team
Local Mission Plans submitted and reviewed with AO
Local Mission Plans reviewed with line managers
 - **Implementation of Local Mission Plans**
Not begun / Early stages / Mid stages / Final stages / Complete
 - **Area Mission Collaboration**
Area collaboration in mission documented.

- MISSIONAL OUTCOMES**
- **Caring for people**
Number of corps people engaging with those at social mission centres
Numbers of corps people building relationships with people coming to Community Engagement services
 - **Creating faith pathways**
What is an initiative to help create faith pathways in the area?
What is a story of spiritual growth or conversion in a mission expression?
Increased number of people coming to faith
Increased number of people being disciplined
 - **Building healthy communities**
Increased number of co-located Salvos services in an area
Increased number of collaborative engagement in community events
 - **Working for justice**
How have the Salvos actively opposed injustice and worked for justice

Goal 3.1 Actively grow disciple numbers and their engagement in mission (save to serve).

Goal 5.1 Grow core Social Mission and Community Engagement services.



Australia Territory

Brief of Appointment

Area Officer – Officer name

The Salvation Army Vision

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.

Appointment	Area Officer		Date Approved		
Reports To	Divisional Commander		Department & Location		
Position Purpose	<ul style="list-style-type: none">• Drive the delivery of holistic mission outcomes and encourage innovation within an area• Provide spiritual and missional leadership to promote health in mission expressions• Unite mission expression leaders into an Area Leadership Team (ALT), or into multiple ALTs, to collaborate in holistic missional outcomes – and hold team members accountable for the delivery of these outcomes• Facilitate the provision of expertise and support for local expression leaders				
Scope	No. Direct Reports:	No. Indirect Reports: (size of division) No. of corps:	Revenue: Fundraising: Other:	Budget:	Other: No of areas:
<i>Key Relationships</i> <i>Internal:</i> Divisional Leaders All Corps Officers in Division reporting to Area Officers Other Mission Expression Leaders Divisional support and admin teams Social Mission and Community Engagement Managers Mission Support Department		<i>External</i> Church and community organisations to facilitate building of networks Community and Civic Leaders in their Areas			

Support Services Function Leaders and partners Other Area Officers Mission Enterprises	
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Key Accountability Areas	Key Responsibilities	Success Criteria/Outcomes
1 Holistic Missional Leadership	<ul style="list-style-type: none"> Work with all mission expressions to develop Local Mission Plans that are aligned to the Divisional Plan and the National Strategy Facilitate collaboration between all Mission Expressions for the achievement of TSA Vision and Mission in an Area Provide leadership, coaching and direction in the implementation and evaluation of Local Mission Plans Take every opportunity to provide missional and pastoral support to all mission expression leaders in the area Pray for mission and all local mission expressions and their teams in the area Promote and nurture innovation that also ensures safety and sustainability 	<ul style="list-style-type: none"> Mission expression leaders effectively integrated into the Area Leadership Team (ALT) Facilitation of ALT meetings every 4-6 weeks (8-12 times per year) with an agenda and minutes to all attendees Local Mission Plans developed, monitored and implemented annually in line with Territory's strategy Areas are working collaboratively to achieve mission outcomes ALT meetings provide an environment for spiritual growth and build a positive culture of respect and cooperation between all mission expressions Frontline leaders are given pastoral support Mission expressions are prayed for regularly Mission expressions are effectively linked to THQ and advocate on their behalf where required People connecting with TSA in the area come to faith and demonstrate spiritual growth
2 Line Management	<ul style="list-style-type: none"> Provide line management functions* for Corps Officers including ministry guidance, appointment change discussions, approval of furlough, and spiritual and missional support by meeting with them regularly outside of ALT meetings Ensure WHS compliance in Corps with the assistance of specialist teams <p>*DCs are responsible for:</p> <ul style="list-style-type: none"> Line management of AO's which includes ensuring they comply with their BOA. Approval of AO furlough (but not Corps Officer furlough) 	<ul style="list-style-type: none"> All Officers have annual Ministry and Development Planning conversations with the Area Officer Conduct Corps reviews and the annual Senior Pastoral Care Council. Provide monthly updates to Divisional Commander on mission in the area With support of mission enablers and specialist advisors, ensure Corps adhere to governance and compliance processes, including WHS and Child Safe requirements

Area Officer Brief of Appointment July 2020

Key Accountability Areas	Key Responsibilities	Success Criteria/Outcomes
	<ul style="list-style-type: none"> Managing escalated disciplinary matters (must be referred to the DC) 	<ul style="list-style-type: none"> WHS Framework implemented in Corps
3 Collaboration	<ul style="list-style-type: none"> Collaborate with Divisional Commander and Mission Departments in service delivery across all mission expressions Build a positive culture of trust, respect and collaboration between mission expressions Understand communities in the area and facilitate the building of networks and partnerships Facilitate access to resources, relationships or relevant training outside of the area Contribute to social and community mission reviews by collaborating with the Mission Department on Social and Community Mission Leaders' missional performance Facilitate effective relationships with other departments and mission enablers by understanding levels of authority and the appropriate resolution of issues 	<ul style="list-style-type: none"> Evidence of strong positive relationships and referrals between mission expressions, in the community and other partnerships Evidence of networks and partnerships built in the area Corps have access to relevant resources, relationships or training outside the area Effective collaboration with the Mission Department Effective and collaborative working relationships with mission enablers and deliverers of the mission
4 Finance & Compliance	<ul style="list-style-type: none"> Ensure that Corps Officers comply with the provisions of all legislation and governance requirements, including financial and other delegations and authorities Develop and monitor own appointment budget Comply with Approved Authorities Matrix Escalate non-compliance to the Divisional Commander 	<ul style="list-style-type: none"> Corps Officers in area comply with all legislation and governance requirements, including financial and other delegations and authorities Compliance with WHS and Child Safe requirements for those Corps Officers the AO directly line manages Budget for own appointment met Compliance with Approved Authorities Matrix

Area Officer Brief of Appointment July 2020

THE SALVATION ARMY MISSION & VALUES			
<p>The Salvation Army is a Christian movement dedicated to sharing the love of Jesus.</p> <p>We share the love of Jesus by:</p> <ul style="list-style-type: none"> - Caring for people - Creating faith pathways - Building healthy communities - Working for justice <p>We commit ourselves in prayer and practice to this land of Australia and its people, seeking reconciliation, unity and equity.</p>			
APPOINTMENT CRITERIA			
Values	<ul style="list-style-type: none"> • Understanding of and commitment to the mission and values of The Salvation Army. 		
Required experience	<ul style="list-style-type: none"> • Significant experience in: <ul style="list-style-type: none"> ○ Leading others and developing teams to develop and implement missional strategies ○ Proven effectiveness in evangelism and disciple making ○ Effective delegation and enabling high performing teams ○ Effectively facilitating meetings 		
Qualifications & Mandatory Requirements	<p>TSA is a child safe organisation and is committed to protecting children and young people from harm.</p> <ul style="list-style-type: none"> • Criminal History Record Check (CHRC) is mandatory • A valid WWCC/WVPC is mandatory • Certificate of Salvation Army Officer Training, or equivalent • Bachelor of Ministry or Theology or equivalent work experience or other formal training 		
Capabilities	<table border="1"> <tr> <td>Aligns with TSA Strategic Direction</td> <td> <ul style="list-style-type: none"> • Encourages a sense of strategic and operational purpose within the team • Enables others to understand the strategic direction of TSA and explains the reasons behind decisions </td> </tr> </table>	Aligns with TSA Strategic Direction	<ul style="list-style-type: none"> • Encourages a sense of strategic and operational purpose within the team • Enables others to understand the strategic direction of TSA and explains the reasons behind decisions
Aligns with TSA Strategic Direction	<ul style="list-style-type: none"> • Encourages a sense of strategic and operational purpose within the team • Enables others to understand the strategic direction of TSA and explains the reasons behind decisions 		

Area Officer Brief of Appointment July 2020

	Applies Business Understanding	<ul style="list-style-type: none"> • Understands the contribution of operational actions to TSA's performance as an organisation • Equips team members to apply sound business practices and principles • Actively nurtures both formal and informal contacts to facilitate the progress of work by proactively sharing information, best practices, respective interests and areas of expertise.
	Innovate and Continuously Improve	<ul style="list-style-type: none"> • Generates options and idea and finds ways to work better and smarter • Identifies opportunities for improvement in response to stakeholder feedback
	Working Collaboratively	<ul style="list-style-type: none"> • Models and promotes teamwork and encourages a culture of recognizing the value of collaboration • Builds culture of consultation and works proactively to overcome barriers to collaboration • Fosters productive working relationships and team wellbeing • Encourages and cooperates with others to achieve common goals
	Demonstrate Accountability	<ul style="list-style-type: none"> • Assures compliance with internal and external requirements • Holds others accountable for upholding decisions • Sets a clear path/goals to self and team, delegates appropriately and monitors outcomes
	Lead Performance	<ul style="list-style-type: none"> • Empowers team to achieve results • Actively supports leadership and career progression strategies that encourage and promote gender equity and diversity • Coaches others for continual development and success
Ministry	Demonstrates Spiritual Maturity	<ul style="list-style-type: none"> • Nurtures and reflects on own spiritual journey • Pursues a deepening relationship with God expressed through active discipleship • Uses Scripture, reason, tradition and experience to discern God's wisdom for action • Appropriately displays love and compassion for others
	Live with Vocational Purpose	<ul style="list-style-type: none"> • Partners with God in the work of reconciling the world • Practices ministry in alignment with relevant TSA guidelines and expectations • Carries out the mission of God by sharing the love of Jesus, service and social action • Envisions, enacts and evaluates new and innovative possibilities for mission • Applies theological insight to reflections on own life and ministry

Area Officer Brief of Appointment July 2020



An Officer is to abide by TSA Orders & Regulations and policies, relevant legislative standards, and Values. This BoA supplements, but does not replace such requirements.

Acknowledgement of acceptance

Officer name : _____ Date : / /

Manager name :: _____ Position : _____ Date : / /