



**Hubs** The Salvation Army  
Australia Eastern Territory



We're about people  
finding freedom.



# Hubs Explained

## Definition of terms:

- 1. HUB AREAS:**  
Mission areas defined by divisional and territorial leadership incorporating all expressions of The Salvation Army (TSA) in geographic areas. These areas define the community that the hub serves. Care has been taken to consider pre-existing geographical, political and social factors so that the Hub area can most effectively interact with other community bodies. The borders of these areas do not serve as boundaries to stop mission engagement.
- 2. HUB FRONTLINE EXPRESSIONS:**  
All the services, centres and activities of The Salvation Army that exist within the hub area.
- 3. HUB FRONTLINE EXPRESSION LEADERS:**  
All the officers, leaders and managers of the Hub Frontline Expressions.
- 4. HUB LEADERSHIP TEAM:**  
Is comprised of all the Hub Frontline Expression Leaders.
- 5. HUB STRATEGIC TEAM:**  
An approximately seven-person team selected from the frontline expressions. The strategic team exists to serve the Hub Leadership Team in the realisation of the hub goals and strategies.
- 6. HUB STRATEGIC TEAM LEADER/S:**  
A leader for the Hub Strategic Team is appointed by THQ/DHQ, and that leader operates as the point person to coordinate both the Hub Leadership Team and Hub Strategic Team.
- 7. AREA OFFICER:**  
Appointed role working with the Divisional Commanders to support and advocate for the Hub at Divisional and Territorial levels.
- 8. SALVO ESSENTIALS:**  
The three pillars of mission: freedom through faith/Jesus, freedom through community and freedom through action, which must be present in every expression.
- 9. THE HUB SCOREBOARD:**  
This is developed by each hub and sets out what is valued, measured and celebrated by the hub.
- 10. SALVO MISSION FORCE:**  
The collective term to represent all officers, soldiers, employees and volunteers engaged in delivering the mission of The Salvation Army.



# 1. Introduction to Hubs

**A Hub is all local Salvos  
working as one  
to do all that they can  
in every possible place  
to fight for freedom  
of the whole person.**

Hubs are the strategic implementation of the international One Army, One Mission, One Message vision.

Hubs exist because the need is great, and we're better together.

Hubs are about improving the way we deliver frontline mission through a unified, coordinated strategy at the local level. Hubs are the realisation of the 'One Army, One Mission, One Message' international vision within the Australia Eastern Territory.

Hubs don't necessarily involve more work, but they do require a shift in how we think and how we operate as expressions of The Salvation Army. Hubs are not another thing to add to the schedule, instead they require a re-imagining and re-assessing of our existing schedule to be more strategic and collaborative.

One of the keys is that this shift is about empowering local leadership, not about enforcing a 'strategy' from headquarters onto the front line.

Rather than be too prescriptive, Salvation Army leadership has established clear goals that each hub can use to shape a local strategy to best advance the mission of The Salvation Army. These goals are:

**The Salvo Essentials accessible in every place:** The Salvation Army cares deeply about the physical, emotional and spiritual well-being of every person. The Salvo Essentials are encapsulated in 3 absolute promises that we make to every person we connect with, in every centre, every time:

1. That every person knows they have opportunity to form new friendships and experience life-giving relationships with others (Freedom through community)
2. That every person knows they have opportunity to serve alongside us and help make a difference for someone else (Freedom through action)
3. That every person knows they have opportunity to embark on a journey of Christian spirituality and exploration. (Freedom through faith)

The Salvo Essentials are further discussed in section #4, Salvo Essentials Unpacked

**Local expressions working in unity:** Put simply, by working as one we believe we can be (individually and corporately) more successful in delivering our mission and seeing lives transformed.

**Building inter-expression local teams:** Hubs ensure that no Salvation Army expression should ever be working in isolation again.

Isolated initiatives are not the answer to solve the many complex and interdependent social issues our communities face. We need to move from isolated impact to a collective impact.

Within Hubs, frontline leaders will benefit from the expertise, encouragement, opportunities, skills and resources of the surrounding leadership and expressions. Rather than each expression trying to be 'all things to all people', we'll see everyone with greater opportunity to work in their areas of strength as we work together.



**Streamlined missional support structures:** Hubs provide a framework where local expressions can speak to DHQ and THQ with a united and consistent voice, allowing for much more effective two-way communication and collaboration.

**Community-wide vision & strategy:** Hubs allow local expressions to ask bigger questions and dream bigger dreams. Because everyone is working together, we can more comprehensively address the underpinning social issues in the local community. We can undertake bigger and more ambitious projects to affect societal change. We can better recruit and utilise local volunteers and we can more effectively work with local government, community groups and churches.



## 2. Salvo Essentials Unpacked

The Salvation Army cares deeply about the physical, emotional and spiritual well-being of every person. The Salvo Essentials are encapsulated in 3 absolute promises that we make to every person we connect with, in every centre:

1. That every person knows they have opportunity to form new friendships and experience life-giving relationships with others (Freedom through community)
2. That every person knows they have opportunity to serve alongside us and help make a difference for someone else (Freedom through action)
3. That every person knows they have opportunity to embark on a journey of Christian spirituality and exploration. (Freedom through faith)

How each hub fulfils these promises is not prescriptive. The invitations can be tailored to be appropriate and contextual to each environment. The critical thing is that pathways to community, action and faith are available and clear.

No single expression can do it all, and we don't all have to be experts in meeting every need. As part of The Salvation Army we need to create pathways to connect people with the broader opportunities that The Salvation Army provides.

While there is no doubt that this is an ambitious and challenging undertaking, this is the heart of the Hub Initiative. It is the strategic implementation of the One Army, One Mission, One Message international vision.

Each of the 3 essentials is further unpacked below:

### **Freedom Through Community:**

We believe in the power of community. People loving other people, and people helping other people. Those who 'have' sharing generously – sacrificially – with those who don't. People finding acceptance, encouragement, healing and support without discrimination. We believe no-one should have to 'go it alone'.

Our goal is to be community builders, not just service providers. We don't give up on people – not only responding to immediate needs but journeying with people for the long haul, helping them to find freedom and stay free as well.

Our promise is that every person we connect with knows they have opportunity to form new friendships and experience life-giving relationships with others

To deliver on this promise we will:

- Create healthy Salvo meeting places where people can belong
- Do all we can to help people to form significant positive relationships in their life
- Seek to help each person find appropriate mentoring relationships
- Encourage them to contribute positively in their relationships



### **Freedom Through Action:**

We're not afraid to get our hands dirty to help secure freedom for others. If the environment is unpleasant, we'll still go. If the task seems impossible, we'll try anyway. We're convinced that freedom is for everybody. No exceptions.

We see ourselves as a movement rather than an institution – inspiring, equipping and inviting people from all walks of life to join the fight and be part of helping secure freedom for someone else.

Our promise is that every person we connect with knows they have opportunity to serve alongside us and help make a difference for someone else.

To deliver on this promise we will offer to:

- Support them in discovering and developing their passion, gifts and skills
- Find ways for them to participate in Salvo mission
- Help them to reflect on their mission experiences
- Encourage them to seek further mission opportunities

### **Freedom Through Faith:**

We believe that true freedom encompasses body, mind and spirit. Our faith convinces us that hope, purpose and fulfilment can be everyone's story.

Our freedom journey started with Jesus, and he continues to be the foundation, inspiration and driving force of everything we do. We believe Jesus was, is, and always will be about people finding freedom.

Our promise is that every person we connect with knows they have opportunity to embark on a journey of Christian spirituality and exploration.

To deliver on this promise we will offer to:

- Pray with or for them
- Help them recognize the importance of their spiritual life
- Share with them the good news of Jesus, or point them to someone who can
- Direct them to someone who can walk with them as they become followers of Jesus

## 3. Hub Roadmap

The Hubs initiative has been developed through the use of pilot hubs. The following section is based on lessons and experiences of those hubs that have gone before and is provided to give new hubs a better understanding of the journey that is to come.

Hubs that have successfully navigated the journey so far have progressed through a journey that seems to be comprised of 5 stages. Those stages are:

- **GATHER:** Gathering the expressions
- **MOBILISE:** Engaging the wider internal community
- **ALIGN:** Aligning hub energy and resources
- **STRATEGISE:** Making good plans
- **ACHIEVE:** Delivering and reviewing

This journey is somewhat sequential, however it is not a strictly linear process. There is dynamic interplay between stages. Leaders are always in the business of building relationships, clarifying convictions, energizing their team, ensuring commitment from their community, helping to formulate strategies, and ensuring that things happen.

Each of these 5 stages is explained in further detail below:

### 1. GATHER: Gathering the expressions

#### Key task:

Creating a Hub network who 'get it'.

#### Key processes:

- Building relationships with and between expression leaders
- Communicating clearly the Hub vision and big picture with a sense of urgency
- Prayer

#### You know you're succeeding at gathering when you've:

- Identified and gathered all the expression leaders
- Scheduled regular Hub Leadership Team meetings
- Built relationships between expression leaders
- Provided opportunities to outline each expression's activities
- Explained and are exploring the HUB Big Picture
- Formed the Hub Strategic Team, and have the HST add energy to the journey
- Developed communication strategies to create unity, vision and celebration to sustain the hub journey.

## 2. MOBILISE: Engaging the wider internal community

### Key task:

Mobilising a critical mass of the Salvo Mission Force across all expressions

### Key processes:

- Communicating the hub vision clearly in multiple ways to the entire Salvo Mission Force
- Inspiring the stakeholders to become a part of the journey
- Prayer

### You know you're succeeding when you've:

- Communicated the urgency and opportunity of the Hub journey to the wider Salvo Mission Force
- Helped the Salvo Mission Force understand the HUB Big Picture
- Shared information on pathways for the Salvo Mission Force to be involved in the ongoing journey
- Seen a trend of members of the Salvo Mission Force from one expression connecting with, understanding the role of, and partnering with other expressions within the hub area.

## 3. ALIGN: Aligning the hub energy and resources

### Key task:

Mobilising a critical mass in expressions

### Key processes:

- Assessing each expression in its current capacity for delivering the Salvo Essentials.
- Exploring and assessing new solutions for the delivery of the Salvo Essentials
- Implementing Salvo Essentials pathways in every expression and training the Salvo Mission Force on their use.
- Prayer

### You know you're succeeding when you've:

- Implemented the Salvo Essentials pathways and ensured they are accessible and affirmed in every expression at every engagement.
- Analysed your current environment, opportunities and resources to design locally relevant pathways.
- Released the Salvo Mission Force into greater effectiveness in serving the community
- Seen the majority of corps / faith community members engaging in tangible mission opportunities within the wider community.
- Seen many and frequent freedom stories being shared between the expressions.
- Created clear processes for measuring the effectiveness of Salvo Essentials pathways.
- Seen that members of the Salvo Mission Force interacting with and partnering with members from other expressions has become normal and reliable within the hub.

## 4. STRATEGISE: Making good plans

### Key task:

Formulating specific plans to work as one, and including the broader community in this process.

### Key processes:

- Identifying key gaps and needs in serving the local community
- Building productive partnerships with other churches, community groups and service providers
- Establishing clear goals
- Developing pathways to achieve results
- Identifying how all current programs will contribute to the journey
- Prayer

### You know you're succeeding when you've:

- Formulated action plans for epic wins and short term gains
- Developed a full understanding of the other groups and organisations that are serving the community and the role they play.
- Assessed and prioritised the unmet needs of the community
- Assigned roles and responsibilities for the creation of joint ventures
- Built productive relationships with local churches and partners
- Seen the resources of the expressions are being released with missional generosity.
- Created measures to assess the benefit of joint ventures
- Aligned Hub initiatives and Territorial strategies.

## 5. ACHIEVE: Delivering and reviewing

### Key task:

Delivering on the plans.

### Key processes:

- Achieving short term wins
- Rolling out long term integrated projects
- Creating and assessing the effectiveness of new and collaborative ventures
- Prayer

### You know you're succeeding when you've:

- Increasing the number of people finding freedom through each expression
- Seeing an increasing number of people become followers of Jesus
- Inspiring and engaging people in your All Expression Meetings
- Energized and looking forward to even more exciting possibilities in your HST
- Celebrating some short term wins
- Rolling out long term joint programs and ventures
- Assessing positive outcomes from inter-expression programs
- Significantly growing the number of people joining the Salvo Mission Force
- Making inter-expression connections in your Salvo Mission Force
- Seeing expressions embrace the Hub strategy and culture
- Dialoguing in a healthy and helpful way with other Hubs, DHQ, and the Territory



## 4. The Hub Structure

Hubs create new local structures for The Salvation Army to support and facilitate the delivery of mission in the local area.

The first new structure is the Hub Leadership Team (HLT). The HLT includes the leaders/managers of all the expressions of The Salvation Army within the hub area. Every activity of the The Salvation Army within the hub should be represented on the HLT, and any new expressions of The Salvation Army that commence within the hub area will automatically be included as well. The HLT works together to plan and implement the delivery of mission to the local community.

The Hub Leadership Team for most hubs can be quite large, and so the HLT is supported by a Hub Strategic Team (HST). The Hub Strategic Team is a smaller group who are active participants of the Salvo Mission Force in the hub region.

The Hub Strategic Team is not an extra layer of governance or approval. It is a mission-minded taskforce with a sole purpose of assisting local expressions and the hub in general make progress towards its goals.

A leader for the Hub Strategic Team is appointed by THQ/DHQ, and that leader operates as the point person to coordinate both the HST and HLT.

The other members of the HST are nominated by the Hub Leadership Team. These members do not have to be leaders or managers of expressions but could be nominated from anywhere within the hub. Careful consideration is given in the formation of this team to ensuring that the hub and the Strategic Team Leader are supported through a diverse range of skills and passions to ensure the hub is best able to achieve its goals.

Each hub is the missional responsibility of the respective Divisional Commander. Each Hub will have the direct Divisional support of an Area Officer who will join the Hub Strategic Team to support the hub with clear communication to and from DHQ.

Specialised services (e.g. Salvos Stores, Employment Plus, etc) still remain completely accountable to their respective head office teams for the delivery of their service. Hubs do not change any of the standard lines of accountability and governance.

Note: Proposed meeting dates and times for the next 12 months for the Hub Leadership Team and Hub Strategic Team should be sent to leaders of all expressions as soon as possible after a hub has been formed to help avoid date clashes.



## TSA Hub Leadership Team

All the officers, leaders and managers within the hub area form the Hub Leadership Team.

### STATEMENT OF PURPOSE

The Hub Leadership Team will unite the local expressions of The Salvation Army to achieve the hub goals and help people find freedom within their local context.

### RESPONSIBILITIES:

1. Carry the hub vision, language and culture to the teams they lead/represent.
2. Share freedom stories from their expression with the hub, and share freedom stories from the hub with members of their expression.
3. Ensure that the Salvo Essentials are available from within their expression, and are strategically implemented.
4. Create, model, measure and celebrate the new 'Hub Scorecard' by which the hub will become accountable.
5. Be committed to the Hub Leadership Team meetings and ensure that they take priority over the commitments of the day to day running of their expression.
6. Network with the other expressions to understand how they serve the community, and seek to encourage, learn from, add to and receive from one another.
7. Lead their teams to engagement with agreed hub projects.
8. Lead their expression to understand the new hub model and their role as part of the wider Salvation Army.
9. Engage in the strategic planning for serving the community within the hub area.
10. Care for the momentum of the hub journey within their expression. Navigate the tricky landscape of passion for the journey and patience to take the journey.



## TSA Hub Strategic Team

A leader for the Hub Strategic Team is appointed by THQ/DHQ, and that leader operates as the point person to coordinate both the HST and HLT. The other members of the HST are nominated by the Hub Leadership Team. These members do not have to be leaders or managers of expressions but could be nominated from anywhere within the hub. Careful consideration is given in the formation of this team to ensuring that the hub and the Strategic Team Leader are supported through a diverse range of skills and passions to ensure the hub is best able to achieve its goals.

### STATEMENT OF PURPOSE

The strategic team exists to serve the Hub Leadership Team in the realisation of the hub goals and strategies. It is to be noted that hubs are driven by vision and relationship, they are supported by structure.

### RESPONSIBILITIES:

1. Ensure effective communication and demonstration of the hub vision, values and language to the frontline expressions within the hub.
2. Facilitate the frontline Hub Leadership Team in forming strategic plans for the hub area and take responsibility for the implementation of approved plans. The approval and implementation requirements will be facilitated in conjunction with the DC and the Area Officer, as appropriate.
3. Ensure that the Hub Leadership Team meetings are called and that meaningful agendas are prepared and measured.
4. Build healthy culture amongst the leaders. Build trust and relational capacity for the journey.
5. Ensure effective sharing of freedom stories throughout the expressions.
6. Be accountable to the Area Officer and territorial leadership for the measurement of the Hub Scorecard. Strategically facilitate the implementation, measurement and celebration of the Hub Scorecard within the expressions.
7. Ensure that focussed prayer underpins everything discussed and actioned so that strategic planning is done under the leadership of Holy Spirit.
8. Be responsible to new expressions of TSA entering the hub area in the following ways:
  - a. Initiate conversations and planning with THQ and DHQ regarding local needs and new expressions that would complement the mission of The Salvation Army within the hub area.
  - b. Speak into the relevance and timing of all new expressions within the hub area.
  - c. Facilitate planning so that all new expressions have Salvo Essentials strategies prior to commencement.
  - d. Introduce new expression leaders to the hub journey and the Hub Leadership Team.
  - e. Where territorial policies and decisions will lead to a new expression of mission in the hub area, the Hub Strategic Team will seek to work with the resources of THQ/DHQ to best deliver the expression within the hub area.
9. Work towards the goal of releasing the Salvo Essentials in each expression.
10. Work with the Area Officer to ensure that the resources of TSA are being employed strategically and functionally to have the greatest possible impact.
11. Plan and engage in networking with the local churches and community resources.

## Role of the Hub Strategic Team Leader

### STATEMENT OF PURPOSE

To lead the Hub Strategic Team in the realisation of the hub vision to the Hub Leadership Team.

### PURPOSE OF ROLE:

- Actively build and develop themselves and the Hub Strategic Team with a servant heart to achieve mission goals and strategies.
- Actively mentor the hub expression leaders in the Salvo Essentials and organisational values.
- With the HST, communicate a clear vision for the hub so that others share it and want to follow.
- Strategically assist hub frontline expression leaders to understand the needs of the community and to strategically initiate new expressions of TSA to meet the needs
- Network within the local body of Christ and the community.
- Take risks to see the mission implemented and expanded.

### LEADERSHIP COMPETENCIES:

- Inspires other team members through a Christ-like balance of grace and truth.
- Exhibits a servant leadership style and promotes same. (e.g. humility, sacrifice and selflessness)
- Exhibits behaviours that are clearly congruent with the vision and holds team members accountable for same.
- Listens to and fully involves others in hub decisions and actions with the goal of sharing ownership and authority.
- Plans and executes strategies to overcome resistance to change and facilitate transition strategies that assist all to engage in the hub journey.
- Builds strong working relationships with all hub stakeholders.
- Initiates and develops relationships within and outside the hub to bring about the best result for others.
- Cascades the vision throughout the team.
- Establishes agreement on hub Leader/managers expectations and defines project outcomes for the frontline Hub Leadership Team.
- Actively addresses difficult opportunities with the hub in order to benefit hub stakeholders and mission.

**It is important to note** – The hub model is a relational model that exists on shared vision, trust, mutual accountability and the belief that we are 'better together.' Hubs create a platform that brings diverse services and centres together to work collaboratively.

The hub frontline expression leaders/managers continue to be responsible for the leadership of their expression of TSA. They are responsible to lead their expression into the new mode of hub operation. The hub frontline leaders/managers do not report to the Hub Strategic Team or the Hub Strategic Team Leader in the day to day operation of their expression.

## 5. Role of the Area Officers

The Divisional Commander in conjunction with the Area Officer provides direct support and connection with the Hub Leadership Team and Hub Strategic team.

### The Area Officer has 6 key responsibilities:

1. **Building strong strategic connections with the HST to ensure that SA resources are best utilised.**
2. **Advocate for Hubs in Divisional processes.**
3. **Project-manage issues that arise from the HST that require DHQ and THQ input.**
4. **Facilitate inter-hub learning and communication.**
5. **Hold HTL and HST accountable to the Hubs Score Card, strategy and goals.**
6. **Communicate regularly with the DC and HSTL regarding the Hub journey and give feedback to both.**

In practice, the following is expected from Divisional Support Teams to meet these responsibilities:

- Encourage, 'cheer on' and sow passionately into the journey.
- Be present at all Hub leadership meetings and Hub Strategic team meetings (as appropriate)
- Encourage all leaders to prioritise Hub meetings in their schedules.
- Be champions of the Hub journey.
- Be strong advocates for unity.
- Be aware of the culture that is being created and help the leadership team implement the cultural changes that are required for the journey.
- Build strong, strategic connections with the Hub Strategic Team and especially the Hub strategic team leader.
- Be rebuilders of trust in the movement.
- Tackle the organisational issues that frustrate missional support.
- Help navigate the change management issues that arise.
- Provide pastoral input.
- Guard the vision and ensure it does not deviate.
- Ensure that communication exists between the various hubs, and that lessons learnt in one journey are communicated where applicable.
- Ensure that the Hub Scorecard is agreed upon and strategically used to keep the hub on track and celebrating appropriately.
- Assist the Hub strategic team in the preparation of Hub leadership meetings and give feedback to the Hub strategic team and DC post Hub leadership meetings.
- Keep a record of the leaders who are in attendance at Hub leadership meetings and make this available for the strategic team and DC after each meeting.
- Keep the journey focused on the Salvo Essentials - freedom through faith, community, action being offered in every situation, every time, every contact.
- Mentor the Hub Strategic Team Leader in developing a high-impact Hub Strategic Team