



Thursday 15th December 2016

In this edition

1. **A word from the Chief Secretary-in-charge Colonel Mark Campbell**
2. **Prayer Points**
3. **Changes and Transitions**
 - a. **Christmas Message & Farewell Video – Colonel Mark Campbell**
 - b. **Transition to Australia One – Change initiatives**
 - i. **Communications – Newsletters, Website & Inbox**
4. **Celebration Points**
5. **Updates**
 - a. **Social Guide**
 - b. **LDIS Toolkit**
 - c. **CoP Heads of Department**
 - d. **Changes in Communications**

A word from the Chief Secretary-in-charge Colonel Mark Campbell

Welcome friends. As we come to the close of 2016 we reflect on all that has happened this year. It has been a year of change and transition; new ways of doing things, new people, and new initiatives. Forward Together was founded on the desire to foster healthy frontline ministry – Healthy Faith Communities, Healthy Corps, Healthy Centres. While a lot of the change initiatives have been around processes and Headquarters structures, the aim is to better support healthy frontline ministry.



The exciting thing is that we are starting to see this happen more and more. We are not at the finish yet, and much is yet to come. But we are moving in the right direction.

Our commitment to the Forward Together objectives and initiatives remains high. As Lt Colonel Kelvin Pethybridge moves into the Chief Secretary-in-charge role, he will continue to support, endorse and sponsor the broad initiatives, while I will continue to support these changes from the National Headquarters.

Over the past 12 months we have been communicating changes through this monthly newsletter. However, the project now moves to a new level, and the newsletter is no longer the best way to communicate. As changes are more specific, so our communications need to be more targeted and varied. We want to continue to communicate, and do it well.

May God bless you, as you again celebrate and experience His presence this Advent season.

Prayer points

To help guide us praying

- Please pray for those who are moving into new roles as part of the field change in January.
- Please pray for those who still feel fear in the uncertainty of the changes, that each will know the assurance of God's love and sustaining through this time.
- Please pray for the National team; Commissioners Floyd and Tracey, Colonels Mark and Julie, Lt Colonel Stuart Evans, and Geoff Rickard that they will be aware of God's guidance and wisdom in this time of transition.
- Please pray for Lt Colonels Kelvin and Cheralynne Pethybridge as they prepare for their territorial leadership roles, that they will know the wisdom of God.
- Please continue to pray for the people we serve in Jesus' name. With changes happening internally, pray that we will continue to serve others well, and people's experience of us will help connect them with the love of God.

Changes and Transitions

Christmas Message & Farewell Video

Follow this link to listen to Colonel Mark Campbell as he reflects on 2016, and brings a farewell message.



Transitions to Australia One – Change Initiatives

Communications

This will be the last Forward Together Newsletter. For the past twelve months a general and regular newsletter was the best way to communicate the changes that were happening. As we now move into the next phase of change, communications will still be important. However, this will now occur in more targeted ways.

The forward together website will still be available for information relating to strategic initiatives.

<https://salvos.org.au/forwardtogether/>

The Forward Together inbox has been a way for people to get answers to questions about strategic initiatives. Each initiative will now have a contact point as needed to be able to answer questions or clarify concerns along the way.

Celebration Points

Since we launched the Forward Together Strategic Plan a number of things have happened. We know there is still more to do, and in some areas things haven't gone as smoothly as we would have liked. But there are a number of things to celebrate.

- The new Divisional Structure reducing the divisions from seven to two has brought about significant administration gains, and has helped to improve processes and decision making.
- The Area Officer Role has commenced, and with an on-going development of the role has provided a new level of support and resourcing for frontline ministry.
- A new system of delegated authority has now improved the ability of frontline ministry leaders to make decisions and make purchases without the need to continually refer back to DHQ or THQ, freeing up time, and allowing frontline staff to get on with their ministry.
- A full restructure of support services, moving and amalgamating roles, has freed up resources to be better aligned to frontline mission.
- Board redesign has been conducted to help ensure that all boards have clear Terms of Reference, clarification of members and their roles, a reduction in the total number of boards, and a greater focus for boards.

Some of these are still being refined, but the changes have been made, and the benefits are being felt. These benefits will become more and more apparent across the Territory over the next 12 months. We will continue to conduct surveys, and ask for feedback, as we continue to learn from the process, and continually improve our structures and services.

Updates

Who to contact for support in the Social Program Department?

How do you find the service or person you need? With a structural change of our support services, information and help is much closer than you think. But how do you find them? A new ready guide of who to contact is being developed, and will be available early in the new year. Keep an eye out for communication on where to find it – this will help you to find the right person when you need them.



LDIS Toolkit is available – Help through change



How do you manage through change? With so much happening around us, a new toolkit has been developed for teams experiencing change. Based on the LDIS model of change (Learn, Design, Implement, Sustain), this toolkit has a number of resources to help make change easier, to help engage with the change, and implement

change in healthier ways. Designed for all kinds of change, these are tools that can really help you.

Go to: <https://salvos.org.au/forwardtogether/resources/ldis-resource-page/>

Communities of Practice – Heads of Department

Communities of Practice is an initiative made up of Support Services Heads of Department, with the aim of providing seamless access across departments to make it easier for frontline staff to receive help and information. Projects include developing a single place of information, developing a customer service culture, streamlining processes, and tracking performance for provision of services to the frontline.

Over the next few months these projects will begin to take shape. Each will be communicated to everyone impacted, and your feedback will be sought. The aim, as in all Forward Together initiatives, is to improve processes to enable frontline ministry and mission to flourish.

Changes in Communication

With changes to how we communicate you will still know what is going on, and will continue to be able to provide feedback and ask questions. Your first point of call is your immediate manager, Area Officer or Head of Department. You can also go direct to a department or team to have your questions answered. The Social Guides will also provide contact details for various teams and processes.

As we aim for more open and transparent ways of working, we will become better at this. Thank you for being part of the journey.

- Our online resources will keep you informed or direct you to the right place. Checkout the Forward Together website salvos.org.au/forwardtogether

Forward Together

It's all about becoming more front-line focused, missionally alive and effective!