The Salvation Army - WA Division

Strategic Plan

2015-2020 plans to give you hope and a future

Jeremiah 29:11
Introduction

The Salvation Army Western Australia Division has a rich heritage of mission and ministry, bringing the Gospel of Jesus Christ, and the hope that comes with it, to all who come under its influence. As a part of the International Salvation Army that commenced 150 years ago in the East End of London we take on its overarching mission statement which says: The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in his name without discrimination. We are also committed to following the Australian Southern Territories’ four mission intentions of Transforming Lives, Caring for People, Making Disciples and Reforming Society.

As we look at the next five years through this Strategic Plan 2015-2020 The Salvation Army Western Australia needs to have in place a clear way forward that provides a deep understanding of what God is calling us as His people to focus on, so that all people of all cultures may come to know that they are loved by God.

At the commencement of forming this five year Strategic Plan the following scripture became a focal point:

“For I know the plans I have for you, declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future” Jeremiah 29:11

As you read this five year Strategic Plan you will soon discover that the focus is on Discipleship. I believe, as did all those who participated in forming this plan, that this is where God was leading from the commencement of planning. The outcome of all our intentions clearly pointed toward Discipleship which was defined during one of the workshops by the following quote:

‘To become a disciple means a decisive and irrevocable turning to both God and neighbour. What follows from there is a journey which ... never ends in this life, a journey of continually discovering new dimensions of loving God and neighbour.’

(David J. Bosch, Transforming Mission)

I encourage all Salvation Army expressions to take hold of this five year Strategic Plan for The Salvation Army Western Australia Division and begin to set your own plans that connect with this plan; providing a clear way forward with a consistent message that surrounds our four mission intentions.

I am personally deeply encouraged by the setting in place of this plan and am indebted to all who have assisted with drafting and shaping it. I believe it will provide this Division with a clear way forward under the empowering guidance of the Holy Spirit. I ask you to join with me covering this plan in prayer over these next five years, believing that great things are going to happen through The Salvation Army here in Western Australia.

Major Wayne Pittaway, Divisional Commander Western Australia Division
12/06/2015

We, The Salvation Army, acknowledge that we meet on land for which Aboriginal people are the traditional owners and custodians. We remember their ancestors with respect, and commit ourselves to work for reconciliation and justice for indigenous people.
“While women weep, as they do now, I’ll fight
While little children go hungry, as they do now, I’ll fight
While men go to prison, in and out, in and out, as they do now, I’ll fight
While there is a drunkard left,
While there is a poor lost girl upon the streets,
While there remains one dark soul without the light of God,
I’ll fight—I’ll fight to the very end

William Booth
Founder of The Salvation Army
Our Mission (Who we are and what we do)

The Salvation Army, a growing, loving community of people dynamically living God’s mission in a broken world

Our message is based on the Bible.

Our ministry is motivated by love for God.

Our mission is to preach the gospel of Jesus Christ and meet human needs in his name without discrimination

Our Values (which are evident in all our expressions of Mission¹)

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

- Human Dignity
- Justice
- Hope
- Compassion
- Community

¹ “Expressions of mission” covers all aspects of The Salvation Army, including Corps, social programmes, Salvos Stores, Employment Plus, emergency services – and all other ministries and initiatives.
Our Strategic Direction

As The Salvation Army, our mission requires us to be people who are wholly devoted to God; obediently responsive to the Holy Spirit; powerfully committed to each other; compassionately engaged with people in need; and totally dedicated to reaching other people with the good news of Jesus Christ and leading them to faith.

Our mission mandates that we are Still Fighting.²

In Western Australia, our Strategic Plan is grounded in discipleship and provides the blueprint to bring our mission to life:

We will be true to our Salvation Army origins – an Army of Christ - a church on the margins – disciples to win souls for Christ.

We will openly express the Gospel, talk to people about Jesus and provide opportunities for spiritual transformation in all our expressions of mission.

We will all work together as One Army, passionate about being disciples of Jesus – pupils, teachers and servants - pilgrims, activists and artists.

As disciples guided by where God wants us to be we will:

• Revitalise our expressions of mission as a Christian movement, creating a spiritual regeneration which will bring a continual stream of people to Jesus;

• Reach out and care for people in His name, reinventing how we walk alongside those most vulnerable and enable their lives to be transformed;

• Regenerate our fight for social justice, with a strong and effective voice, community education and social action that creates a more just society where the love of God is manifest; and

• Strive for sustainability in our finances and resources in order to do God’s work and never give up the fight.

²The intent of Still Fighting is to emphasise that we are still who we were at the origin of The Salvation Army.
The Salvation Army’s Four Mission Intentions

Transforming Lives
Working for personal renewal through Jesus Christ that touches and integrates the whole person

Caring for People
• Engaging with others in need, without discrimination
• Alleviating human need
• Coming alongside to care for others in need without discrimination

Reforming Society
• Acting on the structures of society to restore justice
• Initiating targeted social action
• Building good society through reform, in line with mission values.

Making Disciples
• Patterning lives on Jesus
• Deepening Christian faith and understanding
• Living and teaching discipleship so that people grow in likeness to Christ.

The Salvation Army’s four interlinked Mission Intentions provide the framework for the delivery of our strategic Plan.

As shown above we recognise that together Transforming Lives, Caring for People and Reforming Society enable, and are enabled by, Making Disciples, our core purpose. Everything leads to Making Disciples, everything grows from it.

The following section of our strategic plan explains Making Disciples and shows how we will action Transforming Lives, Caring for People and Reforming Society on our faith journey to make disciples.

The final section of the plan focuses on the Sustainability of The WA Division of The Salvation Army in order to ensure we are Still Fighting long into the future.

Making Disciples is an integral part of each of our Action Areas.
Making Disciples

Making Disciples is at the heart of who we are as The Salvation Army. It is our core purpose and the central focus of our strategic plan.

What is a disciple?

We define “disciple” as a follower of Christ, a pupil and servant - becoming Christ-like, taking up the whole armour of God\(^1\), challenging injustice and leading a sacrificial life.

We are all called to be disciples and every disciple is a student of Jesus.

Making Disciples – What will it look like?

Discipleship is a love exchange; the unconditional love of God being manifest through us and shining out.

We will see Christ-like people helping others to be Christ-like. It is faith in action.

In all our expressions of mission we openly express the gospel and talk to people about Jesus and meeting God. It is who we are. There will be opportunities for everyone to grow and develop in the likeness of Christ.

We will be with those most vulnerable, being the light that automatically draws people in. There will be personal engagement and we will be investing ourselves in the lives of others.

We will see people gathering and sharing together as well as one-on-one mentoring in discipleship. Making Disciples is about relationship building, sharing faith and discipling as part of everyday life.

It is people coming from different journeys, generations and cultures all learning from each other in our congregations

We all have different spiritual gifts\(^2\) to help us in Making Disciples; some people are gifted at a social level, some as leaders; some of us are gifted pilgrims, some activists, some artists.

Making Disciples leads to, and is a part of, every other Mission Intention as shown in the following Action Areas of our Strategic Plan.

\(^1\) Ephesians 6:10  \(^2\) Corinthians 12:1
Mission Intention

Working for personal renewal through Jesus Christ that touches and integrates the whole person

Outcomes (What will it look like?)

We will bring discipleship to life by:
- Being activists and change agents - proactive in reaching out without discrimination;
- Taking a whole-of-person, whole-of-life approach to bring hope and a connection with God; and
- Being a movement of many groups representative of community, gathering together in different ways for spiritual and social connection, where all people grow and support each other in their faith.

Measures (How will we evaluate our progress?)

- Level of involvement in prayer groups, bible study and ways to learn about Jesus Christ.
- Feedback from those involved in our Corps and services about the extent to which their lives are being transformed.
- Number of people we are involved with across all our ministries.
- Number of people becoming attendees/adherents/soldiers/officers and joining in our mission.
- Number of people serving in various ways, sharing the work.

Strategies (What we will do)

(Scope includes: Personal spiritual renewal, evangelism, spirituality in our social programmes, different expressions of our faith, discipleship)

1.1 Opportunities for Spirituality, Transformation and Discipleship

Ensure all our forms of mission provide opportunities for spirituality, transformation and making disciples, including:
- Enabling different ways of exploring spirituality;
- Developing recognisable pathways and points of connection for people to progress at their own pace through their journey of faith and discipleship.
- Enabling spiritual connectedness throughout all expressions of The Salvation Army; and
- Sharing stories about how God is moving in people’s lives.

1.2 Innovative Expressions of Faith

Explore innovative expressions of faith. For example, some possibilities may be:
- Shop-front churches;
- Within a pub / hotel;
- “Pop-up” churches;
- Virtual church with webcasts;
- Social media outreach for mission and discipleship;
- Cafes with chapel services;
- Social services as centres of spirituality; and
- Innovative ways of connecting with people in remote areas.

1.3 Revitalise our Corps

Revitalise our Corps in a 21st century context, by:
- Praying for, and working towards, spiritual renewal;
- Developing each Corps with the leadership and skills to be intentional in making disciples, including collaboration with local Salvation Army social programmes and services – all connected and working together in discipleship;
- Ensuring each Corps knows its community, builds relationships, makes connections and responds to local needs;
- Further developing collaboration, cooperation and resource sharing, internally and externally; and
- Establishing practical ways to encourage and celebrate innovation.

1.4 Personal Calling

We of The Salvation Army, respond to our personal calling to be disciples by:
- Living transformed lives and assisting the transformation of lives of others in all we do;
- Being welcoming, journeying with people, bringing hope and helping them to follow Jesus; and
- Being authentic Christians, role models true to the beliefs, principles and practices of The Salvation Army.

Transforming Lives

“Be a friend to a person in need”
Caring for People

Mission Intention
Engaging with others in need, without discrimination;
Alleviating human need; and
Coming alongside to care for others in need without discrimination.

Outcomes (What will it look like?)
Recognising that our history has been forged not only through social service, but through the radical transformation that can happen in a person's heart when they encounter Jesus:
• We will be harnessing the full potential of The Salvation Army – all our people and all our expressions of mission – to reach out in loving faith and care for people, responding to the multiple unmet needs of those who are vulnerable in today's society;
• Because of our loving faith, we will be meeting with people where they are at, when they are there, in a way that is inclusive of all; and
• People we connect with will have opportunities to find spiritual renewal, begin the journey of discipleship, develop the capacity to live a meaningful life within a supportive community, and in turn care for others.

Measures (How will we evaluate our progress?)
• Feedback on the care we provide.
• For those for whom we care, measures of:
  - Spirituality and discipleship; and
  - Wellbeing and sustainable outcomes.
• The extent of diversity amongst those we serve and within our membership.
• The extent to which we lead the way in meeting emerging and multiple unmet needs of those who are vulnerable.
• Number of people we connect with and for whom we care.
• Number of people who stay connected to us.

Strategies (What we will do)
(Scope includes: Outreach, chaplaincy, social programmes, volunteering, integration across all we do, caring relationships between each other, discipleship)

2.1 Being True to Mission
Ensure all our social programmes and initiatives are true to our mission by:
• Creating opportunities for prayer, reflection and discipleship in all our social programmes;
• Providing staff training in what it means to uphold The Salvation Army’s mission and values;
• Further developing the role of chaplains in our social programmes; and
• Where possible, employing people in managerial and leadership positions who are passionate about making disciples and are disciples themselves.

2.2 Innovative Models
Develop innovative models to address the emerging and multiple unmet needs of those who are vulnerable, including:
• Investigating different ways of support, integrated with opportunities for spirituality and discipleship;
• Building on our knowledge and strengths in bringing together communities of people struggling with the same issues in a way that is highly relational, intentional in connectedness and grounded in faith; and
• Investing in evidence-based research, including partnerships with universities.

2.3 Connectedness
Review our social programmes to identify ways to extend connectedness, including:
• Creating a seamless continuum of care across our different expressions of mission; and
• Developing specific connections and referral pathways to meet people's needs, for example, linkages between Employment Plus, Salvos Stores and Corps.

2.4 A Friend to Someone in Need
Recognise and enact the great power of being a friend to someone in need.

2.5 Volunteering
Develop, train and encourage our members and the wider community to be volunteers for our social programmes and outreach initiatives, including:
• Providing training to enable our volunteers to:
  - Take a whole-of-person, whole-of life approach, recognising we are all the same with varying unmet needs;
  - Engage and be inclusive, while respecting boundaries in our caring roles;
  - Develop cultural awareness and understanding in how we connect and care; and
• Learning from those for whom we care and enabling them to give back.

2.6 Caring for Each Other
Further develop our culture of reaching toward and caring for each other within our Corps and social programmes.
Mission Intention
Acting on the structures of society to restore justice; 
Initiating targeted social action; and 
Building good society through reform, in line with mission values.

Outcomes (What will it look like?)
During his time on earth Jesus showed utmost concern for the physical, emotional and spiritual wellbeing of all people. As disciples of Jesus we will be:
• Activists in challenging and changing unjust structures of society;
• True to our mission in enabling the voice of those most vulnerable to be heard;
• Guided by His teachings in how we reduce prejudice and stigma against those who are marginalised; and
• Proactive in promoting and providing solutions to resolve injustice and showing the way forward.

Measures (How will we evaluate our progress?)
• Number of people in The Salvation Army in Western Australia who are involved in social action.
• Number of times we are heard on pressing social justice issues, including in the media.
• The extent to which:
  - Our views and advice are sought on social justice issues by the media, decision-makers and community;
  - Social change is influenced by our social justice advocacy; and
  - Other groups want to stand with us.

Strategies (What we will do)
(Scope includes: Social justice advocacy and partnerships; community education; offering solutions for social problems; influencing legislation and government policy; and discipleship)

3.1 Biblical Theology and God’s Purpose for Us
Ensure all our forms of mission provide opportunities for spirituality, transformation and making disciples, including:
Based on biblical theology and guided by God’s purpose for us:
• Educate ourselves on biblical understanding of social justice;
• Define the human rights causes we will target with our social justice advocacy and develop clear position statements;
• Communicate across The Salvation Army in Western Australia why we are making a stand to build a groundswell of support;
• Plan and deliver targeted social justice advocacy initiatives at all levels of The Salvation Army in Western Australia; and
• Incorporate social justice advocacy in our discipleship teaching and each person’s faith journey.

3.2 Capacity Building
Build our capacity for social justice advocacy, including:
• Developing knowledge and skills on how to be social justice advocates;
• Creating sophisticated communication strategies;
• Being with those most vulnerable and marginalised and enabling their voices to be heard;
• Building partnerships with other faiths, organisations and the community; and
• Using the strength of our brand, reputation and voice.

3.3 Community Understanding
Educate, inform, consult and develop community understanding of human rights issues, including:
• Engaging all our people in grass roots activity to address prejudice and injustice.

3.4 Influencing Government
Further develop relationships with government and create avenues for influence, building on our reputation for social reform, including:
• Proposing and demonstrating ways to resolve social justice issues.

“The Founder Marched us out of the church and I don’t plan to march us back in” General Eva Burrows

“Impact and influence comes from involvement in mission”
Outcomes  (What will it look like?)
The challenges we face are significant. We see growing levels of homelessness, broken families, vulnerable children and people without hope. At the same time governments and service providers alike struggle to fund social programmes.
In these challenging times we know we are called to be Still Fighting and we are optimistic that, as One Army, we will be sustainable. From challenges we will forge opportunities.
We will see:
• Everyone in our Corps engaged in practical ways - their time, talents, finances and spiritual gifts – to enable each Corps to grow in discipleship and sustainability;
• Sustainable ways of developing income streams and creating new models to address the multiple needs of those most vulnerable;
• Inclusion and appreciation of our staff and volunteers and the role they play in our mission and sustainability; and
• Continued giving of time and expertise from external people, the best in their field, to assist us to align our properties, finances and governance to our strategic direction.

Measures  (How will we evaluate our progress?)
The extent to which:
• All our expressions of mission are sustainable; and
• We are delivering our Strategic Plan, focused on Making Disciples.

Strategies  (What we will do)
(Scope includes: Sustainability of Corps and social programmes; communication; information and communication technology; staff and volunteers; finances, property and risk management)

4.1 Communication Strategy
Develop a communication strategy which reaches everyone in The Salvation Army in Western Australia, across all expressions of mission, to create the energy and passion to bring discipleship to life through the Strategic Plan, focusing on:
• Using a range of communication tools – traditional ways as well as maximising the potential of communication technologies (interactive social media, video, webinars, apps, etc); and
• Creating inspirational messages and sharing our stories, innovations, challenges and achievements.

4.2 Sustainability of Corps
Develop the sustainability of our discipleship through Corps by being proactive in:
• Preparing a plan to review the viability of our Corps in Western Australia;
• Energising all Salvationists, adherents and friends to support our mission financially;
• Enabling people to find roles that they are passionate about and to which they will commit their time;
• Developing financial sustainability, including:
  - Communicating openly how we are travelling financially and rallying support;
  - Planning, resourcing and reviewing programmes to ensure relevance and sustainability;
  - Developing new fundraising and sponsorship opportunities;
• Exploring new models of Corps sustainability including:
  - Corps with multiple congregations, some with volunteer leadership;
  - Corps with no “bricks and mortar”, meeting in community halls, schools, parks, etc; and
• Ensuring new Corps are effectively planned and have an initial leadership support team.

4.3 Sustainability of Social Programmes
Develop the sustainability of our discipleship through social programmes by being proactive in:
• Determining the core areas of focus for the social programmes of The Salvation Army in Western Australia based on clear criteria, discernment and our calling of “Salvation through Jesus Christ”;
• Securing funding by promoting to government our capacity to deliver solutions for the multiple unmet needs of those who are most vulnerable;
• Creating partnerships with other service providers, industry and philanthropic foundations;
• Harnessing the volunteering potential of our people and expertise for our social programmes;
• Exploring other models of sustainability, linked to mission, including for example:
  - Separate revenue generating entities creating income for social programmes;
  - Social enterprise models; and
  - Cause-based fundraising, including via social media.
4.4 Hubs
Further develop our hubs* to support discipleship and sustainability, ensuring each hub has a mission plan aligned to the Strategic Plan of The Salvation Army in Western Australia.

4.5 Staff and Volunteers
Value and care for our staff and volunteers and recognise the important part they play in our mission and discipleship, focusing on:
- Involving staff and volunteers in our communication about the Strategic Plan and helping them understand the difference they make;
- Recognising and acknowledging our staff and volunteers and involving them in the celebrations of The Salvation Army in Western Australia; and
- Enhancing staff development and wellness strategies, including looking at how other industries support staff who work with vulnerable people in challenging / crisis situations.

4.6 Divisional Sustainability Strategies
Further develop strategies for the overall sustainability of The Salvation Army in Western Australia, including:
- Further developing Quality Management and Risk Management strategies;
- Progressing the work of the Western Australian Advisory Board in reviewing the Division's property portfolio and financial strategy; and
- Processes for implementation and review of our Strategic Plan.

*The Regional Hub is a strategy aimed at fostering connectedness among the various expressions of The Salvation Army in Western Australia. This includes Corps, social centres and programmes, along with Salvos Stores and Employment Plus. Hubs are about improving the way we deliver frontline mission through a unified, coordinated strategy at the local level.