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Introducing the Forward Together Newsletter

Since the launch of the Forward Together Strategic Plan in April 2015, lots has been happening. Most of this work has been ‘behind the scenes’ as we have listened to people from THQ, DHQ and the frontline on how we can best strengthen The Salvation Army for effective mission in the 21st Century.

This newsletter will be used to share regular information with you regarding the progress of the Forward Together initiatives. The initial newsletter will have a strong focus on the headquarters restructure, but there are also a number of other initiatives underway and we are looking forward to sharing more about them with you too.

You can always find the latest information on everything regarding the Forward Together plan, including the Headquarters Restructure, by visiting salvos.org.au/forwardtogether. Please don’t hesitate to send your questions through to forwardtogether@aue.salvationarmy.org.
Headquarters Restructure update

This newsletter is one of the communication tools we will be using to provide you with information during the Headquarters Review transition period through to early 2016. We will cover such topics as:

- Details of the transition plan, and updates on progress for each change stream.
- What key structures and processes are changing and what is the resultant impact?
- What support will be provided to individuals & teams to assist them to transition?
- What is required from individuals & teams to transition?
- How to raise concerns & get these resolved.

Regular meetings will be held with managers and team leaders to progress plans and changes. As more detailed action plans are required, focus groups will also be created.

Transition plan and timeline

The transition plan between now and changeover to the new structure in January focuses on three key work streams. These are:

1. Supporting our people through the transition
2. Managing our valuable assets and equipment at Divisional Headquarters
3. Reviewing and improving key processes

Click here to view a PDF document with more information.

How to access the latest information

If you haven’t had a chance yet, please spend some time getting familiar with our Forward Together Website http://salvos.org.au/forwardtogether.

There is a HQ Restructure menu that includes links to information on the organisational changes, including:

- From the Commissioner
- Case for change to the new structure
- Decision process leading to the change
We will be updating the website with new information periodically.

Process improvement
A critical next stage to transitioning to the new structure is to review and improve our processes across the territory. This includes:

- Processes to access support services (Communications and Fundraising, Finance, HR, Property, IT);
- Processes for decision making, including authority levels, approvals, boards & committees; and
- Processes supporting greater missional focus and effectiveness for more collaborative, unified front line and HQ Programs / Expression activities (including Social, Corps Mission Support, Hubs and Corps).

This process improvement initiative is commencing in October. We will be using a methodology known as Lean Six Sigma to review and improve processes. As part of this we will be supported by staff from the University of Technology Sydney.

More information will be provided in future newsletters as executives, managers and teams are engaged in this initiative.

More about the Area Officer role
Area Officers are about greater engagement, pastoral support, mentoring, coaching and accountability to support mission on the front line.

Rather than the approach of frontline leaders needing to send decisions to a Divisional Headquarters for approval, the intended process in the new structure is that the Area Officer is able to journey closely with the frontline to better understand the unique needs and challenges of the particular ministry expression.

When combined with the intent to delegate greater authority to the frontline, the new structure allows the Area Officer and Corps Officer/Hub Strategic Team Leader in partnership to resolve many more operational issues without requiring higher approval.

The following list provides a short overview of Area Officer responsibilities:

- Providing direct oversight and line management for Hub Strategic Team Leaders and Corps Officers.
- Providing missional and pastoral support to all officers within their area (including officers in social program appointments).
- Supporting and monitoring the overall missional health and effectiveness of hubs, corps and centres within their areas.
- Ensuring an appropriate development and training plan is in place for every Corps Officer and Hub Strategic Team Leader.
- Ensuring an appropriate mission development plan is in place for every corps and hub.
It is anticipated that an Area Officer would spend roughly 80% of their time ‘on the road’ conducting direct face-to-face engagement.

There have been some minor updates to the breakdown of Area Officers roles since the initial announcement. The following information is the most up-to-date.

It is currently anticipated there will be 19 full time Area Officers throughout the territory, with 6 in Queensland Division and 13 in NSW/ACT Division. Each Area Officer will have direct oversight over a specific list of hubs and corps. In many instances this will be a dedicated appointment. In some instances a husband and wife team will be appointed with both Area Officer and Corps Officer responsibilities.

The new structure is intended to be more flexible and team-centric than the previous structure, and as such it is not intended to create firm ‘area boundaries’. For example, the Area Officers in Sydney or Brisbane may use considerations other than just geography to decide which Area Officer oversees which corps. Similarly, a Divisional team may from time to time choose for a different Area Officer to work with a particular corps or hub to best capitalise on a particular skill that Area Officer possesses. Additionally, support services (HR, Finance, Property and CPR) will be located based on organisational need rather than divisional or area boundaries.

Areas and Area Officers were placed based on number and concentration of corps and hubs, as well as extra consideration for geographical distances for rural corps and hubs. Below is a breakdown of the number of Area Officers by Division and area.

**NSW/ACT Division**

- 2 x Northern Rivers (placement to be determined)
- 2 x Newcastle
- 2 x Tamworth
- 1 x Orange
- 1 x Wagga Wagga
- 2 x Canberra
- 3 x Sydney Wide (covering Greater Sydney & surrounds)

**QLD Division**

- 1 x Townsville
- 2 x Rockhampton
- 1 x Toowoomba
- 2 x Brisbane Wide

**CPR Department renamed to Communications and Fundraising Department**

The Communications and Public Relations Department has been renamed to the Communications and Fundraising Department to better reflect the responsibilities of the department. This change takes effect immediately, and we are working to update the *Forward Together* documentation in line with this change.
Hubs update

The hubs journey continues to expand and gain momentum across the Territory. Several new hub journeys will commence in the coming months with the goal that all front line expressions are engaged in a hub journey by early 2016.

Hubs provide the means on the frontline for all of our corps, social services, and other expressions like Salvos Stores to work collaboratively to ensure a strategic and effective response to local community issues and opportunities.

The early pilot hubs have shown the tremendous opportunities that are available when all frontline centres embrace this collaborative approach. The new headquarters structure will help move this forward by bringing focused support to new hubs and mature hubs alike.

The need is great, and we’re better together!

Find out more about hubs: http://salvos.org.au/forwardtogether/resources/find-out-about-hubs/

Support available to you

We all respond to change in our own way. Our desire is to provide relevant and appropriate support that is available to all officers, employees and members of our immediate families.

For all officers, staff, and immediate family members:

As part of the Employee Assistance Program (EAP), Salvos Counselling and Psycare can provide counselling and/or the services of a psychologist. These services can be contacted on:

- Psycare Assist – 1300 615 160
- Salvos Counselling – 1300 734 603

For officers and staff at DHQs:

In addition to the above, the Divisional Commander will be happy to recommend an appropriate Salvation Army Officer for pastoral support if you would prefer a more informal opportunity to chat.

For officers and staff at THQ:

In addition the EAP opportunities, you can contact the THQ Chaplain Major Joy Lotty if you would prefer a more informal opportunity to chat.

Support regarding employment opportunities:

Please feel free to contact your HR representative for any enquiries about potential jobs or any other employment concerns.
Have questions or want to know more?

We have created a number of resources to keep you informed of the changes. You can:

- Email any questions you have to forwardtogether@aue.salvationarmy.org
- Watch the announcement video and read the latest information regarding this restructure on the Forward Together website salvos.org.au/forwardtogether
- Review the supporting resources available in our announcement pack online
- Access a list of FAQs to answer your queries HQ Restructure FAQs

What’s next?

In our next newsletter more detail on transition plans, and updates from each support service will be provided.