

TERRITORIAL STRATEGIC MISSION PLAN
OCTOBER 2010 - 2013

TSMMP
THE NEXT
CHAPTER



THE SALVATION ARMY NEW ZEALAND, FIJI & TONGA TERRITORY

▶ A MESSAGE FROM OUR TERRITORIAL LEADERS

Dear Friends,

In 2006, the Territorial Strategic Mission Plan (TSMP) was launched. This plan shaped not only the direction of The Salvation Army in New Zealand, Fiji and Tonga but also settled in the minds of Salvationists what the Army is, confirming our calling by God and the importance of our ministry. Our four TSMP goals have focused us on who we are and where we are going.

The fruit of this for the Kingdom of God has been exciting to witness! As we have moved around the Territory, we have heard numerous testimonies of changed lives from people who are growing as dynamic disciples of Jesus Christ.

New corps have opened, over 600 soldiers have been enrolled and our officer training colleges (in New Zealand and Fiji) have the highest cadet numbers since the mid-1980s. We have a greater awareness of social justice issues, and new social programmes have started, including prisoner reintegration, new drug and alcohol treatment initiatives, and the ongoing provision of low-income housing. People are working more closely together as 'one Army'.

We now move into our exciting 'Next Chapter', where we will continue to work together—engaged, equipped and empowered to achieve each mission goal.

Our commitment remains to the overall mission of *caring for people, transforming lives and reforming society*. Under God's power, TSMP: The Next Chapter will continue to focus our energies in living out this mission in our world.

Let's move ahead to make dynamic disciples of Jesus, increase the number of soldiers and take significant steps to eradicate poverty and injustice as a connected, streamlined and mission-focused Army!

We stand with you.

With warm regards,

Don and Debi Bell (Commissioners)
Territorial Leaders



▶ EXECUTIVE SUMMARY

‘God has blessed this plan and generated a more coordinated focus in The Salvation Army than I have experienced in over 35 years’

—TSMP survey

In 2006, The Salvation Army launched the Territorial Strategic Mission Plan (TSMP) with four goals for The Salvation Army in New Zealand, Fiji and Tonga to 2010.

While we remained committed to our overriding mission of *Caring for People, Transforming Lives and Reforming Society*, these goals have helped us address specific issues that were constraining our mission effectiveness.

Consultation feedback has been overwhelming:

- keep the essence of existing goals, but widen their application
- provide clarity around how we will know we are achieving each goal
- provide a plan and resources to help achieve the goals and allow local initiatives
- let’s get on with it!

And so that’s what we’re doing ...

After much prayer and consideration, territorial leadership has decided to extend the current plan for three years (from October 2010 to 2013), under the banner of ‘TSMP: The Next Chapter’.

OUR UPDATED MISSION GOALS TO 2013

- 1. Make dynamic disciples of Jesus**
- 2. Increase the number of soldiers**
- 3. Take significant steps to eradicate poverty and injustice**
- 4. Be a connected, streamlined and mission-focused Army**

We have kept the essence of the goals, but widened their application

Our strategic approach

To provide resources to assist every area of Salvation Army operation to put in place plans in *each* of the following three areas of focus:

- **engage:** help people understand and support each goal
- **equip:** help people develop the skills and resources to live out each goal
- **empower:** release (commission and support) people to achieve each goal

The next chapter

We thank God for all who have contributed to developing the Next Chapter of TSMP, through their prayers and by taking part in the consultation process.

Our mission and values are re-affirmed. Our goals are updated. A picture of success is added. Strategies are set. Resources are provided.

Now it's up to each of us to follow the Holy Spirit's leading ... and make it happen!

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TSMP has been extremely valuable in providing focus and rallying [us] around our shared mission goals

Background

In 2006, The Salvation Army launched the Territorial Strategic Mission Plan (TSMP) with four goals for The Salvation Army in New Zealand, Fiji and Tonga to 2010:

1. To grow all Salvationists as dynamic disciples
2. To increase the number of new soldiers
3. To take significant steps towards the eradication of poverty in New Zealand, Fiji and Tonga
4. To be a connected, streamlined and mission-focused Army

TSMP has been extremely valuable in providing focus and rallying Salvationists and staff around our shared mission goals. Since these goals were ‘unleashed’ in 2007:

- over 600 soldiers have been enrolled and 40 cadets are in training—the most for 20 years
- new corps plants have opened in New Zealand, Fiji and Tonga
- There is far greater awareness and interest around social justice issues. Terms like ‘Fair Trade’ and ‘Sexual Trafficking’ are better known, and research reports from our Social Policy and Parliamentary Unit directly impact Government policy
- a range of new social service programmes have been introduced, including prisoner reintegration services, senior services pilots, and new drug and alcohol treatment programmes; we have met significant increased demand during the economic recession
- we have launched new mission planning tools for corps and divisions, helping them evaluate their mission effectiveness annually and develop Mission Plans
- information technology systems, including an integrated payroll system and a new finance system, have improved our efficiency and provided information for decision making. SAMIS is now in widespread use, and all corps/centres/HQs are resourced with up-to-date technology

TSMP: The Next Chapter has been developed after much prayer and widespread consultation

The next chapter

Territorial leadership has decided to extend the current plan for three years (from October 2010 to 2013)—under the banner of ‘TSMP: The Next Chapter’.

TSMP: The Next Chapter has been developed after much prayer and widespread consultation, including 276 respondents to an initial survey, and a further 1500 people completing feedback forms during consultation events. This feedback was overwhelming:

- keep the essence of existing goals, but widen their application
- provide clarity around how we will know we are achieving each goal
- provide a plan and resources to help achieve the goals (but allow local initiative)
- let’s get on with it!

And so that’s what we’re doing ...

OUR UPDATED MISSION GOALS TO 2013

- 1. Make dynamic disciples of Jesus**
- 2. Increase the number of soldiers**
- 3. Take significant steps to eradicate poverty and injustice**
- 4. Be a connected, streamlined and mission-focused Army**

Strategic approach

The strategic approach of TSMP: The Next Chapter is to provide resources that will assist all corps, centres and interest groups to put plans in place for all four goals, in *each* of the following three areas of focus:

- **engage:** help people understand and support each goal
- **equip:** help people develop the skills and resources to live out each goal
- **empower:** release (commission and support) people to achieve each goal

TSMP: The Next Chapter goals relate across all Salvation Army contexts, regardless of the ethnicities, backgrounds, ages or other aspects of individual identity represented. This document therefore does not provide specific direction for individual demographic areas (such as youth, children, women, seniors, Maori, Fiji or Tonga). However, it is the expectation that all mission contexts will develop plans that meet the needs of their demographic groups.

Cultural contexts

The Salvation Army acknowledges the Treaty of Waitangi as the covenant establishing our nation on the basis of bi-cultural partnership and that on behalf of its multicultural membership, it has a responsibility to honouring this Treaty and to maintain a good bi-cultural relationship.

All New Zealand centres are expected to explore strategies to honour the territory's bi-cultural commitment.

We also desire to be relevant to the cultures of Fiji and Tonga and all cultures represented in New Zealand, Fiji and Tonga. We believe this can be achieved when we uphold Jesus Christ as the head of the Church who, through the power of the Holy Spirit, unites all people as one.

**Caring for people,
transforming lives
and reforming
society, through
God in Christ by the
Holy Spirit's power**

Mission statement

The Salvation Army is an international movement and an evangelical branch of the Christian Church which expresses its ministry through a balance of spiritual and social programmes. In its founding it was mobilised by God, and in its continuance is totally dependent on Him for the power to fulfil its calling. Everything it does is as an offering to the glory of God and for the worship and adoration of His Name.

We remain committed to the overriding mission of The Salvation Army New Zealand, Fiji and Tonga Territory:

- **caring for people:** Salvationists follow the example of Jesus by identifying with the needy, standing alongside them and caring for people in all situations.
- **transforming lives:** Salvationists believe that God can transform people and that the resulting wholeness is experienced through belief in Jesus Christ and by the power of the Holy Spirit. This transformation is evidenced in discipleship and commitment.
- **reforming society:** Salvationists seek to express the love and power of God in the community. This calls for the challenging of manifestations of evil, injustice and oppression, and for steps aimed at their elimination.

Our mission statement is presented as 'caring for people, transforming lives and reforming society, through God in Christ by the Holy Spirit's power'.

TSMP mission goals are intended to provide intentional focus so that all parts of The Salvation Army work effectively and collaboratively to support our territorial mission.

▶ **GOAL 1: MAKE DYNAMIC DISCIPLES OF JESUS**

Dynamic disciples are growing in love for God *and* love for others as followers of Jesus Christ

Then ... *and now*

Our previous Goal 1 was ‘to grow all Salvationists as dynamic disciples’. This focused on existing Salvationists, whom we wanted to encourage to follow and serve Jesus wholeheartedly. But we also want to bring *new* people to faith in Jesus, and to help *all* people—Salvationists or not—to have a faith that is dynamic, not passive.

▶ **Goal 1 has therefore been changed to: make dynamic disciples of Jesus**

What is a dynamic disciple?

A disciple follows a teacher and submits to their direction. A *Christian disciple* seeks to know Jesus Christ and asks Him to direct their living.

When Jesus was asked which was the most important commandment, He replied:

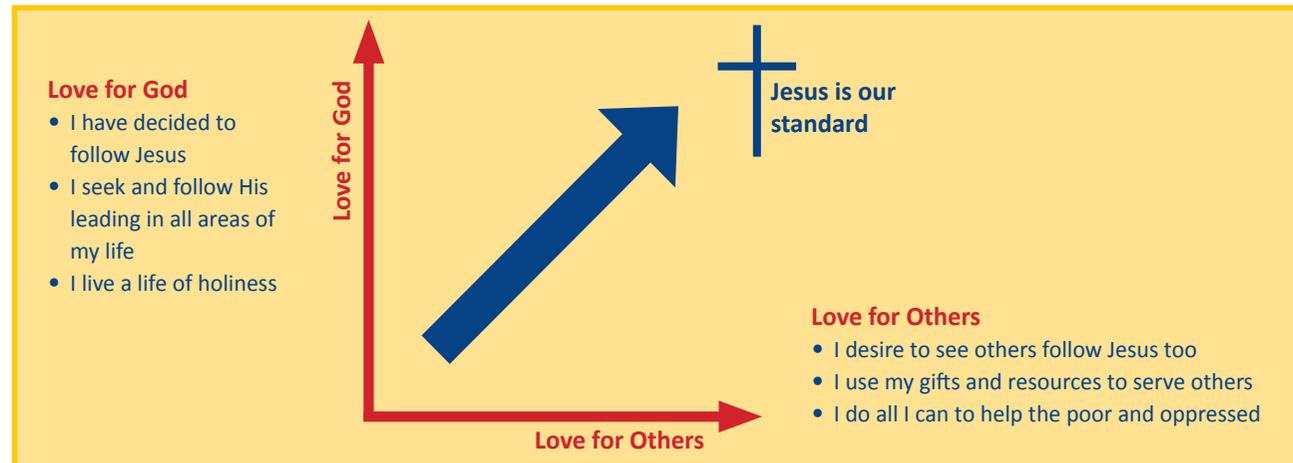
- ‘... love the Lord your God with all your heart, soul, and mind ...’; and
- ‘... love others as much as you love yourself’ (Matthew 22:37-39, CEV)

Love for God is seen in a personal and ongoing commitment to God. The Salvation Army describes this as ‘continued obedient faith’.

Love for others is typically expressed in acts of practical help, service and compassion, as well as by sharing the Gospel with people.

We can never get to a point where we love God or others too much, so there is an implied ongoing movement.

Loving God and loving others is at the heart of dynamic discipleship.



We will know we are succeeding with this goal when:

Loving God

- every corps/centre has a plan for helping people to explore the Christian faith. As a result, people are deciding to follow Jesus
- followers of Jesus, empowered and directed by the Holy Spirit, are:
 - dedicating themselves to God fully, seeking to follow His leading, separating themselves from sin and being transformed by His grace
 - taking responsibility for their personal spiritual growth, making spiritual disciplines (including prayer and Bible study) a key focus, and meeting regularly with at least one other Christian for spiritual accountability (eg, prayer partners, mentors and small groups)
 - increasing their understanding of the Bible and applying this to their daily lives
 - exercising stewardship of God’s created world through environmentally-friendly and sustainable practices

Loving Others

- demonstrating their love for others; confidently sharing their faith, using spiritual gifts and personal resources to serve, engaging with social justice issues, maintaining Christian ideals in their relationships, and practicing hospitality within their communities and mission contexts
- discovering their leadership potential, utilising this to strengthen the Army

How will we achieve this goal?

Provide resources to assist every area of Salvation Army operation to put in place plans in *each* of the following three areas of focus:

Get involved ...

- Use discipleship small group resources
- Use the Quick-start Kit and find an accountability partner
- Ask: ‘What does God want me to do to love Him and others more?’

FOCUS	APPROACH	RESOURCE
ENGAGE	Ensure that every corps and centre has a culturally-appropriate Discipleship Pathway: an agreed plan (strategy) for leading people to Jesus and helping them grow as dynamic disciples	Discipleship Pathway Workbook (and template)
	Help disciples have a clear understanding of what dynamic discipleship is	Small Group discipleship resource
EQUIP	Provide a range of discipleship material, including resources for worship, preaching, small groups, and courses; corps and centres select from this based on needs identified during the development of their localised Mission Plans	‘Tool Box’ listing of recommended resources (develop our own only where gaps exist)
EMPOWER	Encourage disciples to use their spiritual gifts and other resources to serve others and be intentional about leading people to Jesus	Refer to ‘Tool Box’ (above)
	Support spiritual accountability and mentoring relationships	Spiritual Partnerships Quick-start Kit
	<i>Develop leaders</i>	<i>See Goal 4</i>

▶ GOAL 2: INCREASE THE NUMBER OF SOLDIERS

Soldiers who are true to their covenant make a tremendous impact for God

Then ... and now

Our previous Goal 2 was 'to increase the number of new soldiers'. While still firmly fixed on increasing our fighting force by enrolling new soldiers, we also want to help current soldiers to live out the promises they signed up to in their Soldier's Covenants.

▶ **Goal 2 has therefore been changed to: increase the number of soldiers**

A discipleship framework

The Soldier's Covenant and Junior Soldier Promise call for radical lifestyle commitments that are often counter to the culture of the day. Soldiers who remain true to their promises can make a tremendous impact for God in their communities and the wider world. They make the values of the Kingdom of God the standard for their lives.

The Salvation Army promotes soldiership as a relevant and useful framework within which people can live out their Christian discipleship.

We will know we are succeeding with this goal when:

- all soldiers speak highly of their covenant and are convinced of its worth in their life
- more soldiers are actively engaged in our mission; mobilised to save and to serve others
- soldiers have regular opportunities to consider and reaffirm their covenant (including those who have disengaged from active soldiership and/or corps attendance)
- our senior and junior soldiers rolls increase (a *net* increase even after any losses)

How will we achieve this goal?

Provide resources to assist every area of Salvation Army operation to put in place plans in *each* of the following three areas of focus:

Get involved ...

- Attend a soldier's preparation class and find out if this is for you
- Re-read your Soldier's Covenant and allow God to challenge you through its words

FOCUS	APPROACH	RESOURCE
ENGAGE	Promote senior and junior soldiership as a preferred discipleship framework within The Salvation Army	Small Group resource
	Help soldiers (junior and senior) live out their soldiership by providing regular renewal opportunities and teaching/preaching around the Soldier's Covenant	Soldiership Renewal material (junior and senior); Preaching Notes on the Soldier's Covenant
EQUIP	Provide soldiership preparation material that helps people understand and commit to fulfilling their membership of the wider Christian Church within The Salvation Army	Updated Soldiership Preparation material
	<i>Note: resources provided to help equip dynamic disciples will also benefit soldiers</i>	<i>See Goal 1</i>
EMPOWER	Require regular Pastoral Care Council meetings and observance of recruiting processes	-
	Ensure that all soldiers are engaging in mission with opportunities to serve	-
	<i>Develop leaders</i>	<i>See Goal 4</i>

▶ **GOAL 3: TAKE SIGNIFICANT STEPS TO ERADICATE POVERTY AND INJUSTICE**

Our aim is to mobilise more people in the fight against poverty and injustice

Then ... and now

The original goal was 'to take significant steps towards the eradication of poverty in New Zealand, Fiji and Tonga'. Many people are passionate about causes in countries outside of these three, so this narrow focus has been removed. The addition of 'and injustice' recognises that injustices often contribute to poverty, and that neither poverty nor injustice are God's plan for the world.

▶ **Goal 3 has therefore been changed to: take significant steps to eradicate poverty and injustice**

Social justice and reform

The Salvation Army has a strong heritage of social action. This goal reflects our ongoing commitment to advocate for human dignity and social justice alongside the poor and oppressed.

Justice is part of God's essence. This goal is about us actively partnering with God to realign the world to His original design.

We will know we are succeeding with this goal when:

- every person in every corps/centre is increasing their involvement to reduce poverty and injustice
- every corps/centre is involved in some collective form of social justice action
- there is increasing awareness of social justice issues, with ideas on how to combat these
- some Salvationists are taking the lead and making an impact as social justice champions
- the New Zealand, Fiji and Tonga Territory takes a united approach to specific issues

How will we achieve this goal?

Provide resources to assist every area of Salvation Army operation to put in place plans in *each* of the following three areas of focus:

Get involved ...

- Attend a small group discussion, or visit a website to research a particular issue
- Think about your purchases: would a different choice help eradicate poverty?
- Become a social justice champion

FOCUS	APPROACH	RESOURCES
ENGAGE	Provide clear understanding of this goal, its biblical mandate and our Salvation Army heritage—with a clear call to action	Small Group resource Preaching notes
	Promote existing opportunities (eg, Cherish a Child, overseas projects, Fair Trade, social services) and resources (eg, Social Policy and Parliamentary Unit)	Up-to-date information on projects and services
EQUIP	Provide easily-accessible information on a range of local and global issues, especially Salvation Army projects; provide practical ideas for involvement	Website and other sources of social justice and poverty-eradication projects
EMPOWER	Recruit and resource local champions	-
	Encourage all corps and centres to adopt at least one social justice project	Support to identify local issues
	Identify a territory-wide issue where The Salvation Army aims to make a major impact	
	<i>Develop leaders</i>	<i>See Goal 4</i>

▶ GOAL 4: BE A CONNECTED, STREAMLINED AND MISSION-FOCUSED ARMY

Working together to advance mission

Then ... and now

We achieve far more for God when we all work together. There is still plenty of work to do in this area, and so our original mission goal has not been changed.

▶ **Goal 4 remains: be a connected, streamlined and mission-focused Army**

We will know we are succeeding with this goal when we are:

connected ...

- all officers, staff and Salvationists are well informed about The Salvation Army's direction, including key decisions that affect them, success stories and areas of concern
- there is a culture of people working together—across all levels—to achieve synergies for mission; silos are a thing of the past

streamlined ...

- proposals and new ideas are well thought out
- robust, adaptive and timely decision-making processes are in place that advance, rather than hinder, our mission
- technology and support services continue to improve organisational efficiency
- all headquarters and national offices function as servants and champions of mission

and mission focused ...

- there is a culture of innovation and risk taking; we do 'whatever it takes' to achieve our mission; non-essential distractions do not get in the way
- every corps, centre and department knows how they help achieve our mission; they constantly review/adapt their plans and processes to support this
- whenever things aren't working, we ask why and take steps to make improvements; we cease activities that no longer have a useful function

**We want leaders
who are known
for their personal
integrity and
servant hearts;
leaders who
empower others**

Leadership development

Ongoing focus on leadership development is critical to achieving our mission goals.

What might things look like when we are succeeding?

- we will have identified the key skills and attitudes we want in all of our leaders
- we will have in place a Leadership Development Pathway that supports the development of leaders: officers, staff, local leaders and volunteers; this will be culturally-informed and relevant (eg, in New Zealand, reflecting an understanding of our bi-cultural partnership as per the Treaty of Waitangi)
- we will see people of vision who inspire others to accomplish great things for God and the Kingdom
- our leaders will be known for their personal integrity, servant hearts and collaboration with others to achieve God's purposes
- our leaders will empower others through coaching and delegation, exponentially multiplying their leadership base and influence

How will we achieve this goal?

Focus on each aspect of the goal, with an added focus on leadership development.

Get involved ...

- Use the Coaching Guide and meet one-on-one with leaders
- Use the Small Group resource
- Ask: how effective are programmes at my corps/centre?
- Take part in a development opportunity for leaders

FOCUS	APPROACH	RESOURCES
CONNECTED	Influence a widespread 'whole of Army' culture	Small Group resource
	Encourage inter-centre collaboration	Mission Plans
	Develop a communication plan	Communication Plan
STREAMLINED	Improve decision making by identifying our three most 'frustrating' processes and correcting these	Territorial process redesign project
MISSION FOCUSED	Perform a 'mission wash' to review the mission effectiveness of centres and programmes; back winners; cease activities that aren't working	Mission Wash Criteria and (subsequent) reviews
	Extend the use of Mission Plans to all centres, fostering a culture of continuous review and improvement	Updated Mission Plans and (subsequent) reviews
DEVELOPING LEADERS	Establish a clear understanding of the leadership required in The Salvation Army	Leadership picture
	Provide a range of tools that teach effective Christian leadership	Leadership Tool Kit
	Promote coaching and mentoring across all levels to develop leaders and aid accountability	Coaching Guide

Mission communication

Effective communication is essential to the success of TSMP: The Next Chapter.

Regular reporting will generate momentum as good ideas and resources are shared and people are held accountable to mission goals.

We will know our communication is effective when:

- every Salvationist (all who are involved in Salvation Army mission in some way) is aware of TSMP: The Next Chapter, understands its goals, and is involved in helping the plan succeed
- leaders report progress and are accountable for promises made within the plan
- territorial progress towards TSMP goals is reported regularly
- people often hear of others' good ideas; they are easily able to adopt/adapt these to further advance our mission and achieve our goals
- *our many success stories are shared widely ... and celebrated!*

How will we ensure this plan's success?

Every area of Salvation Army operation will be required to record action plans within their Mission Plans; these will be reviewed by local champions. TSMP updates will be circulated to all Salvationists and staff at least quarterly.

Get involved ...

- Go online and read the TSMP blog
- Contribute ideas and success stories to the TSMP website

FOCUS	APPROACH	RESOURCES
ACCOUNTABILITY	Assign a TSMP champion, supported by divisional/ social service champions	TSMP champions
	All corps, centres and HQs to include specific TSMP actions within their Mission Plans	Mission Plans
GATHERING INFORMATION	Senior leaders to record TSMP progress within their existing quarterly reports to the Chief Secretary (having gathered this information from those reporting to them)	Quarterly reports
	Provide a place for Salvationists and staff to easily record successes and mission ideas	TSMP website TSMP blog
SHARING INFORMATION	Maintain a single site for TSMP information, including success stories, progress, ideas and resources	TSMP website TSMP blog
	Publish quarterly reports on TSMP progress, circulated to all corps and centres	Newsletter Webcast/DVD
	Publish regular articles in War Cry, divisional/social service newsletters and online	War Cry Newsletters Websites

ACTION PLAN

On top of the good resources already available, we are committed to delivering on the promises made around TSMP: The Next Chapter. We have already delivered on many; the rest will follow shortly

ACTION	DESCRIPTION	TIMEFRAME
TSMP Resources	TSMP: The Next Chapter plan, brochure, posters and wallet cards	Congress
TSMP Website	Update website with essential information	Congress
TSMP Study Guides	Small group and sermon resources unpacking the four goals	Congress
Discipleship Pathway	Discipleship and Evangelism Pathway workbooks to assist corps and centres confirm plans for making dynamic disciples	Congress
Discipleship Resources	List of recommended discipleship resources	Congress
Spiritual Partners	Spiritual Partnerships quick-start kit	Congress
Soldiership Material	Updated soldiership preparation material	Congress
Preaching notes on Soldier's Covenant	Preaching notes on the Therefore I Will's of the Soldier's Covenant	Congress
Information on social justice issues	A range of 'Just Actions'—sheets that provide information on social justice/poverty issues with practical steps for involvement	Congress
Measuring effectiveness	Deciding how we will measure whether the goals are delivering	Congress
Quarterly Reports	Update quarterly reports to report on TSMP: The Next Chapter	Dec 2010
Social Justice Website	Further social justice information available online	Dec 2010
Quarterly DVD	Quarterly newsletters, DVD or webcast about TSMP progress	Quarterly
Mission Plans	Update Mission Plans to reflect TSMP: The Next Chapter	Mar 2011
Mission Wash Criteria	Criteria to determine whether a centre or programme is effective	Mar 2011
Communication Plan	A renewed look at communication across all levels	Mar 2011
Soldiership Renewal Material	Preaching and re-commitment material for using on a senior or junior soldier renewal day	Mar 2011
Coaching Guide	Provide a coaching/mentoring guide to all officers, to promote coaching and mentoring of leaders at all levels	Jun 2011
Leadership Tool Kit	Develop a clear picture of desired leadership within The Salvation Army and provide a range of teaching tools to deliver this	Jun 2011
Process redesign	Identify and address our three most 'frustrating' processes	Jun 2011

For more information, please contact:

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