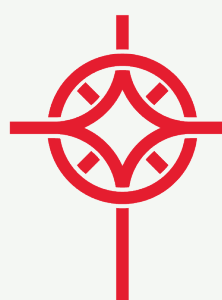


SEPTEMBER 2024



compass

The Salvation Army's Global Strategic Framework

People ♦ Mission ♦ Legacy

'Brothers and sisters, I do not consider myself yet to have taken hold of it. But one thing I do: forgetting what is behind and straining towards what is ahead, I press on towards the goal to win the prize for which God has called me heavenwards in Christ JESUS' (PHILIPPIANS 3:13-14).



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From the General

Greetings! I am grateful to God for the valuable contribution you make to the life of The Salvation Army. I hope your mind and heart will be encouraged, challenged and inspired to action as you read Compass: The Salvation Army's Global Strategic Framework.

We are privileged to be part of God's Salvation Army. We are a large, diverse group of people committed to loving God and loving people. We are serving in more than 130 countries across the globe. We are facing different challenges and often navigating troubled waters. Therefore, your international and territorial leaders have been on a journey for the past two years to identify the biggest challenges facing The Salvation Army around the world.

This Global Strategic Framework uses the imagery of a compass because we are providing every part of the Army with a clear direction for action based on a set of 12 priorities. It is my responsibility as your General to listen to the wisdom and experience of territorial and international leaders, to listen to the many other people whose opinions I receive and then, most importantly, to bring all these voices before the throne of God and discern the direction that God wants his Army to move in.

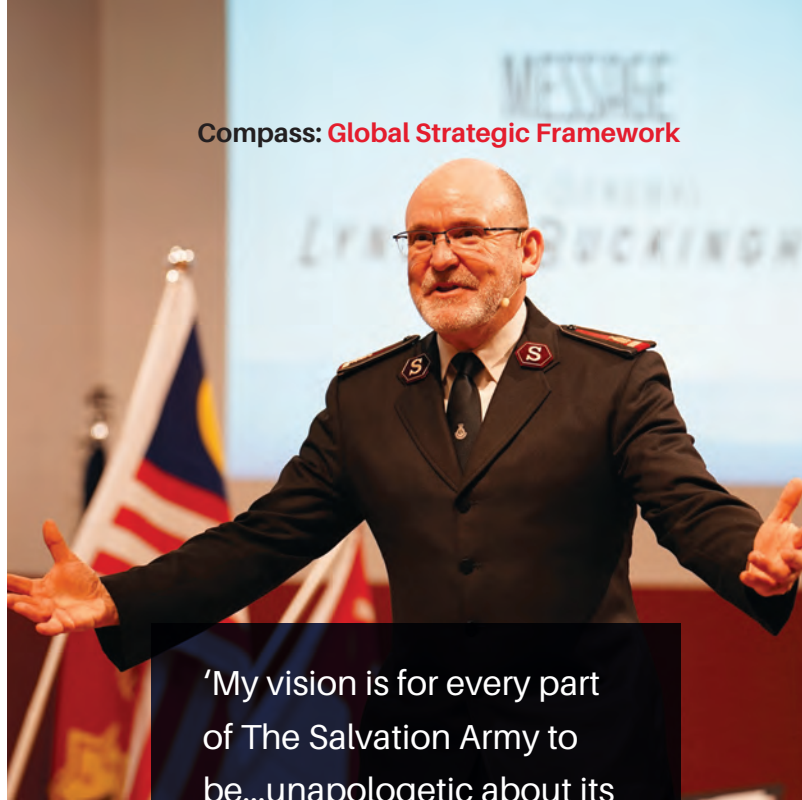
We are now ready to share these 12 priorities with you (see a summary at the end of this document). The global Salvation Army shares some common challenges – for example, enhancing our spiritual depth and commitment to holiness. There are other challenges, such as officer allowances, that are more pressing in some parts of the world than others.

Three words sum up the 12 priorities:

- People
- Mission
- Legacy

Although we are starting in different places, we all need to ensure we all care for our **people**, advance our **mission** and leave a God-honouring **legacy**. We need to build momentum across the Army – at all levels – to ensure every corps, centre, programme and headquarters is focused on ensuring our **people** are equipped to advance God's **mission** and we leave a **legacy** of solid foundations for the future.

The Compass: Global Strategic Framework will help us to do this. However, Compass is not aiming to squeeze everyone into one shape. Compass is based on questions to help determine our direction rather than provide set answers.



'My vision is for every part of The Salvation Army to be...unapologetic about its confidence in the gospel of Jesus Christ to transform lives and reconcile men and women, boys and girls, to the loving embrace of their heavenly Father.'

This is intentional. IHQ recognises the important work currently being done to develop and carry out territorial strategies.¹ This document does not supersede the territorial strategies and visions that are in place around the world. It does, however, provide a structure in which territorial strategies and performance can be aligned and measured against.

My vision is for every part of The Salvation Army to be, by God's grace, clear about its mission in the world and unapologetic about its confidence in the gospel of Jesus Christ to transform lives and reconcile men and women, boys and girls, to the loving embrace of their heavenly Father.

The release of Compass is another step on our journey to ensure The Salvation Army is equipped and capable to participate in God's mission to the world into the 21st century and beyond. Some of the challenges will take many years to fix, but in God's strength we are confidently pressing on towards the goal to win the prize for which God has called us. Whether you are a territorial leader, a divisional leader, a corps or centre leader, be assured of my prayers as you use Compass in your area of responsibility.

General Lyndon Buckingham
International Leader

¹ In The Salvation Army, the term 'territory' refers to part of a country or several countries combined in which The Salvation Army is organised under the leadership of a territorial commander.



History

When William and Catherine Booth began the work in London that would grow to become The Salvation Army, few would have predicted their legacy: an organisation, part of the Christian Church, now working in more than 130 countries, with a history spanning more than 150 years. Throughout this time, there has been the establishment of thousands of churches with millions of members, and countless individuals have been helped right across the world – but this movement had humble beginnings.



Early Days

Born in 1829 in Nottingham, UK, William Booth found his Christian faith early on in life and became an active Methodist, preaching and helping the poor in his local area. After a period working as a pawnbroker, he married and moved with his wife Catherine (née Mumford) to the east of London. They began working with a group of Christian businessmen who were concerned for the poor and disadvantaged in their community. In June 1865, William Booth preached to crowds outside 'The Blind Beggar' pub. The results were the creation of a new movement raised up by God. The Christian Mission was soon born.

In 1878, The Christian Mission got a new name. William Booth objected to a phrase contained in that year's annual report: 'The Christian Mission...is a Volunteer Army.' By replacing the word 'volunteer' with 'salvation', The Salvation Army had its new title – an inspired metaphor for its role in fighting the injustices of society and bringing people to understand God. Over time, the organisation gained military-style titles (ministers became 'officers', for example) and even uniforms designed to publicly demonstrate a commitment to God.

Despite the differences between the Army of today and that of 1865, the organisation continues to love God and be relevant to people and their circumstances. The same spirit of putting the gospel of Jesus into action, as in the early days, continues through weekly worship services, outdoor events, groups and activities, responding to disasters and providing practical assistance to those in need of help.

MISSION

of International Headquarters

International Headquarters (IHQ), located in London, UK, exists to support the General to accomplish The Salvation Army's God-given worldwide mission to preach the gospel of Jesus Christ and meet human needs in his name without discrimination.

In so doing, it assists the General:

- to give spiritual leadership, promote the development of spiritual life within the Army, and emphasise the Army's reliance on God for the achievement of its mission
- to provide overall strategic leadership and set international policies
- to direct and administer the Army's operations and protect its interests – through appointments and delegation of authority and responsibility with accountability
- to empower and support the territories, encourage and care for their leaders, and inspire local vision and initiatives
- to strengthen the Army's internationalism, preserve its unity, purposes, beliefs and spirit, and maintain its standards
- to promote the development, deployment and international sharing of personnel
- to promote the development and sharing of financial resources worldwide, and manage the Army's international funds
- to promote excellence in international development and sharing of knowledge, expertise and experience
- to develop the Army's relationships with other ecumenical bodies.

HOW

Did Compass Develop?

This document represents a two-year journey that demonstrates an awareness of, and determination to adapt to, complex social forces, contemporary perceptions of institutional religion and the growing concerns for adequate resource appropriation. It is rooted in the General's vision and in consultation with the international leaders.

Compass: The Salvation Army's Global Strategic Framework also demonstrates that for The Salvation Army to have more effective impact on the world through the Body of Christ, it

must develop a greater focus on people, advance its mission imperatives and establish ministry faithfulness that will flourish into the next generation.

Compass describes an integrated programmatic approach to fulfil the mandate of the General and the current international leaders who represent the work around the world.

THE Journey Continues

Historically, The Salvation Army has been a church organisation that has adapted to the changing socio-cultural issues of the times and strived to better the plight of the most vulnerable of the day. For example, inspired by the match industry's unfair treatment of women and children, and the use of toxic white phosphorus which caused terrible health conditions, in 1881 William Booth opened a match production factory. He advertised 'Fair Wages for Fair Work' and used a safer phosphorus chemical. Within ten years, the industry had changed its risky practices. With Booth's objectives to create a safer and fairer workplace accomplished, he closed the match factory.

Over the years and throughout the world, The Salvation Army has opened hundreds of homes for girls and women who have been abused, abandoned or working on the streets. But today, those numbers have been significantly reduced due to government-run shelters and a proliferation of charities that focus on homelessness and domestic abuse. Across the globe, ministries open and subsequently close, institutions begin by addressing one social need but transition to meet other needs when necessary. The point is that The Salvation Army's journey of change and development has been a hallmark from its very inception, and it continues today.

In recent years, primarily driven by International Headquarters, The Salvation Army has continued its journey of change.

Global Priorities

In 2019, General Brian Peddle introduced 'Global Priorities', which focused on 11 significant concerns for The Salvation Army. These priorities addressed issues such as organisational expansion guidelines, Microsoft 365 upgrades, COVID-19 support, governance and leadership development.

In the spring of 2022, General Peddle, with the support of The General's Council (TGC),² called for the creation of a Guiding Coalition (chaired by the Chief of the Staff). The purpose of the Guiding Coalition was twofold: to review the progress made on the 11 strategic priorities proposed by General Peddle, and to identify a new set of strategic priorities for the future. These tasks were endorsed by TGC and the Salvation Army International Trustee Company (SAITCo).

At a meeting of the General's Consultative Council³ (GCC55) (23–25 May 2022), General Peddle continued the exploration of strategic change. In his keynote speech, the General posed the following questions:

- Are officers and soldiers clear and connected with why we are here?
- What are the impediments to mission advancement and how do we manage these?
- What actions are required to reverse trends and bear fruit?
- Are our convictions around scriptural authority clear?
- In the context of Christianity/culture, are we heading in the right direction?
- Are we, in fact, focused enough on soldiership as a key element of our strength and future capacity?

He then made the statement, 'I do suggest to you that while we are managing multiple situations, we are returning regularly to our strategy around main thing priorities. Any failure to do so suggests putting the Army in peril and I am asking that we do not do that.'

To put The Salvation Army in peril by not addressing the urgent issues of today is a risk that could not be ignored. Therefore, further work was done to determine the status of the previous 11 Global Priorities and, under the leadership of the Chief of the Staff (Commissioner Lyndon Buckingham), a revised set of priorities were developed at the International Conference of Leaders (ICL) 2022. Fifteen new priorities were created that represented the combined thinking of all the international leaders of the day.

² The General's Council (TGC), established in 1991, provides counsel to the General in governing The Salvation Army. It is composed of all active London-based IHQ commissioners and the Chief Secretary, and meets monthly with the General serving as chair.

³ General's Consultative Council, established in 1991, advises the General on broad matters relating to the Army's mission strategy and policy. Selected personnel gather for meetings, not more than three times a year, under the chairmanship of the General.



Compass: Global Strategic Framework

Following the election of a new General, two further meetings of senior leaders (GCC56 4–6 September 2023 and GCC57 18–20 March 2024) were held. General Buckingham instructed the participants to continue the collaborative work to refine what the Army might look like in the years to come. This document represents the outcomes of the General's Consultative Councils resulting in the approved Compass: Global Strategic Framework.

As we look at the issues of The Salvation Army today, and the new priorities identified by leaders around the world, it is evident that adaptive change – change that will require patience, risk-taking and collaboration over time – will be needed. Success will require changes in peoples' minds and hearts. Solutions will not be immediately evident. But they will emerge as we prayerfully, patiently and proactively pursue new practices, new models of ministry and maintain a constant awareness of the Holy Spirit's guidance.

For Whom is This Intended?

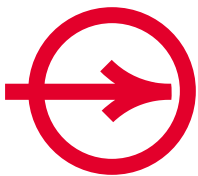
This document is intended to inform the general public of the strategic direction that The Salvation Army will be focused on for the next five years. It reflects the General's desire to present the global direction. It brings together the work of years of dialogue, prayer and preparation. The information that follows describes the framework which broadly summarises the direction of The Salvation Army's mission and ministry to the public. However, it does not specify how an individual territory will align its operations to this initiative.

There is no attempt to minimise the important work currently being done to develop and carry out national strategies. Compass does not supersede the strategies and visions that are in place around the world. It does, however, provide a structure in which the global work can be strategically aligned. As one territorial leader stated: 'We are all in vehicles on the same highway. Now we know [the] direction and destination [to which] we are heading.'

Additionally, it is also acknowledged that some countries will focus on particular areas of this framework to a greater extent than others. This is understandable. But awareness of all aspects of this framework, combined with partnerships to accomplish the objectives and accountability to demonstrate success, will be necessary.

International Mission Statement

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.



Compass Intent Statement

Sharing the love and transforming work of God in word and action.

VISION for Compass

We envision a renewed global Salvation Army of empowered people, equipped to share the love of Christ and the transforming power of God in local communities around the world.

THREE

Areas of Focus

The General's Council (TGC), Salvation Army International Trustee Company (SAITCo) and the General's Consultative Council (GCC) adopted three areas of focus (see below) which provide a framework for all Salvation Army officers and soldiers as they seek to strengthen the movement's global impact.

In addition to developing a global framework that aligns with the history, mission and future Salvation Army vision, it is acknowledged that local strategies and priority frameworks are in place around the Salvation Army world. This strategy is not meant to eliminate the work previously carried out in territories around the world, but it will provide strategic direction that will both align all territories in cooperative mission and set out where resourcing and equipping will be directed.

1

As a global Army we are determined to
Empower People

2

As a global Army we are determined to
Enhance Mission Impact

3

As a global Army we are determined to
Establish an Enduring Legacy

The following sections will provide the contours of the Focus Areas, not the full extent and depth of each item.



1 Empower People

Recognising the critical importance of equipping and training ministry leaders, building up the Body of Christ through our corps and institutions, and grounding all those involved in our ministries with foundational understanding of our motivation for and implementation of our mission, we will adapt procedures, direct resources and provide training opportunities to **Empower People** in alliance with our work.

WHY IT MATTERS

- because congregations should pursue holy living and biblical justice practices
- better training and equipping of leaders will support greater ministry responsibilities
- re-enforcing Wesleyan holiness principles will affirm our theological values and support our determination to live holy lives
- deepening of evangelical and evangelistic disciplines will advance our commitment to be 'Salvation' people
- encouraging our people to live out our mission will strengthen communities and congregations
- to ensure employees and volunteers understand the Christian motivation and practices of our mission.

IHQ ENGAGEMENT

This strategy has aspects that will be designed and coordinated by IHQ because they focus on global operations, policy and previously allocated personnel support approved by the General:

- human sexuality awareness and dialogue
- development and distribution of resource material
- International Theological Council
- International Officer Training and Leader Development Council
- continued growth of International Spiritual Life and Leadership Development sections.

EXPECTED OUTCOMES

- training colleges resourced with relevant and language-appropriate resources to train officers more effectively
- greater territorial focus on Salvation Army holiness tradition and practices
- regular production and coordination of resource material, such as spiritual disciplines, Salvation Army distinctives, Salvation Army identity and youth spiritual formation material
- greater congregational growth and provision of integrated missional initiatives
- more welcoming congregations that engage with social issues
- increasing numbers of employees and volunteers who understand and embrace The Salvation Army's vision, mission and values.



HOW WE WILL DO IT

Four workstreams will address the objectives of this Focus Area and consider key issues pertinent to the workstream, as well as make specific recommendations to the General for action to be taken. However, the following information will only focus on those workstreams that will impact the general public.

1) Spiritual Life

- establishment of Spiritual Life Development Secretaries in every territory worldwide, who actively prioritise the spiritual well-being of The Salvation Army and its members
- territories are engaged in resource-sharing and are intentionally sharing ideas
- regular utilisation of designed communication channels by Spiritual Life Development Secretaries
- active engagement of Salvationists in significant global initiatives hosted by The Salvation Army
- increased awareness of The Salvation Army's holiness tradition through seminars and Brengle Institutes, and a practical living out of holiness
- increase in participants engaging in prayer through the Worldwide Prayer Meeting initiative
- implementation of programmes and projects aligned with the mission of The Salvation Army across all territories
- measurable evidence of spiritual growth and transformation, demonstrated through personal testimonies, behavioural changes and ministry impact
- officers, soldiers and leaders are living out Christ's values and are committed to advancing The Salvation Army's mission and values.

Objective: To enhance the spiritual depth and commitment to holiness among every Salvationist and to stay true to our mission and identity as The Salvation Army.

Indicators of Success:

- those engaged in Salvation Army ministries will seek to live in a more Christlike way
- Salvationists, employees, volunteers and friends of The Salvation Army will bear greater fruit for the Kingdom of God
- all those affiliated with Salvation Army ministries will discover and engage their spiritual gifts to serve others.

2) Leadership Development

- development of a framework for continued learning for territories that don't have this in place
- continuation of work on the repository (with Booth University College) for resources for training principals (a training principals manual has already been prepared by the International Officer Training and Leader Development Council [IOTALDC]) and training staff – with the contribution of the larger training colleges in course materials and curriculum advice
- development of a repository of educational learning forums
- establishment of a Leader Development Teams group for the sharing of resources and mutual encouragement
- development of an Operational Leaders' Training Course for future/new heads of departments, including in-person and online teaching elements.

Objective: To develop officers who are servant leaders, who are spiritually mature, competent and equipped for their current and future appointments.

Indicators of Success:

- leaders who will flourish in their roles
- officers who will effectively minister in a variety of appointments
- every leader will be missionally focused.

2 Enhance Mission Impact

The call to every Christian is to be actively involved in the mission of God (*missio Dei*). To that end, The Salvation Army plays a distinctive role in the Church today. For those who associate with our ministries and support our movement, a greater effort to **Enhance Mission Impact** is required.

WHY IT MATTERS

- a determination to develop new and relevant ministry models will release innovation and new missional growth
- clearly understood definitions of congregational membership and covenant will lead to spiritual commitment
- affirming, embracing and belonging are contemporary concepts that will bring clarity to Salvation Army congregational leadership
- greater awareness of the integrated missional distinctives of The Salvation Army will help to mobilise congregations to address community needs.

IHQ ENGAGEMENT

- theological understanding of a covenant relationship
- dialogue on IHQ/territorial headquarters (THQ) relationship
- development of adherency and membership working groups
- conference on mission-driven innovation.

EXPECTED OUTCOMES

- creation of new forms of congregational worship in territories throughout the world
- development of clarity on adherency and corps membership
- establishment of contemporary understanding of covenant to help define officership and soldiership
- development of 'non-negotiable' identity features
- territories having a clearer understanding of their relationship with IHQ
- employees and volunteers knowing their role in the fullness of the mission statement.



HOW WE WILL DO IT

Four workstreams will address the objectives of this Focus Area and consider key issues pertinent to the workstream, as well as make specific recommendations to the General for action to be taken. However, the following information will only focus on those workstreams that will impact the general public.

1) Membership

We will explore questions such as: 'How do we understand membership and belonging in The Salvation Army today?' and 'What constrains people from being members?'

Objective: To establish clarity and accuracy in defining how people belong in Salvation Army fellowships.

Indicators of Success:

- clarity on what it means to be a member
- whether the term 'adherent' is relevant today
- who can be a member and opportunities for leadership.

2) Mission Integration

Our mission is a fundamental aspect of our identity. Integrating our ministries of personal and social salvation, a focus on evangelism and congregational growth will support this workstream.

Objective: To establish corps and fellowship principles that will integrate mission and facilitate congregational growth.

Indicators of Success:

- congregations that will focus on the quality of the Army's ministry distinctives
- neighbourhoods around the world will see the Kingdom of God in action
- our corps ministries will be uniquely influenced by their community needs.



3 Establish an Enduring Legacy

Establishing an enduring legacy addresses the importance of faithful stewardship and the responsibility of our generation of Salvation Army leaders for future generations. Heritage is what we inherit from our predecessors; legacy is what we leave the next generation. How we develop our reliance on God, how finances are managed, how we increase shared ownership, and how responsibility is entrusted to local corps, centres and communities – all these factors will determine our legacy and The Salvation Army's capacity to serve God's mission in the future.

WHY IT MATTERS

- God expects us to be good stewards
- territorial stewardship is directly related to the allocation of finite resources
- strategies to meet the human needs of the most vulnerable, rather than more general human needs, will help to define programme focuses
- monitoring the reliance on international financing will help partners to support territorial self-resourcing
- adequate sharing of personnel will ensure leadership development and internationalism
- a commitment to the spiritual and material well-being of every officer will demonstrate organisational dignity and the value of officers.

IHQ ENGAGEMENT

- convene an International Finance Conference
- continued development of IFAS, NetSuite and territorial support visits
- International Resilience Teams.

EXPECTED OUTCOMES

- territorial strategic consideration of current and new programme initiatives
- shared learning and deployment opportunities for leadership development
- greater stability of territorial finances
- focus on The Salvation Army's impact on the environment.



HOW WE WILL DO IT

Four workstreams will address the objectives of this Focus Area and consider key issues pertinent to the workstream, as well as make specific recommendations to the General for action to be taken. Much of the work on these matters will be coordinated by International Headquarters.

1) Resource Allocation

- availability of a global funding blueprint that identifies various sources of funding and how they are to be applied strategically to advance the mission globally
- agreement of a clear set of funding principles for the global movement, including the purpose and extent of funding
- an established plan for the future financial stability of individual territories.

Objective: To review and assess appropriate territorial resource allocation.

Indicators of Success:

- IHQ support to territories will be reviewed and confirmed
- territories will be more adequately resourced and financially secure
- every territorial headquarters will be committed to operations appropriate for the income.

2) Institutions

- a documented snapshot of key institutions around the Army world that measures mission impact against sustainability (financial, human resources, infrastructure, etc.)
- a strategy to enhance financial sustainability or mission impact and service delivery in individual institutions, which considers global and territorial mission objectives, local community critical needs and environmental sustainability
- a strategy to address the realignment or repurposing of institutions that are neither sustainable nor critical to the mission to ensure enhancement of other mission outcomes.

Objective: To maximise excellence in institutional service and minimise reliance on international funding.

Indicators of Success:

- comprehensive review will reveal the financial impact of institutional services on territorial operations
- strategies will be developed to ensure territories operate institutional services with excellence and with minimum impact on territorial budgets
- there will be a significant reduction in the organisational risk associated with people in our care.

3) Global Partnerships

- acknowledge the importance of global partnerships and identify key funding priorities in relation to current missional impact
- establish guidelines for the enhancement of effectiveness and mission impact from global Mission Support project funding
- create opportunities for effective income-generation initiatives to reduce dependency on international income
- develop regional networks from which territories can collaboratively problem-solve and discuss best practices.

Objective: To create income structures that address international budget shortfalls.

Indicators of Success:

- funds that support territories will be strategically aligned and distributed effectively to ensure territorial stability
- income generation and business enterprises will be established to increase territorial income levels
- capacity will be developed locally and globally in people, processes and partnerships.





4) Effective Headquarters

The Salvation Army oversees and supports its work mainly through divisional, territorial and international headquarters. This workstream will focus on the operation of THQs around the world.

Objective: Each THQ has fit-for-purpose governance and management structures and corresponding budgets.

Indicators of Success:

- THQs will have staffing structures that correspond to their budgets and operations
- THQs will be adequately staffed in key skilled positions (e.g. finance, social, training college)
- administrative costs will reflect an acceptable level compared to the territorial budget.

WHAT is Required for Success?

1. COMMUNICATION

With effective communication to all the stakeholders of the strategy, informing their roles and the progress being made towards achieving the vision, there will be engagement of stakeholders, clarity of role and helpful updates reflecting our progress.

2. LEADERSHIP

All levels of leadership must intentionally participate in the strategic framework to avoid risking the disillusionment of stakeholders and apathy in order to continue advancing the objectives.

3. RESOURCES

Sufficient resources (time, personnel, funds) must be allocated to accomplish the strategic framework, otherwise we risk compromising innovation and creating the perception that we are not taking the strategy seriously.

4. BUY-IN

All soldiers, officers, employees and leaders must be aware of the strategic framework, and directly or indirectly participate in the strategy, to avoid progress diminishing and ultimately stalling.

5. TECHNOLOGY

Adequate hardware and tech support for communication (via video links, audio files, social media platforms) is needed to keep officers and soldiers informed and to provide reassurance that they are being taken seriously in the strategic initiative.

6. PRAYER

Last, but certainly not least, this whole process needs to be surrounded by prayer. We must always remember this is God's Salvation Army. We are stewards for a season. We must ensure we leave a Spirit-filled Salvation Army for the next generation. The issues identified in the Compass: Global Strategic Framework are massive - beyond our human capacity. However, through prayer and other spiritual disciplines, we can follow in the words of Paul: 'forgetting what is behind and straining towards what is ahead, I press on towards the goal to win the prize for which God has called me heavenwards in Christ Jesus' (Philippians 3:13-14).

Accountability and Impact

This document has been structured to provide alignment with territorial strategies with clear expectations for the direction and priorities of The Salvation Army. It has been developed in collaboration with one-third of the current territorial leaders and it is based on ICL and GCC consultations, the outcomes to which all territorial leaders have access.

With clear expectations, a common purpose and a collaboratively developed strategy, what is needed is the accountability for those responsible to carry out the strategy.

The accountability and impact structure will be primarily reflected in territorial reviews and territorial support visits. The forms currently used will be revised to reflect the workstreams on these pages. Territorial leaders will be expected to report against the indicators and offer impact illustrations as appropriate.



Conclusion

Proverbs 29:18 (*KJV*) states:

**‘Where there is no vision,
the people perish...’**

For more than 155 years, The Salvation Army has put its trust and hope in God to sustain its distinctive work and ministry in the Body of Christ. We remain optimistic and hopeful that in spite of these challenging social, economic and political times, our unity, shared mission and covenantal commitment will ensure a future that surpasses the past.

A very important part of the strategy is to get ready for any future changes and to be well placed to face the challenges brought by these changes. This strategic plan is designed to help The Salvation Army achieve its strategic objectives and ensure organisational sustainability. While this Compass: Global Strategic Framework enables the Army to plan for the years ahead and look to the future with anticipation, our ability to reach our goals and continue to impact the world will be largely measured by our commitment to these principles and our reliance on an ‘immeasurably more’ God whom we serve.

Many of us will not see the changes that will arise from this strategic plan. They will take time; they will result in new models, systems and practices; they will be a reflection of the current and emerging contexts in which we live and minister. And The Salvation Army will continue to demonstrate its relevance and distinction to current and future generations in service of the Lord.



With Compass, we're dedicated to leaving a God-honouring legacy by adopting three areas of focus:

EMPOWERING PEOPLE

People are at the heart of our mission. We want to ensure our people understand our mission and how they can participate in making it happen more effectively.

ENHANCING MISSION IMPACT

God has given us this mission – to preach the gospel of Jesus Christ and meet human needs in his name without discrimination. By knowing and understanding God's mission, we can trust he will guide us through an ever-changing future.

ESTABLISHING AN ENDURING LEGACY

We will strive to pass on a healthy, flourishing Salvation Army to future generations by being excellent stewards of all that is entrusted to our care.

12 PRIORITIES

PEOPLE

- 1 **Spiritual Life** – Know Jesus, be like Jesus, do what Jesus did
- 2 **Leadership Development** – Equip leaders with the tools they need to be effective
- 3 **Officer Wellness** – A greater focus on officers' mental, physical and spiritual health
- 4 **Officer Compensation** – Provide full allowances for all active officers

MISSION

- 5 **Membership** – Define how people can belong to Salvation Army fellowships
- 6 **Covenant** – Review soldiers' and officers' covenants with a 21st-century lens
- 7 **IHQ/THQ** – Assess the relationship between International Headquarters and territorial headquarters
- 8 **Mission Integration** – Pursue strategies that integrate corps and social ministry delivery

LEGACY

- 9 **Resource Allocation** – Commitment to local and global financial stability
- 10 **Institutions** – Maximise excellence in institutional services
- 11 **Global Partnerships** – Establish new strategic funding models to ensure financial stability
- 12 **THQ Operational Health** – Develop systems of efficiency to amplify our mission in every territory