



The Salvation Army  
REPUBLIC OF IRELAND



**ANNUAL  
REPORT  
2022**





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*Note: This report includes photographs of clients and volunteers. In some cases, to protect the privacy of our clients, stock images have also been used.*

# Faith into action

The Salvation Army is a Christian church and registered charity that offers hope, love, friendship, practical help and unconditional support to people of all ages, backgrounds and needs. We also seek to influence social policy and practice in our fight for greater social justice.

## Our Mission:

- › To **share** the good news
- › To **serve** others without discrimination
- › To **nurture** disciples of Jesus
- › To **care** for creation
- › To **seek** justice and reconciliation

Each of the five priorities of 'Our Mission' is rich in meaning and they help us to explain to 21st-century society why the Christian message and the work of The Salvation Army is relevant and desperately needed in our communities and nations. They are not arranged hierarchically but overlap and mutually support each other.

### Share the good news

At the heart of The Salvation Army's mission is a passion to proclaim the good news of Jesus Christ far and wide. This is not an optional extra. The Salvation Army only does what it does because our inspiration and vision come from peoples' ongoing relationship with Jesus. We know the difference our relationship with God makes in our lives and we don't want anyone to miss out.

### Serve others without discrimination

The Salvation Army responds to people without discrimination. God calls us to be with the people we serve. In 'being with' people – as against 'doing for' people – together we find solutions and make progress because we are all made in the image of God. We are called to share love in a too often loveless world. 'Love God, Love Others' inspires every aspect of our work.

### Nurture disciples of Jesus

The future of The Salvation Army depends on nurturing current and future generations of Christian disciples who, filled by the Holy Spirit, share the good news of Jesus, resulting in more disciples. Like athletes, Christian disciples need to

practise staying fit for God's demanding mission. Habits such as prayer, Bible reading, corporate worship, music, tithing and helping others are vital. The Salvation Army believes being a disciple of Jesus and experiencing the blessing of holiness is the way to experience fullness of life.

### Care for creation

The Salvation Army is committed to helping change attitudes, resulting in a more responsible use of our planet. We seek to provide practical care and advocacy for people affected by damage to the environment. People will not experience fullness of life unless God's creation is protected and cared for.

### Seek justice and reconciliation

People can experience a fuller life while we are on Earth – we don't have to wait until we die. God longs for justice for all people. Therefore, The Salvation Army will speak out against injustice. We fight not simply the effects of injustice but also the systems and structures that enable injustice. Seeking reconciliation is also an essential part of Salvation Army life. Justice and reconciliation are vital activities to achieving 'Our Vision' of 'fullness of life for all with Jesus'.

### Our vision

'Fullness of life for all with Jesus.'

This is 'Our Vision' for every part of The Salvation Army. It is inspired by the words of Jesus: 'I have come that they may have life, and have it to the full' (John 10:10). No words can adequately capture the vision of boundless salvation that God intends for the world and everything in it. However, 'Fullness of life for all with Jesus' includes every aspect of Salvation Army life. We believe everyone can enjoy fullness of life with Jesus. It is aspirational – we are not there yet – but this is what we strive towards.

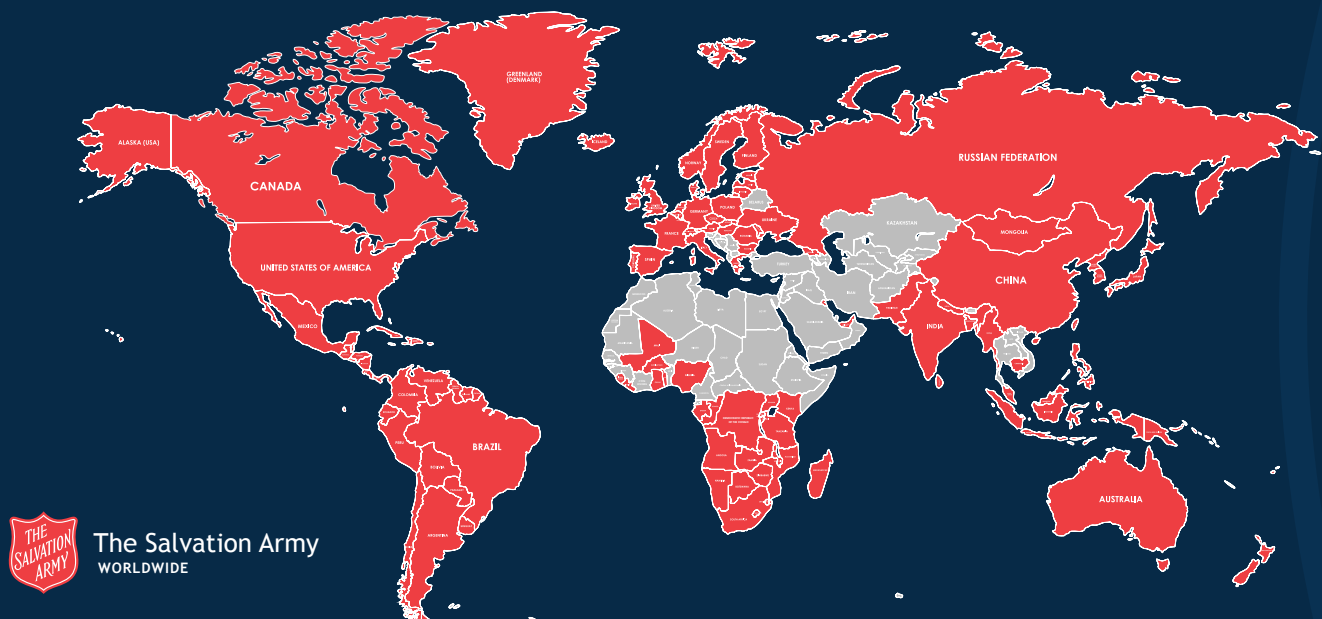
# Company information

The Salvation Army, which was founded in 1865 by William and Catherine Booth, is an unincorporated association with charitable objects, currently operating in over 130 countries.

Under Section 4(1) of The Salvation Army Act 1980, world leadership of the movement is provided by the General of the Salvation Army, who is assisted by officers and staff based at International Headquarters in London. The United Kingdom and Ireland Territory is under the command of a Territorial Commander, appointed by the

General, and responsible to him or her for day-to-day administration of Salvation Army work throughout the UK and Ireland.

The Salvation Army (Republic of Ireland) is a company limited by guarantee but not having a share capital. The company registration number is 90791 and is registered under charity registration number CHY 6399.

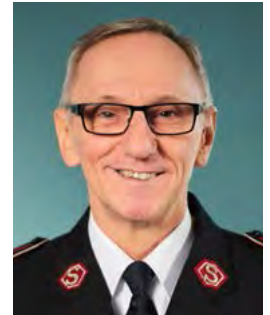


The Salvation Army  
WORLDWIDE

# Foreword

Dear friends,

Welcome to the Salvation Army Annual Review for the Republic of Ireland. Thank you for taking the time to read and consider the detail contained herein.



The year 2022 was a busy one for The Salvation Army in all areas of our work, and I hope you will find interesting the detail of how the year shaped up. It was a year when finally – albeit with many notes of caution – we were able to relax some of the regulations associated with the Covid-19 pandemic, and enable people to return to a more normal approach to life. The requirements of isolation as a result of Covid were particularly demanding in our Homeless Service centres, and we are glad to have had the opportunity to ease those requirements.

This year saw a change of leadership at both our corps (churches) in Dublin. This has required adjustment for both the leaders and the congregations as they sought to refocus on direction and vision for the days ahead. Our aim continues to be for a growing influence and impact through our programmes and other opportunities.

Our Homeless Service centre at Houben House has continued to expand, enabling us to provide a caring facility for more families who would otherwise be homeless. This is a growing work and ministry, and we are excited by the opportunities this presents to provide practical as well as spiritual support to families who stay with us. You will already be aware of the huge challenges which this country faces in caring for homeless people, and Houben House enables us to make some impact in this area.

We have a process of change at our Granby Centre to enable us to provide a more focused care package to those who come within its doors. This has on occasions been a challenging process in various ways, and our staff team have been amazingly resilient as the required changes have been actioned, but we believe our work and ministry is better as a result.

We are blessed to have an amazing team of employees and officers in all areas of our work,

from care providers to administrative personnel, chaplains and Church ministers, many of whom regularly go more than the extra mile in their work to try to make The Salvation Army better. Without the consistent care and dedication which they give to their work, the care and ministry which we try to provide to our clients would falter.

We have been working hard during this year to create a collaborative approach to our work and ministry so that, however a person engages with The Salvation Army, there is an opportunity for them to discover personal transformation. We see evidence of that transformation when a person steps into one of our centres and ceases to be 'homeless'; we see it when someone manages to break the power of addiction, and embraces sobriety; it is evident as individuals recognise their newfound security after long periods of fear and insecurity; and it can be seen in many other ways, including when a person re-engages with their personal faith in God. All our centres – Corps, Homeless Services, Employment Plus and even the coffee shop we run on King's Inns Street – are seeking to provide that opportunity for transformation in the work they are engaged in.

I commend this report to you, and hope that as you read it, you will feel a sense of both inspiration and comfort that The Salvation Army continues to provide help and support where it is most needed in our society.

God bless you,

A handwritten signature in blue ink that reads "Neil Webb". The signature is written in a cursive style and is positioned above a horizontal line.

**Neil Webb**

Colonel, Divisional Commander  
Board Chairman





“ The year 2022 saw a sizeable leap in staff turnover, with recruitment being difficult. This resulted in the company having to adjust some processes to ensure the continuance of good governance.

# Governance

At 31 December 2022, the Board consisted of four officers, two lay persons and one non-executive, as follows:

<b>Director</b>	<b>Position</b>	<b>Location</b>
Colonel Neil Webb	<i>Divisional Commander</i>	<i>Ireland Hub</i>
Major Eleanor Haddick	<i>Chaplain</i>	<i>Dublin</i>
Mr John Fitzpatrick	<i>Non-Executive</i>	<i>Dublin</i>
Mrs Alexandra O'Hara	<i>HR Director</i>	<i>THQ</i>
Captain Julia Mapstone	<i>Corps Officer</i>	<i>Dublin</i>
Major Mark Waghorn	<i>Corps Officer</i>	<i>Dublin</i>
Miss Jacqueline McIntyre	<i>Company Secretary</i>	<i>Ireland Hub/Dublin</i>

In 2022 the Director's Board continued to meet bi-monthly with a high focus on the overall company structure/governance and compliance. Carrying on from the good work of the previous board, the current board has identified areas to adapt and improve within the ever changing environment. This will continue into 2023 with the commitment to periodically review in the future. The work completed in 2022 on the review of the governance/structure and subsequent changes, has meant the company is on a new journey to be fully compliant with the Charities Governance Code. The Operations Board (OB) continued to meet for a more streamlined way of reporting and governance. The Centre Business Boards (CBB) continue to ensure any previous sign-off processes are still being captured. The OB and CBB continue to be under review, with the reports being analysed to ensure the right level of detail is being captured and recorded. The Board of Directors reviews the Governance Code as part of its induction, the code forms part of the company's governing documents, and the Company Secretary ensures ongoing reviews. The Company Secretary is also tasked with the reporting to the Charities Regulator to fulfil its compliance.

Every service has a Service Manager and management team appointed, who are responsible for the efficient and effective daily operation of their programmes and care of the residents and clients. Centre Business Boards and Management Meetings are held weekly in

each service, and minutes are forwarded to the Regional Manager (Ireland) Homeless Services and noted monthly at CBB.

The Centre Management teams play a big part in setting budgets and controlling expenditure, any non-day-to-day expenditure is requested by the management teams and endorsed by the Regional Manager/Finance before going to the CBB/OB for approval. Finance Management reports are prepared by the central finance team and circulated to each service for review. Management reports and occupancy statistics are reviewed on a monthly basis by the CBB/OB and, where necessary, appropriate follow-up is actioned. The management teams also report to the divisional HR team to ensure legal compliance and good governance; these reports are also noted and reviewed at the CBB/OB. Regional management staff are regularly visiting the Centres in relation to their discipline and area of specific responsibility. The RMHS has a mandatory responsibility for conducting supervisions and monitoring, and submitting monthly reports to CBB and THQ.

The year 2022 saw a sizeable leap in staff turnover, with recruitment being difficult. This resulted in the company having to adjust some processes to ensure the continuance of good governance. This also saw an increase in the company using agency staff to ensure adequate staffing levels and guarantee that the company was able to deliver its services at a high standard.



# How your support makes a difference

These are troubling times. Homelessness is on the rise again. More and more families are facing hunger and poverty. All across the world, conflict and injustice are creating an enormous refugee crisis. In the face of such suffering, The Salvation Army adheres to one simple truth. **The most practical and powerful thing that we can do, is to reach out to help those among us who are in need, right here and right now.** Below are the stories of some of the people we met in 2022. The kindness shown by our supporters and donors makes this work possible. And for that, we say **thank you.**

## Conor

When Conor's best friend and mother died, he found himself trapped in a cycle of drug and alcohol abuse. Not long after, he lost his apartment and his job. Thankfully, Conor contacted The Salvation Army. He had somewhere to turn. Somewhere that looked after his safety and dignity in the short-term, and set him up to succeed in the long-term.

Conor continues to collaborate with Salvation Army staff to improve his mental health and his suitability for employment. He says: 'The staff here are fantastic. It's such a positive and stable environment, somewhere you really feel you can get to the other side and succeed. You've got independence but you've also got people looking out for you. It's been a game-changer for me.'







## Tommy

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Tommy was 72 years old when he was made homeless. Ever since his wife died, he had lived alone in the small flat they had shared. Then his landlord sold the property and Tommy was forced to leave his home. With nowhere to go and no family to turn to, Tommy was lost and terrified.

Tommy now has a home in one of our Salvation Army Lifehouses, where he is surrounded every day by the love and support of our wonderful Salvation Army staff.

## Michael

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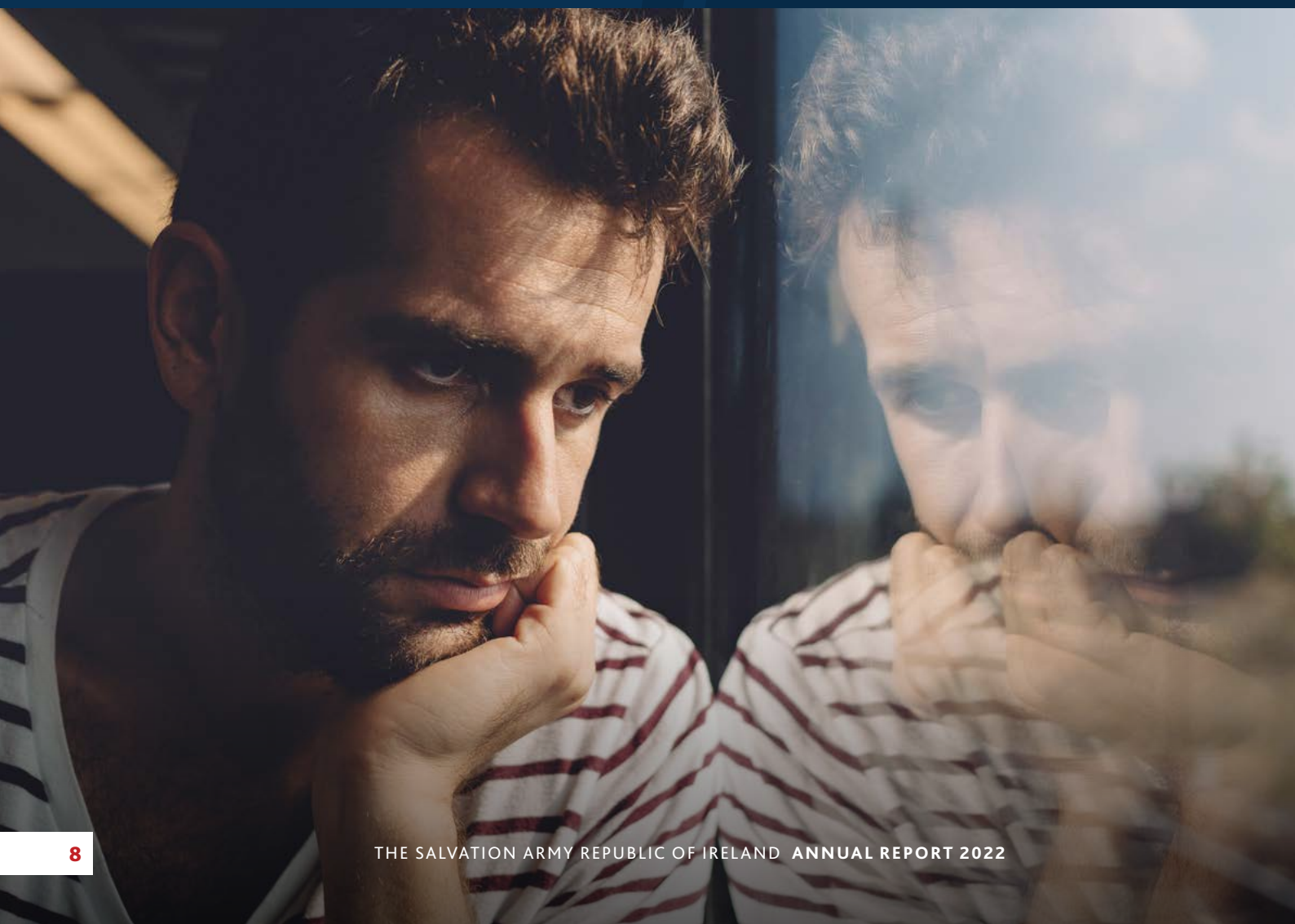
At one point in his life, Michael had everything he wanted. He had just married the love of his life, they'd bought a house and were planning a family. But after their first child was born, everything changed. Michael's mental health suffered. His life was torn apart by depression and addiction. He struggled desperately, eventually going to rehab in the hope that he could somehow hold on to the life he had built. But it just didn't work.

We met Michael in Christmas 2021. He was cold, hungry and homeless. He had been sleeping in shopfronts or moving from hostel to hostel. The winter was not a kind one, and during the day he would use his travel pass to get on the bus just to keep warm.

Michael got a bed in The Salvation Army emergency hostel and that's where he heard some powerful words. A staff member asked, 'How can I make things better for you, Michael?'

For a long time, Michael had felt like he didn't matter – that people didn't care about him. But when he was asked that simple question, everything changed. Michael realised that a different life was possible. He says, 'I didn't have to feel ashamed of anything. I realised people really cared. They weren't going to give up on me.'

Throughout 2022, The Salvation Army team has stayed by Michael's side, supporting him through family courts where he had visitations approved with his two daughters, whom he adores. Michael's goal now is to become a bus driver, and he has been studying so that he will be ready to sit his exams. The future looks bright for Michael.







## Marta

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Marta came from the other side of the world. She was fleeing poverty and conflict in her homeland. She arrived in Ireland with two small children and whatever clothes she could carry. She couldn't speak English. She had no idea where she and her children could find a bed for the night.

Marta and her children are currently living in one of the dedicated Family Hubs run by The Salvation Army. There, our staff provide round-the-clock care to families like Marta's. They work tirelessly to make sure families and their children get the support they need to eventually find a safe and secure home of their own.

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Every time you give a gift to The Salvation Army you are not just helping to give somebody a hot meal, or providing a family with shelter for the night – you are helping to change lives. You are helping to restore childhoods and give people like Conor, Tommy, Michael and Marta hope again.

Hundreds of people turn to The Salvation Army every day for help and support. They come from different generations and different parts of the world, but they have one extraordinary thing in common. They have **you**. At the darkest moments of their lives, when they reach out and pray for someone to help, you are there. With your support, The Salvation Army can change people's lives.

Each person we work with faces unique issues, but with your incredible help, we can adapt and tailor support to every individual to help them succeed and thrive. And that's exactly how the cycle of homelessness is broken: **step by step, day by day, person by person.**





“ The café at King’s Inns Street will remain a focus for 2023, with a view to relaunch and integrate with the Corps for missional output. This, along with the re-evaluation of the social enterprise, is key in today’s post-Covid climate.



# 2022 Objectives and results

The **Granby Centre** commenced a full-service redesign and consultation, to move to a nurse-led and healthcare approach. This was designed in line with a doctors' review and report on the needs of the clients within the service. The new service delivery model was agreed with both Health Service Executive (HSE) and Dublin Regional Homeless Executive (DRHE), and funding contracts were agreed with both commissioners. The main elements of the consultation closed in December 2022, with the remaining recruitment and property works continuing into 2023.

**Houben House** is now fully operational. It provides accommodation for 62 families on one site, with capacity for approximately 388 individuals. This is the largest family service in Dublin.

## **Lefroy incident**

In May 2022 a group gained access to Lefroy House, which resulted in The Salvation Army having to apply to the courts for an order to vacate. This resulted in costs to the company in 2022 of approximately €400,000: legal costs of €160,000 and professional (security) costs of €240,000. Ongoing security costs of approximately €30,000 per month continued into 2023.

## **Forward plans**

In relation to Lefroy House, the board is reviewing options for the use of this building. The building works were delayed in 2022 because of permissions needed from the Local Authorities.

The Granby Centre restructure will be completed in 2023. A review of Houben House is needed now that the service is at full capacity. The expansion of REASE House was halted in 2022, with plans to expand in late 2023/2024. The café at King's Inns Street will remain a focus for 2023, with a view to relaunch and integrate with the Corps for missional output. This, along with the re-evaluation of the social enterprise, is key in today's post-Covid climate.

While doing all of the above, the board continues to evolve good governance and best practices, with a focus on polices as well as developing a new company strategy. The board is looking at software to aid this journey. We will continue to provide our services to meet the needs of our service users and do this in conjunction with our partners, commissioners and stakeholders.

The Board of Directors is also looking at investments for the company's reserves and is transferring its pension in line with IORP11.

“ Throughout 2022,  
the main focus of  
our work was to continue  
our well established and  
popular activities for  
children and new parents.





# Corps

The Salvation Army provides two centres for community gathering and Christian worship in Dublin: the **Dublin South Corps** and the **Dublin City Corps**. We are also committed to building strong communities in **Limerick, Galway** and further afield.

## Dublin South Corps

Throughout 2022, the main focus of our work was to continue our well established and popular activities for children and new parents. In September we ran **Baby Song** for 8 weeks. This was for new parents and their young babies (from 6 weeks old), and most participants came on the suggestion of their health visitors. The participants found that it was a great way to connect with other new parents and to talk about the joys and challenges they were facing. Good friendships were made, and many parents started to meet up outside the group. We are currently gathering interest for a new Baby Song group to start in 2023.

**Paintbox** is our toddler group, with a focus on arts and crafts, and it continues to go well. On Wednesdays we have slightly older toddlers who enjoy learning about God's love for them as they paint, play and sing together. There are 20 children registered for this group, with an average of 10–12 children attending weekly. On Fridays we have a much younger group (12–18 months), so we have fun with messy play to help develop the children's dexterity and fine motor skills, before the children have fun in the well-equipped playroom. This group

has an average of 6 children attending weekly. Through word of mouth, we are getting more and more interest in the group, so we expect it to increase in size.

**Mission Week** in October/November included activities in all the centres and corps in Dublin. In Dublin South Corps we held a children's activity day. This proved to be really popular. Children came to learn about God's light and how they could 'be a light' in their homes and schools. We hope to organise similar events in the coming year.

In 2023 we are opening a **Prayer Space** so that community members can drop in to spend some time in quiet contemplation. We will ensure that people in the Prayer Space have the opportunity to have a chat with us, if they need it.

We continue to build relationships with **local community groups**. TÚS and Dublin South City Partnership have visited the premises and joined us in discussion about how we can best support each other and the local community.

Throughout the year, the cost of housing was a concern for many people who come in to use our facilities. Several people plan to move further towards the south of the city, where cheaper accommodation may be found.



Mission Week in October/November included activities in all the centres and corps in Dublin. In Dublin South Corps we held a children's activity day. This proved to be really popular.

## Dublin City Corps

Dublin City Corps was encouraged in 2022 by the significant increase in people attending **Sunday morning church services**. Many of these are Salvationists who have moved to Dublin from other parts of the world, many from Zimbabwe. This has further enhanced the intercultural feel of Sunday worship.

Throughout the year, we also saw some people attending who are entirely new to the Salvation Army. We started membership classes with two of these people to give them an understanding of the work of The Salvation Army and our beliefs. Recently we made three of our young people Junior Soldiers (junior members).

We currently have 36 senior members on our roll, along with four junior members. Of the total members, three senior and three junior soldiers joined in 2022.

On an average Sunday, we have a congregation of 25–30 people of all ages and many different nationalities. The community is quite diverse – we currently have only one Irish attender.

On Wednesday evenings we hold a **Zoom Bible Study** attended by 3–8 people each week. This activity helps people to grow in their spiritual life and discipleship.

In November we held an **Indian Sunday** church service led by the Indian members of the corps. The service focused on The Salvation Army in India and an exploration of Indian worship, which was followed by a celebration with Indian food. In the near future, we plan to embrace the many other cultures represented in the church by holding Sunday services led by the members of those nations.

In December we held a **Tamil Carol Service**, led by our Tamil corps members. This was a great evening attended by approximately 40 Tamil Salvationists from the Dublin area.

We continue to see a gradual but steady increase in customers in the **Hub Café**. We continue to explore the different ways that we might use the café space to better serve the needs of the local community and make links with the church.

We gave **pastoral support** to numerous individuals throughout the year who have come into the Hub Café or to the church on Sundays. Sometimes people need a listening ear, or someone to give advice or signposting – and we are delighted to provide support in those ways.

## Limerick and further afield

Since March 2022, we have continued our work in local communities in Limerick, Galway and further afield. We create spaces in local communities, basing ourselves in housing estates and other residential areas with higher populations. We conduct **Walk and Talk** and **Meet and Greet** activities to get to know the people within the local communities, and offer any services which might be a help in people's daily lives. We started with monthly gatherings in Limerick and Galway, and have now moved to gatherings every two weeks. This gives a sense of regularity and consistency, which is very welcome in the post-Covid era. Local community work tends to be a gradual process. It takes time for all parties to get to know one another, build trust and create a sense of unity. While the work is gradual, it yields important rewards.



Dublin City Corps was encouraged in 2022 by the significant increase in people attending Sunday morning church services.



## Corps: Activities

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### In the Corps ...



We hold in-person Sunday services.



Paintbox groups for toddlers (12 months to 4 years) are held on Wednesdays and Fridays during term-time.



We maintain our church community through online services, such as Zoom Bible Study.



The Hub Café is a dedicated space for serving the needs of the local community.



We host group gatherings for toddlers, babies, primary school children and their parents/childminders.

## Corps: Our impact in 2022

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- › One example of our impact in 2022 was the practical assistance given at Christmas and Easter to low-income families and older people. We provided food hampers and gift cards to help people during the holidays. We provided vouchers to a total of **36 families**.





The chaplaincy service is for residents and staff of all faiths and none.



# Chaplaincy service: Family hubs

The Salvation Army offers a unique service in its three family hubs (Clonard Road, Houben House and Greencastle) where a Chaplain is available to both residents and staff, and can offer a friendly, confidential and personal level of pastoral support.

The Chaplain will sometimes be called on to respond in times of crisis to offer the comfort which pastoral support and spiritual care brings. The Chaplain may also help people or groups to strengthen their personal faith.

The chaplaincy service is for residents and staff of all faiths and none. The Chaplain is available for everyone. We actively encourage residents and staff to link in with their faith groups and explore faith issues with us when requested.

Many of the residents are of different faiths. We are very respectful of their beliefs and try to encourage each person on their own faith journey.

Because of the number of service users in the three family hubs – approximately 115 families – much of our work has been focused on children and staff teams.

People who live in the family hubs can access the Chaplain by asking a member of staff to set up a meeting, or by asking the Chaplain on site for a chat. Chaplains also organise events and meetings. Information on the Chaplain's availability is highlighted in the newsletters for residents. Children's activities are advertised on posters in the centres. Management and staff also have contact details for the Chaplain.

In the family hubs, the Chaplain offers individual pastoral support to residents and staff. Group work also takes place – presently, it is mainly aimed at the children and young people who currently call our centres home.

During 2022, after the Covid-19 restrictions were lifted, the Chaplain began **Art Box** in all three family hubs. This is simply the telling of Bible stories through the medium of arts and crafts. Many children take part and enjoy drawing and completing the crafts.

A **Parent & Toddler Group** is run by the Chaplain in Greencastle Family Hub, where parents and preschool children come together to relax, let the children play with toys and listen to nursery rhymes. This informal setting is a great place where residents feel safe to discuss a range of topics, including matters of faith.

In Houben House the Chaplain assists with the **Youth Club**, where older youngsters listen to music, play games and, on occasion, have conversations with the Chaplain on issues that are important to them. We have had discussions about faith, cultural differences, food preferences, as well as which football team is the best! Many informal conversations take place in the communal areas within the family hubs.

The Chaplain ensures that Bibles are available in all the centres and, because of donations we received, in 2022 we provided Romanian Bibles in all the family hubs.

Chaplaincy work with staff during the year has included prayer, listening, conversations and attendance at the funerals of relatives of our staff members.

Many helpful conversations take place over coffee in the staff room, in the offices and sometimes in one-to-one settings, both on- and off-site. We provide pastoral support particularly at times of bereavement or other family issues.

The Chaplain attends staff meetings, management meetings and resident meetings as often as they can.

In one of the centres, some children mistook the Chaplain's visits as visits from Santa! Despite the initial confusion, the Chaplain was welcomed to the centre throughout the year to mark the significant Christian festivals and celebrations.



# Chaplaincy service: Lifehouses

The Salvation Army offers a unique service in its three Lifehouses (Granby, York House and REASE) where a Chaplain is available to offer a friendly, confidential and independent ear.

As in the family hubs, Chaplains at the Lifehouses will sometimes be called on to respond in times of crisis to offer the comfort which pastoral support and spiritual care brings. The Chaplain may also help people or groups to strengthen their personal faith.

The chaplaincy service is for residents and staff of all faiths and none. The Chaplain is available for everyone. We actively encourage residents and staff to link in with their faith groups and explore faith issues with us when requested.

The Chaplain is an important part of the **whole-person support** given to those who come into our services, and the Chaplain takes part in welcoming every person who arrives to one of our Lifehouses. The Chaplain is available for everyone, to share in both the joys and sorrows of life.

People who live in our Lifehouses can access the Chaplain in several ways. They can go to the Chaplain's room, ask a member of staff to set up a meeting, or turn up at an event that the Chaplain has organised.

The concept of 'chaplaincy' is well established and is offered in many other areas of life such as hospitals, airports, prisons, education and the armed forces. The Salvation Army believes that we should offer this to people who are currently experiencing homelessness and the people who work alongside them.

At the Granby Centre the Chaplain offers individual pastoral support to residents, staff and relatives, as well as group work which includes Bible study, celebrations and outings.

The Chaplain meets every new resident as part of the welcoming process. The Lifehouse Chaplain often leads Christian worship, and celebrates or commemorates festivals or national events. The Chaplain helps to organise and facilitate events within the Lifehouse, to bring people together with a real sense of community.

We hold a **Recovery Church** (safe-space worship) every Sunday morning, with an average attendance of around 10 residents and staff. As some of our residents work through their addiction issues, they may feel excluded and not accepted in their original faith communities. Therefore, we create a safe space for everybody to come to worship, if that is their wish. We also run **support groups** based on the Twelve-Steps Programme of recovery.



# Chaplaincy: Activities

As part of the Chaplaincy services ...



We hold in-person Sunday services, including a Recovery Church for safe-space worship.



We run a youth club for older children in Houben House.



We provide pastoral support to residents and staff.



We provide Bibles and other resources in different languages.



We host Art Box activities in the family hubs.



We run support groups based on the Twelve-Steps Programme of recovery.



Parents and preschool children can relax, play and enjoy family time in our Parent & Toddler Groups in Greencastle Family Hub.



We provide one-to-one sessions of pastoral care. In 2022, there were approximately 36 in REASE House, 114 in York House and 572 in the Granby Centre.







“ Mission Week was impactful for residents and staff alike. Light was the theme that allowed us to focus on the way, direction and desire for all things good.



# Dublin Integrated Mission Week

To encourage integrated mission between the Lifehouses and Corps, a week of intentional mission was held in The Salvation Army expressions in Dublin. The mission took place at six Lifehouses and two local church settings.

The theme of the week was **'Be the Light'**. The mission began on Halloween, a fitting time of year to focus on light rather than darkness. The week's events began at Granby Lifehouse, where the theme was discussed, expanded and celebrated by focusing on John 18:12 and John 1:12 through Granby's Recovery Church.

On Monday 31 October there were **light parties** celebrated throughout the Lifehouses. Houben House had 50–60 children present. At Greencastle Family Hub, despite language barriers, we joined together in song to perform 'This Little Light of Mine'. Clonard Family Hub hosted a similar light party. At REASE Lifehouse, the light party involved creative activities and a meal of curry and chips.

On Tuesday 1 November we held a very successful Pumpkin Painting at Greencastle. At York House, we made lanterns. At Houben House, the traditional youth night was held, with a focus on the mission theme.

On Wednesday 2 November we further developed the mission theme. Houben House held two sessions where children made lanterns. At Granby, we held Quiz Night and enjoyed a meal of burgers. We finished the day by giving each person a torch to help them light the way.

On Thursday 3 November at Greencastle Family Hub there was an evening of colouring and chatting about light. Clonard Family Hub hosted a film night focusing on the theme of light.

Throughout the weekend, the final days of our mission, Dublin City Corps at King's Inns Street hosted a 'Be the Light' prayer and meditation, attracting associates, friends, staff and service users to pray for the city. On the final day of the mission, Sunday 6 November, we held a service at Dublin City Corps to remind us to reflect on how we can be the light.

Mission Week was impactful for residents and staff alike. Light was the theme that allowed us to focus on the way, direction and desire for all things good. The activities and gatherings of the mission radiated positive thoughts and brought about a very successful week of conversation, interaction, creativity, prayer and worship to Jesus, who is light of the world (John 8:12): 'I am the light of the world, whoever follows me will never walk in darkness, but will have the light of life'. We give thanks to God for all who participated to make the diversity of Mission Week happen in all the centres.



The theme of the week was **'Be the Light'**. The mission began on Halloween, a fitting time of year to focus on light rather than darkness.



As Houben House is only three years old, one of the biggest challenges we faced in 2022 was the rapid expansion of our service. In 2022 we doubled our number of available beds.

# Family

In response to the growing number of families presenting as homeless, The Salvation Army manages three family hubs: **Houben House**, **Clonard Road** and **Greencastle**. In 2022 in the family hubs, we worked with **173** families who were homeless and need assistance with accessing a long-term home. Staff in the hubs work with landlords, local councils and housing associations to identify and secure long-term accommodation for families.

## Houben House

At Houben House in 2022 we continued our vital work with service users who face homelessness and the current lack of available move-on options for accommodation. To address this, families are linked in closely with their Key Workers, who support them with the many tasks and challenges of the housing process, such as submitting applications, necessary documents and communicating with external agencies.

A large portion of our residents (approximately 50%) have limited English-language and/or literacy skills. This can present a challenge to both key workers and residents, as they navigate working together and finding ways to effectively communicate. Much of our communication with families who do not speak English is done through Google Translate, which has proved to be an invaluable resource. Where possible, our staff members try to provide all letters, resources and information in both English and the family's preferred language. We also use visual aids and images as tools for illustrating key pieces of information quickly. Where possible, we refer our residents to external support services where English and Literacy courses are taught.

As Houben House is only three years old, one of the biggest challenges we faced in 2022 was the rapid expansion of our service. In 2022 we **doubled our number of available beds**. With this came challenges associated with health and safety, as there were still areas of the building under active construction. Staff also had to adjust to new layouts, updated filing systems, increased caseloads and an increased building capacity. To combat this, we conducted several rounds of 'staff on-boarding'. New meeting spaces and staff offices were made available. New resident facilities (a playground, a larger laundry, etc.) opened to accommodate larger numbers. Staff remained intensely vigilant about health and safety issues (e.g. fire safety) throughout the building expansion. Health and safety checks were conducted in each room on a regular basis.

In 2022, many new staff members came on board, and there was also a significant level of staff change within the service. Many existing staff members changed positions internally, and some staff members left the organisation. In the context of all these changes, we experienced periods when several staff members were in new roles requiring training and/or there were



Much of our communication with families who do not speak English is done through Google Translate, which has proved to be an invaluable resource.



not enough experienced staff to handle all the necessary shifts. Therefore, at times, we relied on agency staff to fill necessary shifts, even though agency staff are generally less familiar with our services. To combat this, a large emphasis has now been placed on staff training. Currently in development are **staff training packs** relating to everyday. We have conducted many task-specific training days for core staff, where they are able to ask questions about the day-to-day running of the service as well as any specific jobs on which they would like clarification. Finally, to fill remaining positions which are available on our staff team, major emphasis is placed on **staff recruitment**.

As is the case with all positions in community and social care, our staff are at risk of compassion fatigue, secondary trauma, and burnout. As we operate a frontline service, we understand how important it is to consider the impact of working with trauma-exposed individuals, especially over a long period of time. Without appropriate support for the staff member, these prolonged interactions can have a significant impact on mental and/or physical health and ultimately be characterised by irritability, exhaustion, and/or negative coping strategies. To combat the potential effects of burnout, we have implemented a **Health and Wellbeing Policy** for our staff. The policy provides each staff member with a wealth of tools and resources that encourage a healthy work-life balance and enable people to access appropriate support and opportunities when experiencing the effects of physical or mental fatigue. We encourage communication and support throughout the entire staff team, and we conduct supervision at regular intervals. All of this work gives our staff the opportunity to engage fully with our residents and to learn more about their needs so that we can provide top-quality support to our residents in all their endeavours.

## Clonard Road

At Clonard Road in 2022 we continued our vital work in the face of many challenges. The main issues for our residents this year are the same issues that have been faced for some time now. Unfortunately, we still see restricted access to appropriate accommodation in the community. Our residents are supported and cared for at Clonard Road – however, the environment is challenging for our residents. Families live in confined spaces. Privacy is a challenge when so many families need to share communal facilities. Many of our residents suffer from feeling that they have little control over their own lives.

Undoubtedly, the main challenge we face at Clonard Road is the same challenge for all housing agencies in Ireland. There is a severe lack of appropriate housing, and major systemic change is needed to resolve this. Despite the enormous difficulties, we continue to do good work and to **encourage our families to see beyond their current circumstances**, engage with our services, and work towards a better future for themselves and for their children.

## Greencastle

At Greencastle in 2022 we continued to deliver essential services to all our residents, despite a very challenging context. Homelessness is a complex issue. Each family in our service requires support that is multifaceted and tailored to their specific circumstances.

There are many different issues related to homelessness that will prevent people from living to their full potential: lack of adequate housing options, financial difficulties, mental health challenges and language barriers. At Greencastle, we work on all these issues to help people move forward in their lives. Our dedicated staff work with housing agencies to find suitable accommodation options, and we also design and deliver **Life Skills Workshops** to help our families learn about budgeting, healthy eating and other skills that are vital for life beyond the family hub.

# Family hubs: Activities

In the family hubs we provide activities ...

## FOR CHILDREN



The Chaplain hosts Art Box every Wednesday in Houben House. Children aged 5–10 combine stories and crafts to tell a new story from the Bible every week.



We organise arts and crafts activities for the children throughout the year to mark special occasions. The children make Valentine's cards, colour Easter eggs and create Christmas ornaments.



Youth Club is held in the Library at Houben House every Tuesday for children aged 13–18. Children can connect and enjoy space and time away from their rooms. We organise game nights, quiz nights, movie nights and team-building activities.



We celebrate Easter with an outdoor Easter Egg Hunt. In 2022, Gardaí from Coolock Garda Station dressed up in bunny suits and handed out Easter eggs to children at Greencastle.



Homework Club is held on Tuesday and Thursday at Greencastle.



Our Little Fitness Programme is run over 4 weeks to engage children and young people in regular physical activity.

## FOR PARENTS



Employment Plus is a service for adults seeking support in finding or maintaining employment. People can review their CVs and seek out relevant training to build their futures.



English-language classes are provided by a local community college.

## FOR ALL THE FAMILY



Salsa dance classes encourage children and parents to try a fun physical activity.



At our various Talent Shows, children, parents and staff members can showcase their skills and musical abilities.



At the Healthy Eating workshop, facilitated by Dublin South City Partnership, families learn about healthy eating habits and explore new foods and ingredients.



Families participate in Culture Night, where different nationalities of residents present their cultures of origin to educate and inform the community.



Families enjoy Movie Nights throughout the year. Sometimes the local chip shop donates bags of chips for a nice treat.



Families enjoy Jam Sessions – nights of live music in the family hubs.



At the Halloween Party, staff decorate the Dining Room, play party music, host games and give out sweets.



At the Kellogg's Breakfast Party at Houben House, Kellogg's donated colouring books and gifts, such as notebooks, calendars and water bottles. They provided mini pop-up football nets and footballs for an exciting match in the courtyard. A wide selection of cereal was available too.



Santa made his important visits to the family hubs. He handed out selection boxes and posed for photos with the families. We had a face painter at the party, and enjoyed Christmas music and hot chocolate.



The Society of St. Vincent de Paul donated tickets to the Dublin Panto and Dublin Zoo, which created many memorable outings for families.



New clothing is donated or purchased for families in need every quarter.



## Family hubs:

### Our impact in 2022

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#### Houben House

- › We saw the departure of 35 families from the service in 2022. Of these 35 families, 22 families moved to alternative or long-term accommodation.
- › We provided up to 150 meals each evening – up to **54,750 meals** served in total.
- › Approximately **1,200 key working sessions** were completed.

#### Clonard Road

- › We saw 36 families move on to alternative or long-term accommodation.
- › We served up to **11,000 meals**.
- › Approximately **1,200 key working sessions** were completed.

#### Greencastle

- › We saw 36 families move on to alternative or long-term accommodation.
- › We served up to **11,680 meals**.
- › Approximately **1,450 key working sessions** were completed.







# REASE HOUSE



“ REASE house was established in 2021 as an STA (Short-Term Accommodation) service for men experiencing homelessness.

# Adult and emergency

The Salvation Army provides adult and emergency services at three locations in Dublin: the **Granby Centre**, **York House** and **REASE House**.

## Granby Centre

Granby Lifehouse was opened in 1994. The centre provides a specialised service for 100 men and women who have a mix of long-term supported housing and supported accommodation needs. Referrals are made through the local authority. At Granby, we offer a safe, supportive environment for individuals, helping them to make positive choices about their current circumstances.

Within the 100 units in Granby, we deliver a **Long-Term Supported Housing Programme** for 70 residents and a **Personal Care Programme** for residents who require support with mental health issues. With our Cold Winter Initiative (CWI), we provide as many as **10 CWI beds** during the year.

Throughout 2022, we faced many challenges. The Covid-19 pandemic left its mark, with many staff and residents experiencing isolation. It was a difficult period for everyone, and it led to low morale and deterioration in mental health, especially with the continued restrictions on outside supports. To help during this time, we had access to and support from the residents' Mental Health Teams. We continued to implement best

practice and adhere to government guidelines regarding restrictions – and eventually, by Easter 2022 we were coming back on track.

Reflecting on the past year, we can see that addiction continues to be a big problem in our sector. Addiction causes harm and complications not just in Granby Centre but in the local community. Highly addictive substances are at the root of many issues, and have been for some time. As the needs of our service users were increasing, The Salvation Army decided to turn the Granby Centre into a **nurse-led, entirely Long-Term Accommodation Lifehouse** in order to fully provide for residents' medical needs. We also employed a **Specialist (Addiction) Worker** to help support residents battling addiction. We also developed our **Psychosocial Programme** as a model of recovery, and provided training to our staff to enable them to deal with harm reduction and delivery of the programme. The programme has developed and progressed very well. It runs three times a week as an extra support, and we regularly see up to 10 residents per session. This helps residents to look at themselves, gain group support, and experience purpose and a sense of belonging.



We also developed our Psychosocial Programme as a model of recovery, and provided training to our staff to enable them to deal with harm reduction and delivery of the programme.



## York House

At York House, we cater for 80 male service users. The issues of concern in 2022 were similar to those in previous years: we supported our service users as they faced **complicated circumstances** around addiction, mental health, physical health, and lack of routine and stability, all in the context of homelessness.

In addition to one-to-one key working sessions, we provided group activities to support our residents. We actively encouraged all our residents to engage with external supports, as we were aware that our residents would have achieved **more positive outcomes when they were more independent and engaged in local community**.

In 2022, our challenges were similar to those in previous years. The housing crisis in Ireland continued, with an overpriced market, very few affordable rental properties and an enormous void in social housing options.

The strict lockdown conditions during Covid-19 have meant that many services have been delayed, closed or moved to online spaces. This translated into our staff finding new ways for our residents to access the services and support they needed.

## REASE House

REASE house was established in 2021 as an STA (Short-Term Accommodation) service for men experiencing homelessness. REASE House was previously known as 'St Bricin's' and also 'Coleraine Street', which were ONO (One Night Only) and rolling beds for a short period of time for men who are homeless.

St Bricin's was set up in December 2014 for 25 men as an emergency shelter located in St Bricin's army barracks. It remained open until March 2020, when the Covid-19 pandemic began. After that, the service was moved to a more appropriate environment and ran under the name 'Coleraine Street STB' until October 2021. The service then transferred to a new building on the North Circular Road and was set up as an STA (Short-Term Accommodation) service and is now known as REASE House. REASE stands for:

**R**ESPECT  
**E**NCOURAGE  
**A**DVOCATE  
**S**UPPORT  
**E**MPOWER

REASE House provides a temporary home (up to six months) for 18 men. There are 9 ensuite bedrooms, which allocates two men to each room. There is a shared communal area and a shared kitchen for the residents to enjoy and interact with each other. Onsite we also have a laundry room for the residents to use on allocated days. The residents receive a hot dinner each day and also have access to the kitchen to cook for themselves. Breakfast and lunch are also facilitated on the premises.

Our ethos at REASE House is to meet each individual's needs to feel safe and comfortable for their duration of stay. Upon a new admission, each resident is allocated a key worker who they can link with as required. The key worker supports the resident's basic needs, while building a relationship to promote good communication, trust and confidence.

Each resident is supported to overcome homelessness. We help them to communicate with their local authority to begin and work on their homeless application to social housing, with the aim of eventually moving on with HAP, the Housing Assistance Payment.

The staff members at REASE House support residents with their **medical needs**. We ensure that each resident is registered with a GP. We also enable residents to access external resources to engage in employment. We link residents with the Employment Plus service, which provides support in employment, training, wellbeing, life skills, and work support.

Each resident at REASE House has unique needs, so we offer **bespoke services** to provide the **best outcomes** for everyone. At REASE House, our main aim is to identify for each person the barriers that are preventing them from a return to independent living. With this knowledge, we set out a detailed plan to encourage and motivate each resident. The experience of homelessness brings feelings of shame, loss of trust and loss of self-worth. At REASE House we work to remind our residents that a new future is possible.



PHOENIX  
ARIZONA



At REASE House, our main aim is to identify for each person the barriers that are preventing them from a return to independent living.



## Employment Plus

Employment Plus recruited its first Employment Development Coordinator (EDC) in Ireland in November 2021. This was funded by a Social Enterprise Project linked to homelessness services in Dublin. The project is designed to help Lifehouse residents and others **learn to cook** to a high standard and then move forward into **sustainable employment**. The produce made and sold will fund a Chef Trainer and the Employment Development Coordinator. The EDC will provide tailored employability support to the trainees and assist them in gaining employment within the food and catering, or other industries. In 2022, the specific employability modules were finalised, and work is ongoing with the Chef Trainer to prepare for the first edition of the course. Aside from this project in food/catering, the EDC will provide tailored employability support to Salvation Army Lifehouse residents and potentially members of the wider public.

In 2022 the EDC supported **52 participants**: 45 were Lifehouse residents and 7 were members of the public. Of the 52 participants, 14 are still gaining support from Employment Plus. Of the 38 participants who required no further help, 13 have gained employment (34%).

The aim of Employment Plus is not simply to help participants to gain paid work. Many participants require benefit support, money management support, access to training or education, and training around confidence, motivation and identifying goals. Despite the many barriers, a **high proportion of participants achieve employment**. And in experiencing the robust and structured environment of employment, they can sustain their independence and **shape their own futures**.

Employment Plus provides access to:

- Life skills
- Qualifications
- Confidence-building
- CV support
- Rehabilitation after prison
- Job search support
- Work experience.

## Employment Plus: 2022 summary

	Participants	Milestones achieved	Job starts	% into work
York House	16	25	2	13%
Houben House	10	3	2	20%
REASE House	8	38	4	50%
Clonard Road	1	4	1	100%
Granby Centre	1	0	0	0%
Greencastle Road	9	19	4	44%
King's Inn Street Corps	7	4	0	0%
<b>Total</b>	<b>52</b>	<b>93</b>	<b>13</b>	<b>25%</b>

# Adult and emergency: Activities

## Granby Centre



Girls' Pamper Nights encourage our residents to make self-care part of their routine.



Living Skills courses help our residents to learn how to handle the tasks of daily life.



We run support groups based on the Twelve-Steps Programme of recovery.



We provide a programme of events for spiritual discovery, including daily prayers, a monthly Soul Quest, seasonal services and bereavement support.



We accompany and support our residents during their hospital visits.

## York House



We provide stress-reduction activities including meditation and guided mindfulness practices.



The Walking Group provides motivation for healthy physical activity.



Regular Bingo Nights offer entertainment and group activity.



Residents enjoy outings to local parks and outdoor spaces such as Dublin Zoo.



Residents work together to tend to the garden.

## REASE House



Residents can enjoy group time in the communal areas, including the kitchen.



Employment Plus is a service for adults seeking support in finding or maintaining employment. People can review their CVs and seek out relevant training to build their futures.



The majority of our residents are in full-time work or further education, and we provide practical supports around that.







## Adult and emergency: Our impact in 2022

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### At the Granby Centre we ...

- › Provided 24-hour access to onsite support for all residents
- › Administered medication three times a day for 38 residents
- › Provided Personal Care for 55 clients: 17 of the clients receive daily care; the remaining clients receive care twice a week
- › Did laundry for 34 residents on a weekly basis
- › Provided four meals a day for 60 clients
- › Supported residents with housing applications (e.g. Fair Deal, long-term accommodation)
- › Worked with eight different Mental Health Teams to support our residents, liaising with two Clozaril management clinics and 20 different GPs
- › Provided support to residents with additional needs: two residents are wheelchair users and six have a diagnosed intellectual disability
- › Provided a Safety Net service: a nurse makes daily visits, seven days a week, to manage blood tests, prescriptions and administer medications
- › Supported approximately 100 individuals with various needs
- › Supported 12 move-ons to independent living
- › Served approximately 62,000 meals
- › Completed approximately 5,000 key working sessions.

### At York House we ...

- › Supported our residents to publish their writings and artworks in a local magazine
- › Collaborated with residents to participate in interviews and local news segments to raise awareness about homelessness
- › Reopened the communal areas after Covid-19 restrictions, restarting group activities in the Reflection Room and Recreation Room
- › Supported approximately 100 individuals with various needs
- › Supported 10 move-ons to independent living
- › Served approximately 800 meals
- › Completed approximately 4,160 key working sessions.

### At REASE House we ...

- › Provided a temporary home (six months) for 18 men: nine ensuite bedrooms accommodate two men to each room
- › Supported nine residents to gain and maintain employment
- › Facilitated two residents with employment training and back-to-work programmes
- › Collaborated with two residents to pursue full-time further education
- › Supported four move-ons to independent living through HAP
- › Served approximately 6,570 dinners.





# Fundraising

In 2022 our fundraised income has come to €1.6 million. We received unrestricted donations of €1.5 million, with €954,648 coming from The Salvation Army Territorial Headquarters.

While we have seen a decrease in most of our income streams, we would like to extend our sincerest gratitude to our individual donors who

continue to support our work despite the huge increase in cost of living during the past year.

## 2022 Donations by type

Individual	€288,362	17.2%
Trust & Foundation	€67,347	4.0%
Corporate	€18,959	1.1%
Major donors	€64,000	3.8%
Community FR	€9,769	0.6%
Corps	€7,339	0.4%
Legacies	€45,014	2.7%
Other	€1,176,964	70.2%
<b>Total</b>	<b>€1,677,754</b>	<b>100.0%</b>



The charity's income is mainly derived from Grants from Local Authorities and Health Boards.



# Finance

The charity's income is mainly derived from Grants from Local Authorities and Health Boards. The total grants and fees and maintenance income for the year to 31 December 2022 was €9,005,682. This compared to €8,229,048 for the year ended 31 December 2021.

In 2022 The Salvation Army received donations and gifts of €1,673,740, compared to €733,000 for the year ended 31 December 2021. From the actual receipts during 2022, €41,000 had been deferred for use in 2023. At 31 December 2022, the company accumulated deferred income of €356,068 (2021: € 321,260) related to specific projects where funding/donations were received but monies are not yet spent for the restricted purpose.

Legacy income received (including bank interest on legacy deposits) was €45,014. This compared to €338,174 for the year ended 31 December 2021. Legacies that are given for 'general purpose' or 'the work of The Salvation Army in the Republic of Ireland' were classified as unrestricted. Where a legacy received is marked for a particular use, then this is classed as restricted.

The charity does not include legacies in budgeting revenue income, but the Board can apply unrestricted legacy funds to appropriate expenditure at their discretion.

## Total expenditure 2022

95.8%



Direct charitable – €10,658,295

2.7%




Fundraising and publicity – €274,470

1.5%



Management and administration – €160,976

We would like to thank our statutory funders, DRHE and HSE.

 Feidhmeannacht um Dhaoiné ar Easpa  
Didine Réigiún Bhaile Átha Cliath  
Dublin Region Homeless Executive



Income	2021	2022
<b>Overall income</b>	<b>€9,773,226</b>	<b>€11,091,141</b>
Health Service Executive	€1,779,906	€1,958,656
Dublin Regional Homeless Executive	€5,510,379	€6,418,414
TUSLA	€233,978	–
Donations	€698,174	€1,632,740
Legacies	€338,174	€45,014
Other income	€1,212,615	€1,036,317
<b>Expenditure</b>		
<b>Overall expenditure</b>	<b>€9,630,259</b>	<b>€11,093,741</b>
Salaries, wages, pensions	€6,540,436	€6,981,353
Other operating expenses	€3,089,823	€4,112,388
<b>Expenditure</b>		
Direct charitable	95.8%	€10,658,295
Fundraising and publicity	2.7%	€274,470
Management and administration	1.5%	€160,976
		<b>€11,093,741</b>









# The Salvation Army

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