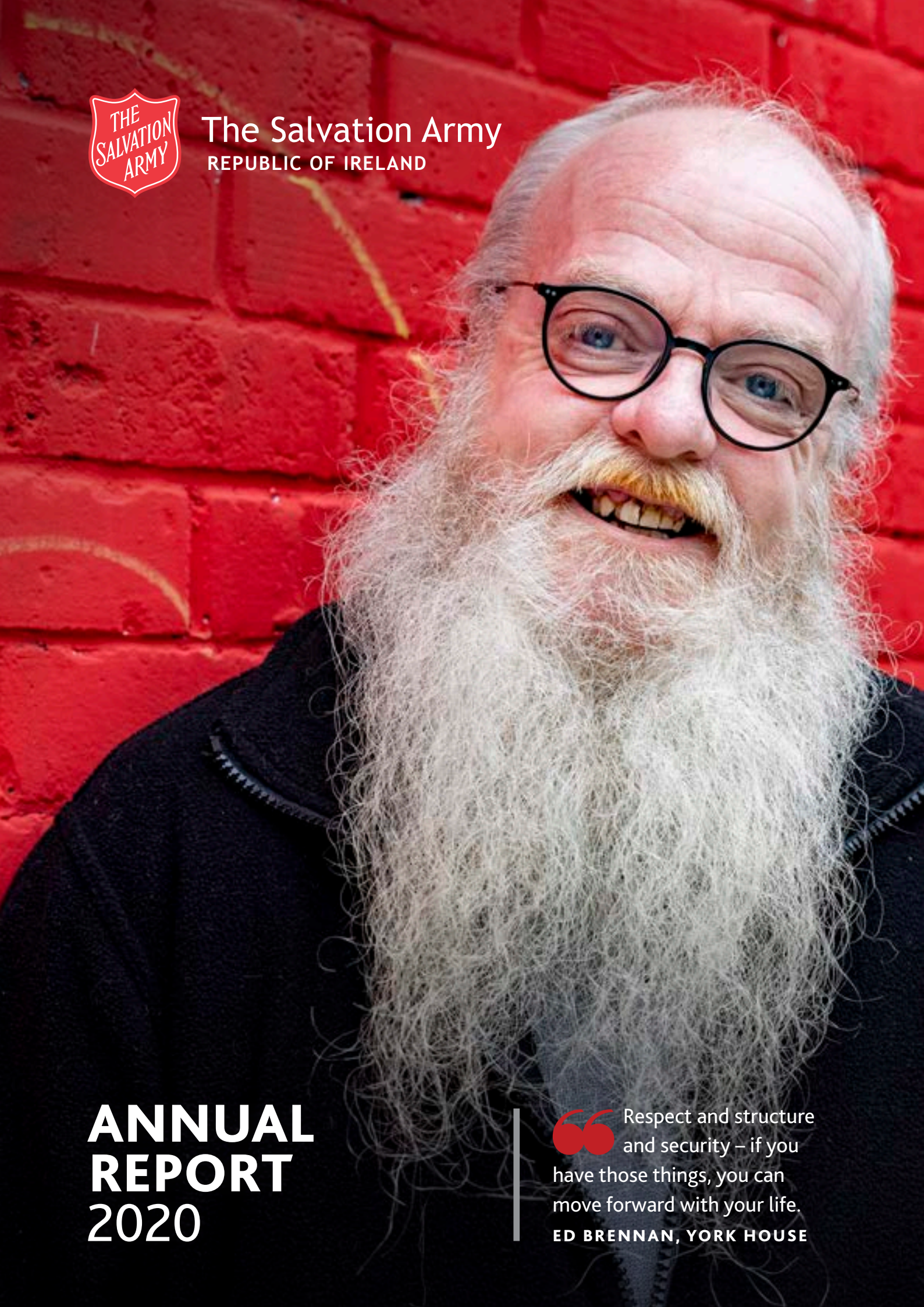




The Salvation Army
REPUBLIC OF IRELAND



ANNUAL REPORT 2020

“ Respect and structure
and security – if you
have those things, you can
move forward with your life.

ED BRENNAN, YORK HOUSE



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Acknowledgement

Images of John McCrea appear on pp.22–23 of this report. John passed away on 20 October 2021. We thank John's son, Paul, for kindly allowing us to include these images.

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



The Salvation Army
REPUBLIC OF IRELAND

ANNUAL REPORT 2020

MISSION, VISION AND VALUES

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church and an international charitable organisation. Its aim is to save souls, to grow saints and to serve suffering humanity. 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.

Our identity and God-given mission as disciples of Jesus Christ are shaped by the values of the Kingdom of God. We love God with all our heart, soul, strength and mind, and we love our neighbour as ourselves.

- › We have **integrity** in everything we do, being reliable, trustworthy, transparent and honest in our personal and business relationships.
- › We are **accountable** to God in every area of our lives and to others in all our dealings.
- › We have **compassion** for all people.
- › We are **passionate** about unconditionally demonstrating God's love to everyone.
- › We have **respect** for people and planet, seeing the God-given potential in every person and being stewards of the environment.
- › We are **bold** in proclaiming the gospel in everything that we do and in fighting for social justice.

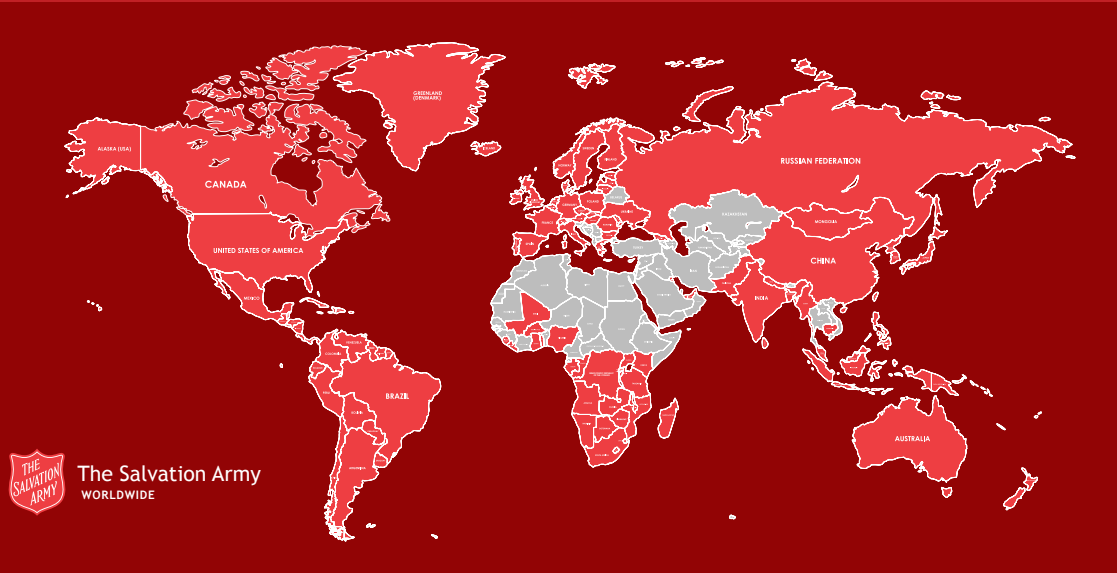
COMPANY INFORMATION

The Salvation Army, which was founded in 1865 by William and Catherine Booth, is an unincorporated association with charitable objects, currently operating in over 100 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 Territory with the Republic of Ireland 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 and Charities Regulatory Authority number 020011628.



FOREWORD

Who would have anticipated at the beginning of 2020 what the year ahead would hold for all of us?

In January we shared a great weekend with Dublin City Corps, as we celebrated the opening of the new building in King's Inns Street – a great space for the Corps, the Hub café and much-needed office space for the company. Then, before we could enjoy the new facilities, the Covid-19 pandemic totally disrupted all of our lives, prevented us from doing so much and affected every one of us in some way or another.

It is a privilege for me to highlight the exceptional group of employees, officers and volunteers who have kept services running during the year, supported so many and worked through difficult and trying situations. During times of increased infections and severe restrictions, our team ensured that everyone stayed as safe as possible.

Many have gone the extra mile and worked long hours. Many have seen their loved ones struggle through Covid. To say thank you does not seem enough.

We too take time to remember those who have lost their lives as a result of the pandemic; often not known to us, so often just a figure announced on the news, but all precious to someone and all precious to God.

The year 2020 proved to be a very challenging one but, through the dedication of so many, we managed not only to keep things going but to open a new family service too. We believe that God is reaching out through The Salvation Army to touch the lives of so many across Dublin and around Ireland. We believe that through it all the love of God prevails and holds us and supports us.

I commend to you this report and ask that, as you read it, you give thanks for the many who continued to serve throughout the year, bringing light into the darkness of the pandemic.

God bless,




PAUL KINGSCOTT

Major

Divisional Commander/Managing Director





“ If I could gather the staff together here and say one thing to them, I know what it would be: 'Thanks for welcoming me into your family.'

GOVERNANCE

At 31 December 2020 the Board consisted of three officers, 1 lay person and 1 non-executive, as follows:

Director	Position
Major Paul Kingscott (Chair)	<i>Divisional Commander</i>
Mrs Loritta Johnson	<i>Territorial Director of Homelessness Services</i>
Captain Timothy Lennox	<i>Corps Officer</i>
Major Eleanor Haddick	<i>Chaplain</i>
Mr John Fitzpatrick	<i>Non-Executive</i>
Miss Jacqueline McIntyre	<i>Company Secretary</i>

In 2020 the Director's Board met bi-monthly to ensure business continuity throughout the pandemic. Along with this, the main focus was to start the process of restructure for the management levels and operations of the company. For most of the year, day-to-day responsibility and oversight was vested in the Company Business Board (CBB). This Board comprises of the Company Secretary, Divisional Leader for Leadership Development, Homelessness Services Regional Manager, Homelessness Services Assistant Regional Manager, HR Advisor and Divisional Mission Enabler. The Divisional Commander is the chair of this Board and minutes of the weekly CBB meetings are distributed to all directors.

At the end of the year, a new Operations Board replaced CBB with a view to start a more streamlined way of reporting and governance. The Operations Board is responsible for ensuring mutual accountability for the management and day-to-day performance and delivery of The Salvation Army's operations in the Republic of Ireland, and for ensuring the efficient and prudent use of resources.

Its roles and responsibilities are set out in its Terms of Reference document. Meetings take place fortnightly and minutes of the meetings are circulated to members. The previous CBB was restructured to ensure any previous sign-off processes were still being captured. The structure is still in an early stage and the Board will be reviewing this along with the continued review of the company's overall governance and processes.

All the company's processes and governance reviews will continue to comply with the Charities Governance Code and Charities Regulator requirements. The Board of Directors review the Governance Code as part of their induction. The Governance Code forms part of the company's governing documents, and the Company Secretary ensures ongoing reviews. The Company Secretary is also tasked with reporting to the Charities Regulator to fulfil its compliance.

In 2020, temporary measures were put in place at short notice to allow for continued governance through new ways of working and providing services.



“ Houben House Family Hub opened in 2020. It has the potential of supporting up to 60 families by the end of 2021, which involves the recruitment of a new staff team in the middle of the pandemic. This is a significant achievement at a time when the need to support larger families is acute.

2020 OBJECTIVES AND RESULTS

The Salvation Army (Republic of Ireland) is a religious and charitable organisation promoting the improvement, regeneration and rehabilitation of people who are destitute or vulnerable, and such other charitable work as has for its purpose the promotion of education, the relief of illness and care of the helpless, homeless and disadvantaged.

The Salvation Army (Republic of Ireland) seeks to achieve these objectives in the following ways:

- › Christian worship and the proclamation of the gospel in corps (churches), community and social centres, in the open air and wherever people are, by means of the written, broadcast and spoken word; literature and electronic media; music and personal evangelism.
- › Residential, community and outreach programmes based at social service centres and corps, focused on the vulnerable and disadvantaged members of society including the homeless, older people, young people and people facing challenges with addiction, including alcoholism. In short, by meeting people at their point of need.
- › Maintaining centres to provide board, lodging, recreation and other comforts to men, women and young people.
- › Engaging with the Homeless Agency (Dublin City Council and Health Service Executive) as Partners in the Pathway to Home government initiative to reduce homelessness in Dublin.

Like many businesses and organisations across the world, The Salvation Army (Republic of Ireland) has been affected by Covid-19. Many of our plans for this year were either put on hold or were adapted because of the pandemic. The Salvation Army continued to provide many aspects of its services, once appropriate measures and formats were put in place. Our Covid-19 risk assessments and work with Health Services Executive minimised the impact of Covid-19 in our centres. Our staff adapted and changed their behaviours and practices in the interest of collective health and safety.

Houben House Family Hub opened in 2020. It has the potential of supporting up to 60 families by the end of 2021, which involves the recruitment of a new staff team in the middle of the pandemic. This is a significant achievement at a time when the need to support larger families is acute.

In 2020 The Salvation Army across the territory also embarked on a new digital feedback survey sent directly to our residents across all our services. The aim of this project is to confidentially capture how residents feel about our services, and to work on our residents' suggestions for improvements.

“ Many of our church members are frontline workers – nurses, radiologists, care workers and pharmacists. All throughout 2020, they continued to do their jobs and care for others under increasingly strenuous circumstances.



CORPS

The Salvation Army provides two centres for community gathering and Christian worship in Dublin: the **Dublin City Corps** and the **Dublin South Corps**. Our key challenge in 2020 was cultivating community, when the church is scattered all over Dublin and into other counties, and we were unable to physically gather.

The joy and support we receive has been challenged, given that our church tradition is rooted in singing songs together, praying with and for one another, sharing food and spending quality time with each other. Not being able to gather for worship, fellowship and teaching has had a significant impact on the sense of community, and the ability for people to connect with God and feel peace regularly.

Many of our church members are frontline workers – nurses, radiologists, care workers and pharmacists. All throughout 2020, they continued to do their jobs and care for others under increasingly strenuous circumstances. Many of our church members who are not frontline workers were furloughed or made redundant, and those who continued in employment did so under extra strain.

Our church members faced increased isolation from their families. Approximately 95% of our members have family in countries other than Ireland. The isolation caused by not being able to fly home to visit family members was felt sorely at times.

The pastors (church leaders) were unwell with Covid-19 for six to eight weeks from mid-March, so other people in the church

stepped into leadership to enable the church to adapt. We overcame by quickly moving everything online. We have become proficient in using technology, recording worship, teaching, livestreaming significant events and connecting regularly with others online.



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CORPS: ACTIVITIES

In the Corps ...



The church congregation connects via WhatsApp and Zoom, with weekly messages distributed either on social media or by post.



Fearless, our fellowship group for women, have met several times online.



We conduct toddler singalongs via Zoom.



We created and shared inspirational weekly online messages.



Wherever it is safe and suitable to do so, we maintain doorstep visits with our Senior Citizen members.



The Hub Café was opened and served the community between lockdowns throughout the year.



Our new website, **joycafe.ie**, was created as an online hub for children and family ministries. There is an option to subscribe to weekly faith-based craft activities and messages for young children and their families to learn and enjoy together.



Three young women completed a gap year programme in July 2020. The range of learning and experiences they had was vast and affected them profoundly. Six more young people were welcomed to the gap year programme from September 2020, splitting their time between the church and chaplaincy in homeless services.



During the summer, we held three services in the Phoenix Park, ensuring social distancing and good hygiene were observed. This was an opportunity for anyone in the locality to join in.

CORPS: OUR IMPACT IN 2020

- › The **new building on King's Inns Street** was opened in January 2020 and approximately 200 people attended during the weekend.
- › Our **Christmas carol service** had over 3,600 views.
- › Our **most popular video** during 2020 had over 16,500 views. Its topic was 'Worship During Covid-19 Restrictions'.
- › Two adults and two children were made **members** of The Salvation Army in summer 2020.
- › Each week, **emergency food parcels** were prepared and delivered to vulnerable families in Dublin.
- › At Christmas, **food hampers and Christmas gifts** were delivered to vulnerable families in Dublin.

Steven, Dublin South Corps church member

Our daughter was a weekly participant in The Salvation Army Toddler Group prior to the move from the Swan Centre in Rathmines to the new premises. Unfortunately, we never got to attend at the new building before Covid-19 arrived.

Since the start of the lockdown, our daughter has attended the weekly Zoom class, and has also done the weekly Bible-based craft projects. She has loved her participation. She feels important when she receives her 'weekly post' through the letterbox. She loves hearing the short story or message, and making the crafts enclosed. It has served as an integral part of her (and our) weekly routine, and has extended to making the crafts while on video call with her cousin in Cork. We've recently signed her cousin up for the 'Paintbox at Home' deliveries, so the children can do the activities together.



In the absence of an in-person opportunity to partake in creative, fun and conscientious learning, the activities provided by The Salvation Army Dublin South Corps have helped us to maintain routine, maintain connection within our immediate and extended family, and ultimately, provided a screen-free chance to spend quality time together. We cannot praise the service enough.



“ The staff in the family hubs took on the additional pressures of 2020 with great determination.

FAMILY

In response to the growing number of families presenting as homeless, The Salvation Army operates three family hubs: **Houben House**, **Clonard Road** and **Greencastle Parade**. Together, the hubs support 121 families who are 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.

In the family hubs in 2020 we successfully moved families out of short-term accommodation and back to their new homes in the community. We used the HAP scheme, Dublin City Council and approved bodies as part of our **housing strategy**. We also linked each family to an SLI (Support to Live Independently) service on their transition into the community, which will support them to live independently.

Many of our residents are from disadvantaged areas and left school at a young age. This brought extra complications during **lockdown**, when the schools closed. Online classes and home-schooling were a challenge for many parents. Crèches were mostly closed, and families with children with special needs experienced particular stress.

In 2020 many family members in the hubs struggled with their **mental health**. To ensure safety during the pandemic, visitors were restricted on site. Therefore, many people felt lonely and isolated. Many families had parents and grandparents they could no longer visit.

The **staff in the family hubs** took on the additional pressures of 2020 with great determination. Staff members made themselves available to all residents – not just the families for whom they are Key Workers. Within their teams, staff worked extremely hard to ensure the residents complied with social distancing. It was a trying year, but we all pulled together.

Our main goal in the hubs is to support our families towards successful **independent living**. We use all our supports and external

connections to provide a wraparound system for our families as they experience this tough transition period in their lives.

We provide short-term, temporary accommodation; however, there is no time limit on homelessness for our families. While the families are with us, we offer a variety of **activities and supports**. Our aim is to keep our families engaged and supported both emotionally and physically. At the family hubs, we build relationships and watch families grow.



Our main goal in the hubs is to support our families towards successful **independent living**. We use all our supports and external connections to provide a wraparound system for our families as they experience this tough transition period in their lives.

FAMILY HUBS: ACTIVITIES

The Covid-19 pandemic brought enormous challenges for the outputs in our family hubs. Below are some of the services and activities we offer. All these activities were in full operation before the pandemic. During lockdown and other restricted periods, we re-evaluated and adapted our activities to create safe social bubbles in the family hubs so that we could continue to provide as many services as possible.

In the family hubs ...



We run **housing and presentation workshops** on a weekly basis. These workshops provide our families with the skills, experience and confidence they need to present at property viewings.



We provide a strong link to schools and colleges so that our families can use the hub as a stepping stone to return to or begin **education** at any time. Weekly **literacy** lessons are provided to many families. **Homework buddies** are on hand for afterschool sessions with the children.



We organise **cookery** classes and demonstrations, as well as tips and advice on **healthy eating**.



We support family members who are seeking **employment**, and offer tuition on skills such as CV writing.



Sports and physical activities are a cornerstone of daily life in our family hubs. Our families take part in boxercise, GAA, Walk and Talk, Keep Mummies Moving, Jump for Joy and many other programmes.



Our families are supported in activities that aid their **mental health and wellbeing**. Classes and courses include mindfulness, anger management, CBT, addiction supports, Theraplay and self-care.



We encourage and support our families to enjoy **hobbies** such as gardening, and arts and crafts.



Quiz nights and **movie nights** are always a source of fun. Our families can also enjoy a **hot chocolate night** – we supply ingredients packs for the families to enjoy in their own rooms.



We offer **religious and spiritual support** to families who seek it. Our brilliant chaplains visit and support our families on a weekly basis, offering spiritual discussion and practice, as well as Story Time and wonderful music.



We collaborate with local community services such as:

- Doras Bui: Supports single-parent families
- RASP: Offers advice and support for addiction issues
- Northside Partnership: Provides free counselling services and access to education.



Our **colouring competitions** and **word search competitions** are very popular with families.



We enjoy **seasonal celebrations** in our family hubs. Despite the pandemic, we brought festive cheer to Christmas 2020 with delicious Christmas food in takeaway portions. And best of all, pandemic or no pandemic, Santa still found his way to our family hubs on Christmas Eve!

FAMILY HUBS: OUR IMPACT IN 2020

Houben House

- › Provided supports to over **20 families**, including **68 children**
- › Committed to our four mission priorities: **Transition, Integration, Discipleship** and **Effectiveness**
- › Served **10,000 meals**

Clonard Road

- › Housed **45 families**, provided support to **72 adults** and **89 children**
- › Served **7,500 adult meals** and **1,200 children's meals**
- › Distributed **650 food parcels** through FEAD (the Fund for European Aid to the most Deprived)

Greencastle

- › Provided support to **68 families**
- › Assisted **56 residents** to move on from the service
- › Served over **8,000 adult meals** and **1,560 children's meals**
- › Distributed **912 food parcels** through FEAD

Greencastle
Parade
Family Hub

“ Greencastle Family Hub served over 8,000 adult meals and 1,560 children's meals





Homelessness is not a defect of character.

COLM • CLONARD ROAD

My name is Colm and I've been a Family Support Worker in Clonard Road for about three years now. My background is in psychology, and my previous work experience had been in special education – working with children with autism, for example. But I decided to move from working with children to working with adults, so I took up this role with The Salvation Army.

Each of us is assigned a number of families at a time, and we are responsible for providing them with everything they need to get out of homelessness. Housing, of course, is the main thing. Finding housing is top of the list, and many

other things feed into that, such as access to education and social welfare.

In my job, no two days are the same. Apart from my main role, there are so many other things to take care of – general maintenance



Covid-19 has made our work here even more challenging. There is a distance, literally, between us and the residents. This makes it more difficult for us to do our jobs.

issues, taking in food deliveries and lots of other tasks. It's a very varied job: one minute you could be in the office on the phone to Social Welfare, and the next minute your beeper goes off and you have to rush down the hall to help someone out with a broken heater, for example. We don't really have a 'typical day' in here, and I like that.

The families here come from all walks of life. There are people who have newly arrived in the country; people who were in rented accommodation but the landlord decided to sell up; and people who have been living with their parents but have been forced to move out because of overcrowding or other issues.

For some people here, it's literally just about housing: they need help with getting housed and then they can move on. For other people here, lots of things need to be put in place before the housing happens. We may need to work on independent living skills, for example. So a lot of my work is about identifying those needs, signposting people to other services, making referrals and linking things up. It's very much about empowering people and helping them to develop their own skills so they can move forward. At the end of the day, this is emergency accommodation, and we want to house people as soon as we can.

When it comes to the general perception of people who are homeless, I think there is a lot of stigma attached and plenty of stereotyping. People might associate homelessness with single males who are sleeping rough and using drugs. Indeed, that is part of it, but it is such an incomplete picture. We have people here who work in full-time jobs. They send their kids to school every day. These are well presented members of society. If you were to pass them on the street, you would have no idea that they are homeless. There is huge diversity in homelessness, especially in Ireland, because a big part of this crisis involves the challenges of the rental market. So even when a person *can* afford housing, they have to join a long queue just to get a viewing,

and then they're asked for three references before they can progress any further. These are the things that are really adding to the crisis of homelessness in Ireland.

We need to do more to destigmatise homelessness. Often, I'll be in the city and, by chance, I'll bump into one of our residents walking with some friends on the street. They usually sidestep me and pretend they haven't seen me. Then later they'll find me and say: 'Colm, I'm so sorry for snubbing you, but the people I was with don't know I'm homeless, and I don't want them to know that about me.' Experiences like that are heart-breaking. People are ashamed. It's not their fault that they're homeless and yet they have all this shame. These are people who work full-time. They are on top of their lives. They're doing everything they need to do. They shouldn't be carrying that shame. Homelessness is not a defect of character.

Covid-19 has made our work here even more challenging. There is a distance, literally, between us and the residents. This makes it more difficult for us to do our jobs. Physical distancing is tough on everyone. We haven't been able to do any social activities like cooking demonstrations, and even the Christmas carolling and the outings were cancelled. I really miss those things and I hope that we can return to normal soon. Our residents are at risk of becoming more isolated. People who were isolated before Covid-19 are even more isolated and vulnerable now.

I have had many jobs, and I find that this is one of the nicest environments I've ever worked in. We learn from each other every day. There is never any issue with asking each other for help or advice. The working relationships are very positive – the relationships between colleagues, and the relationships between staff members and residents. The staff members here work hard every day to create an environment of positivity and mutual respect. In any environment, when we give respect and we are able to receive respect, good work flows from that.



The women and men at the Granby Centre face complex challenges and often have experienced significant trauma in their lives.



ADULT AND EMERGENCY

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

In 2020, services previously provided at St Bricin's military barracks moved to Coleraine Street. The **shelter at Coleraine Street operates 24/7** and the improved facilities at this new location allow us to engage fully with residents, continuing the ethos developed at St Bricin's. Greater connection provides valuable support to our residents and enables them to experience better outcomes.


At **York House** in 2020, we continued to provide long-term and short-term accommodation to single males over the age of 18. The focus of support is to **develop the skills and independence** of our clients to enable them to move on to sustainable independent living.

At the **Granby Centre** in 2020, we continued to provide **long-term** supported accommodation to **71 men and women** experiencing homelessness. We also provided **short-term** accommodation for **29 men and women**, with a view to moving these residents into a long-term tenancy in the community.

Navigating the pandemic

Our main challenge in 2020 was to ensure that our residents continued to receive the appropriate level of care and support, while we managed the HSE guidelines and safety measures, the risks to physical and mental health posed by the pandemic, and the closure of a number of face-to-face supports for our residents.

Our social care practitioners have had to review **how we work with residents and how we collaborate with other services**. For staff communications, we used tablets, smartphones and all available technologies to conduct video meetings and calls. For communications with residents, whenever it was safe and suitable to do so, we spent time outdoors. As staff at York House noted: 'For meetings with residents, walking became our top activity and the city



The year 2020 was a difficult one for adult and emergency services, but our team showed **ingenuity and resilience** throughout.

became our venue of choice.' Meeting outside the traditional support room has enabled us to do our work in new ways. We have been creative in our approach to supporting our residents, and we have built on long-standing working relationships with other services to ensure we could meet everyone's needs.

The year 2020 was a difficult one for adult and emergency services, but our team showed **ingenuity and resilience** throughout. As Amy, a Day Support Worker, sees it: 'The residents are happy and, if anything, the team has grown stronger and is continuing to do so daily. We're working together now more than ever to share ideas on how to make the day go safely for us and the residents, and also to ensure that the residents can be content and joyful.'

Our residents at the Granby Centre faced particular issues during Covid-19. The women and men at the Granby Centre face complex challenges and often have experienced significant



As with all social care activities during the lockdown, the restrictions added to people's anxiety. Staff were restricted from many face-to-face supports, and most group activities had to be cancelled. This put huge pressure on residents who already face many life challenges.

trauma in their lives, leading to mental health difficulties. Many of the Granby Centre residents present with dual diagnosis – meaning that, in addition to mental health issues, they also present with substance use issues, often self-medicating to manage their mental health.

At the Granby Centre, we work with a large number of residents and a broad range of ages. We take residents from age 18 onwards, and our oldest resident in 2020 was in his eighties. Older residents are often more vulnerable physically and this presented huge challenges for the Granby Centre throughout the pandemic. Many of the residents' family supports were reduced because of their need to cocoon and our need to restrict visitors to the service.

As with all social care activities during the lockdown, the restrictions added to people's anxiety. Staff were restricted from many face-to-face supports, and most group activities had to be cancelled. This put huge pressure on residents who already face many life challenges.

During lockdown, with the closure of shops and cafés, residents had nowhere to spend time outside their service. Before the pandemic, residents with limited social support networks would be accompanied out into the community to activities and cafés to develop their confidence. This was possible again during the summer months, even if it was in a limited capacity compared to other years. The reprieve of the summer months lifted our residents' spirits, which helped to carry them through the winter months.

Christmas was hard for many residents at the Granby Centre. Usually, we organise group activities such as karaoke, bingo and visits from volunteer groups. While Christmas 2020 looked very different, our on-site staff did an incredible job to bring Christmas joy, gifts and meals to all residents.

Throughout the tough months of 2020, the Dublin homeless sector really pulled together. The HSE developed a Covid Response Team for the sector, which provided immediate advice and support for any service with concerns relating to Covid infection. This full-sector approach meant that the service was successful at limiting numbers of positive cases, despite the enormous challenges presented by shared residence.

Our staff took an 'all hands on deck' approach. Staff members formed 'bubbles' and worked longer shifts to ensure that they were in contact with as few people as possible. New procedures were introduced for handovers, and in-person meetings were limited. The approach worked and, despite the size of our service at the Granby Centre, cases were limited.

Granby's **commitment** to residents through the pandemic was demonstrated on an RTÉ documentary which covered the passing of one of our residents because of Covid-19. The documentary was a strong recognition of the **unwavering care and respect** shown by the whole staff team.



Throughout the tough months of 2020, the Dublin homeless sector really pulled together.



Sandra, The Granby Centre

Sandra has worked on the Catering Team for 25 years. She joined as part of a Community Employment Scheme in 1996 and has been employed directly by The Salvation Army since 1998. For the past five years, she has been the supervisor of the Catering Team. This team is central to the operation of the service.

Sandra estimates that over one year, the Granby Centre uses:

- › 13,140 litres of milk
- › 30,660 loaves of bread
- › 31,200 eggs
- › 114,400 teabags.

Sandra describes how work has continued in the Granby Centre during 2020:

Since March we've had to adapt and overcome many different obstacles as the Catering Team in the Granby Centre. In the first few months of Covid-19, two residents passed away, which was tough on everyone here, as we are a community.

The dining room is the heart of the centre, where residents can socialise and have a laugh and a joke with their friends. The dining room had to be restricted to 14 residents at one time, and they were unable to sit together. This was tough on the residents. We also had to stop the 10:30 tea break to prevent the congregation of the residents. This was for their own benefit, as we were trying our best as a collective to stop the spread of Covid-19, but it was hard for residents not to have company.

The Catering Team includes 10 staff members. They have all worked so hard through the past few months to keep themselves and everyone safe in our community at Granby.

We've had to find new ways of providing meals and we've had to adapt to using disposable plates and cutlery, and individual portions of sugar and condiments. We had staff who tested positive for Covid-19 and then close contacts within the team. This created a heavier workload for the Kitchen Team but we fought through it with perseverance and showed just how committed we are.

We have a three-week menu that rotates. We start the day early with a hot breakfast. As you can see from the number of eggs we use, scrambled eggs are always a popular choice! Porridge and fruit always make a popular option too. We try to vary the menu and take suggestions from the residents on what they like. For lunch, we always offer salads and sandwiches, as well as a hot-meal option, which might be a burger or an omelette. Dinner is by far the most substantial meal. We provide a four-course meal that costs just €4! Dinner includes soup, a main course, a dessert and tea/coffee – and there are always fruit and yogurts available too.

We take pride in the quality and range of food we provide to our residents. These women and men have experienced so many challenges in their lives. We believe that by serving high-quality food day in and day out, we can show the residents just how much we care.

ADULT AND EMERGENCY: OUR IMPACT IN 2020

Coleraine Street

- › Provided supports to **78 men**
- › Supported **25 move-ons**: 7 of these to short-term accommodation and 8 to independent living
- › Served **8,500 dinners**

York House

- › Welcomed **42 new residents** and supported **120 residents** in total
- › Supported **15 move-ons** to independent living
- › Served **14,500 dinners**

Granby Centre

- › Provided up to **36,500 bed spaces**
- › Served **43,800 hot meals** and **14,400 sandwiches**



“ The Granby Centre served 43,800 hot meals and 14,400 sandwiches



“When I got into my thirties, things weren't right. There was a lot of depression, and I was hospitalised for the first time in St Loman's.

ED BRENNAN • YORK HOUSE

My name is Ed Brennan. I'm 54 years old and a resident here at York House. I was born in Ballyfermot and lived there for the first 14 or 15 years of my life. Then we moved over to Palmerstown, not too far away. I lived with my parents, brother and four sisters.

When we were kids, we'd be playing on the street in the usual way. That's what children did back then – before smartphones, we had street games to keep us occupied. We repeated songs, rhymes and expressions, often based on things we'd pick up from the adults. In one of those expressions, there was a mention of 'Loman's'. This was St Loman's Hospital in Lucan, which we knew as 'the madhouse'. Sure, we didn't really know what it was or what went on there. But if there was anything unusual about you or anything out of the ordinary, we'd say, 'You should be up in Loman's.' And at 30 years of age, that's where I found myself. It was a really tough time for

me. I was just landed in the middle of all these people, some of whom were 'lifers' – completely institutionalised patients. It was frightening. It was a scary place for me.

Before all that happened, when I was in my twenties, I was very involved with youth clubs in the area. We worked hard to keep kids off the streets, organising some place for them to go, something for them to do. It was an action group. We'd help out the senior citizens – washing windows, painting houses, gardening, that sort of thing. It was simply helping people who needed a bit of assistance or weren't able to do certain things themselves.



Everyone has their 'baggage' in life. One of the great things about being here is that we can leave down our baggage. We talk to each other. We see the person, not the baggage.

When I got into my thirties, things weren't right. There was a lot of depression, and I was hospitalised for the first time in St Loman's. I'd been living at home with my parents. My brother and sisters were all married off at this stage, so it was just me, Ma and Da left in the house. Tension started to build between me and Da. I would spend a lot of time in my room, which I liked – I liked having time to myself. But Da was constantly asking, 'Why don't you go out? Why do you never go anywhere?' It got to the stage where I'd just go up to the park for the day and wander around, just to appease him, so he thought I was going out somewhere. But then Da started to avoid me at home. He'd see me coming in and he'd take his dinner into the sitting room, just to avoid talking to me or even seeing me. It all got very tense and, eventually, we stopped talking altogether. So when I was in hospital at one stage, I was talking to a social worker and I said, 'I can't go back there. I just can't. I have no life there.' That's how I ended up in the hostels.

During the assessment, the man said to me, 'We'd love to have you here.' I hadn't heard something like that for a long time.

In the hostels, there was nothing permanent. Every six months or so I'd have to pack up and move on to the next hostel. That's just the way it is: a lot of hostels have a six-month rule, so I could never really settle anywhere. But I heard about York House and decided to give it a try. It's different here – it's better. I came up here for the assessment, and the fella recognised me from a previous hostel from years ago. Seeing that familiar face put me at ease. During the assessment, the man said to me, 'We'd love to have you here.' I hadn't heard something like that for a long time. It was nice to hear someone saying that to me.

It's good here at York House. I have my own key, my own place, a desk and shelves. I have privacy when I need it, but I also know that someone is keeping an eye out for me. If you were to disappear for a few days here – just stay in your

room, go into yourself or something like that – someone would notice and reach out to you. Not just staff but other residents. As I see it, we're all brothers and sisters in here. Before, when I was staying at other places, if I was out meeting friends and it was time for me to go, I'd say, 'Right, I have to get back to this kip.' But I notice now with York House that I don't talk that way any more. The word 'home' is creeping in. I can say, 'Right, I'm off home.' York House is my home.

Respect and structure and security – if you have those things, you can move forward with your life.

Everyone has their 'baggage' in life. One of the great things about being here is that we can leave down our baggage. We talk to each other. We see the person, not the baggage. We get to know each other properly that way. I learned that from meeting people on the streets over the years. There's always a lot more going on than just a lack of accommodation. In my case, it was mental health – but often it's addiction or something else. You see people's struggles, and you see them carrying on. Somehow people carry on. It's inspirational. People deserve respect for that. Everyone gets respect in York House. Respect and structure and security – if you have those things, you can move forward with your life.

In York House, people reach out and they also reach in.

The staff in here are very perceptive. They pick up on things. I have a tendency to go into myself at times. And when that happens here, someone will see it and reach out to me. In York House, people reach out and they also reach in. So they won't just ask how you are and move on. They'll say, 'Let's go for a walk and a chat in Stephen's Green.' In doing that, they're reaching *in* too. That makes the difference.

If I could gather the staff together here and say one thing to them, I know what it would be: 'Thanks for welcoming me into your family.'



“ Our service operates a high-tolerance policy because, for many young people, Nightlight is often the only alternative to street homelessness.

YOUNG PEOPLE

In 2020, The Salvation Army catered for young people through two services at Lefroy House: **Nightlight** and the **Support Flats**.

Nightlight

Nightlight was opened in December 1999 as a service for children and young people under the age of 18 who are going through crisis. It is an emergency service with seven bedrooms and a reception centre. It provides an alternative to the Garda station or to the insecure surroundings in which young people might otherwise spend the night. Young people access Nightlight through their social worker or the out-of-hours social work team. In Nightlight, all young people have their own room and privacy. We provide all young people with food and showering facilities. We also ensure that young people's clothes are washed for the next day. Most important, we provide a safe place for young people to stay at night.

The purpose of Nightlight is to provide a short-term placement for young people in need. Young people normally present in times of crisis, where they are out of home for the first time or when a residential placement has broken down. Our service operates a high-tolerance policy because, for many young people, Nightlight is often the only alternative to street homelessness. A significant number of our admissions involve young people who present under the influence of alcohol, drugs or various substances. These young people can present with challenging behaviours such as aggression or deliberate self-harm. To maintain a safe environment for everybody, all social care workers follow the principles of Therapeutic Crisis Intervention (TCI): no physical aggression is tolerated, and a young person can be asked to leave if they are a danger to themselves or others.

Nightlight is part of the Crisis Intervention Service. Therefore, we work in partnership with the Out of Hours night team and Crisis Intervention Service Partnership (CISP) during the day.

The service operates as a two-week placement and is centred on the needs of the young person. We conduct planning meetings each week with social workers to speak about move-on plans and daily plans. Nightlight previously closed during the afternoon each day – but during the Covid-19 pandemic in 2020, Nightlight operated on a 24-hour basis.

In 2020, Nightlight supported **88 young people: 71 boys and 17 girls**. Of these 88 young people, 20 were with us for one night only, and 28 stayed for one week or less. This shows that our service is built for short-term support and is successful in moving young people on to more suitable settings or supporting them to return home. Staff at Nightlight work extremely hard to advocate for the move-ons and placements that best meet the needs of individual young people; however, sometimes Nightlight is the only available option.



Young people normally present in times of crisis, where they are out of home for the first time or when a residential placement has broken down.

Over the past year, we have seen many positive move-ons with young people. Our staff at Nightlight still receive texts and calls from past residents to tell us how well they are doing. This highlights the relationship that staff have built with young people over their time in Nightlight. On accessing Nightlight, each resident is appointed two Key Workers who will work alongside them. Staff use Key Working sessions to build relationships with young people, and use inhouse and external activities to build strong relationships.

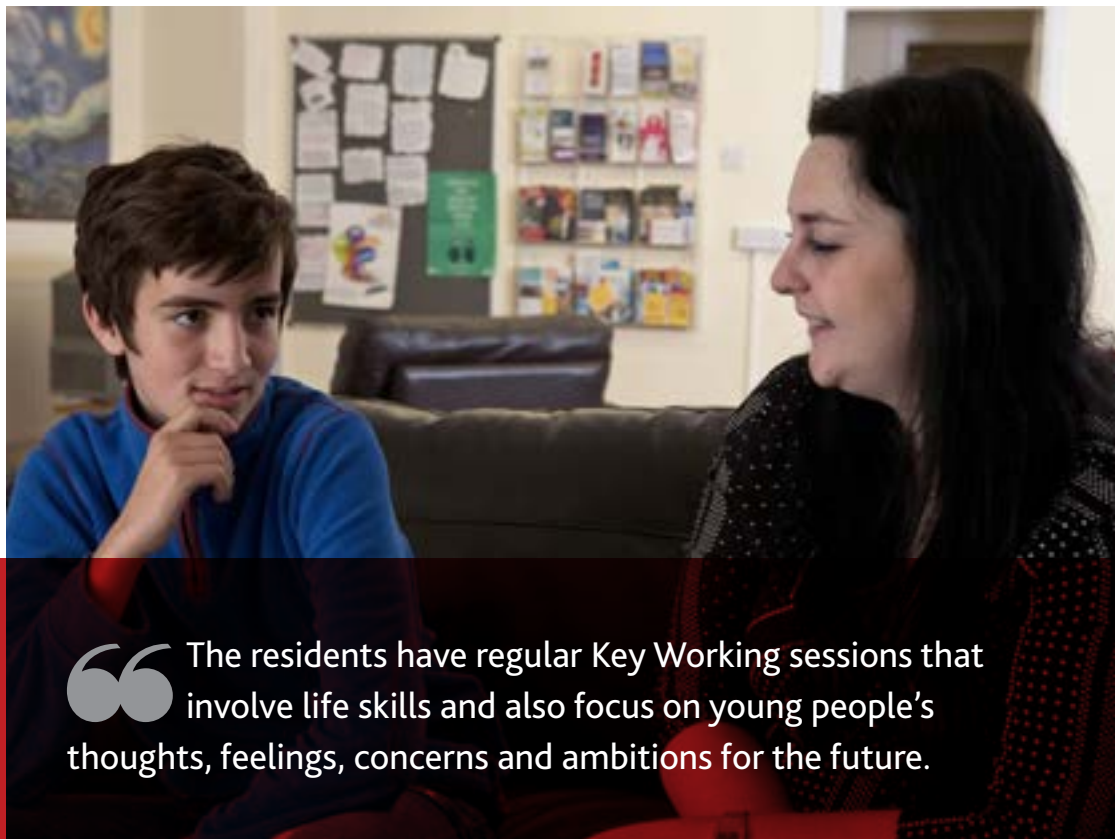
Support Flats

Opened in January 2004, the Support Flats service provides aftercare for residents from age 17 onwards. Part of the service is to teach young people life skills such as cooking, cleaning and budgeting. Our aim is to equip young people with the skills they need and to support them to move from semi-independent to independent living. Residents are supported 24/7 by a staff team and are assigned to Key Workers throughout their stay for additional care and support. The residents have regular Key Working sessions that involve life skills and also focus on young people's thoughts, feelings, concerns and ambitions for the future.

In the Support Flats service, we look at the whole person and we aim to meet their

needs and set goals for their future. This is done in partnership between the resident and Key Workers in developing Personal Placement Plans together and reviewing these goals on a regular basis. One of the aims of the service is to have all residents involved in a day programme such as work, further education or a training course. When a resident needs support, our staff advocates along with their Aftercare worker to find a suitable course that would aid their development. If college courses are not the way a resident wants to go, staff are on hand to help the resident with their CV and online job applications and to work on their interview skills.

Review Meetings are held with the resident, their Key Worker, Case Manager and external support or social worker every 6–8 weeks to check in on how their placement is going and to identify actions for the future. Staff are also in contact with the resident's external support or social worker between these meetings so that everyone is involved and updated on the resident's progress. In 2020 the pandemic limited the range of opportunities and referrals in the service. While this brought challenges, it also allowed us the opportunity to work in more detail with our existing residents to develop pathways for their futures.



“ The residents have regular Key Working sessions that involve life skills and also focus on young people's thoughts, feelings, concerns and ambitions for the future.



Plans for Lefroy House

In December 2020, following an extensive review, it was determined that the two services run at Lefroy House were no longer considered viable for The Salvation Army to deliver.

Working with the statutory agencies, the service closed in February 2021, ensuring the young people we supported received the necessary intervention and had alternate provision in place. This marked the end of an amazing service and staff team that provided years of in-depth and compassionate support to children and young people.

The Salvation Army wishes to thank everyone who worked in and supported the Lefroy House services since 1999. Most of all, we wish to thank all the young people who we had the pleasure of working with over those years.

The year 2021 will provide a new opportunity for the building at Lefroy House to continue to support The Salvation Army's work in the Republic of Ireland.

OUR VISION FOR THE FUTURE

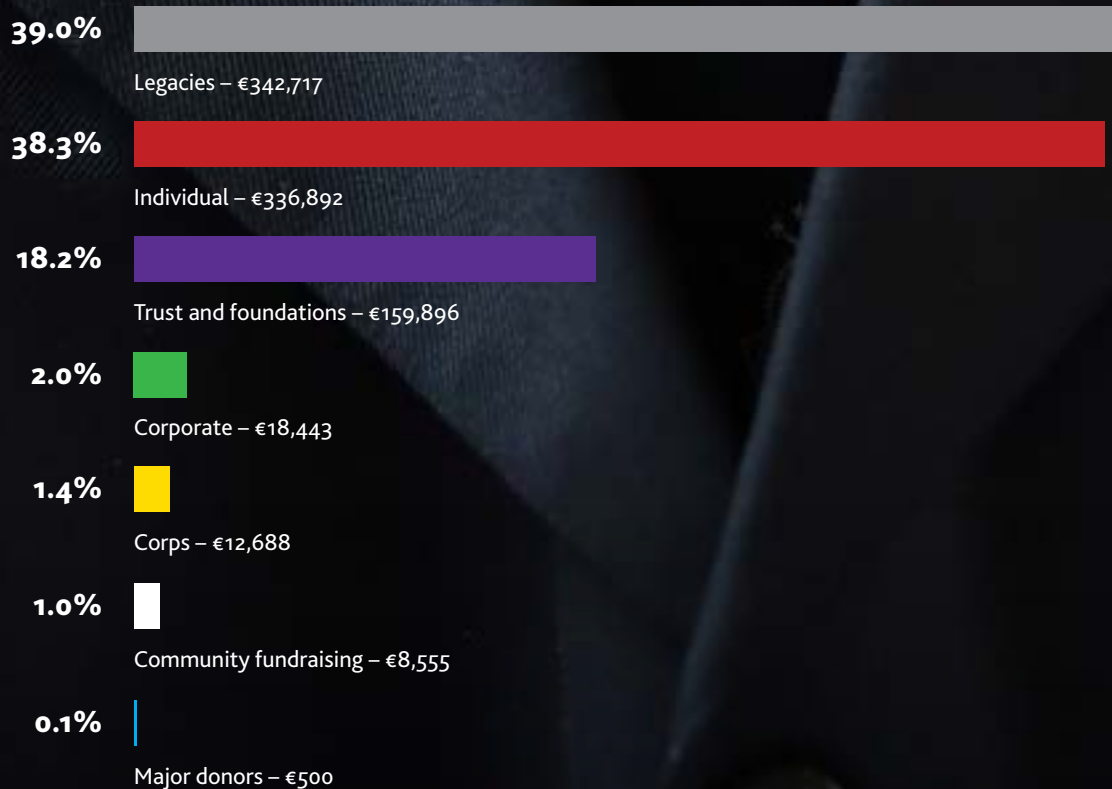
As the pandemic continues, The Salvation Army (Republic of Ireland) has a balanced approach which will allow continuation of our service provision along with client and staff health and safety as key. The Board continues to evolve good governance and practices, along with developing a new company strategy. We will continue to provide our services in order to meet the needs of our service users in conjunction with our partners, commissioners and stakeholders.

The services at Lefroy House (both Nightlight and the Support Flats) are closing their doors in February 2021 and our focus is on working closely with the referral agency Tusla to ensure a seamless transition for the young people we support in these services.





2020 donations by type



FUNDRAISING

Every year we are humbled by the response of our supporters to our fundraising appeals. In 2020 the total fundraised income came to €879,692*. This includes €342,717 income generated from legacies. The chart on p.32 shows the breakdown of donations in 2020.

**From actual income received in 2020, €67,477 has been deferred to 2021 because of project delays.*

This year the highest percentage of fundraised income came from legacies (39%) and individual giving (38.3%). Trusts and Foundations income fell this year when compared to last year due to many Trusts and Foundations supporting projects in relation to Covid-19, coupled with restrictions that did not allow us to develop many of the projects and programmes we would like to have worked on during the year.

We are extremely grateful to our many corporate supporters who in 2020 donated gifts in kind. **Microsoft** kindly donated laptops and **Virgin Media** donated tablets so that children in our family hubs could continue attending their education during the months of lockdown.

We are very grateful to **Edina Ltd** and the local **Scouts** group in Harold's Cross for donating toys to our family hubs. We are very proud to be supported by FEAD. The **Fund for European Aid to the Most Deprived (FEAD)** supports the actions of EU countries to provide food and/or basic material assistance to the most deprived in our society.

“Every year we are humbled by the response of our supporters to our fundraising appeals.”



Heart to
and Hand



The company is continuing to work hard on its finances to ensure the continuation of all its services.

FINANCE

The charity's income is mainly derived from grants from Local Authorities and Health Boards. The total grant and fees and maintenance income for the year to 31 December 2020 was €9,006,729. This compared to €8,600,487 for the year ended 31 December 2019.

In 2020 The Salvation Army received donations and gifts of €604,452 compared to €979,332 for the year ended 31 December 2019. From the actual receipts during 2020, €67,477 has been deferred for use in 2021. At 31 December 2020, the company has accumulated deferred income of €311,477 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 €342,717. This compared to €258,549 for the year end to 31 December 2019. Legacies that are given for 'general purpose' or 'the work of The Salvation Army in the Republic of Ireland' are 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.

In previous years, the company had received funding cuts while trying to maintain services.

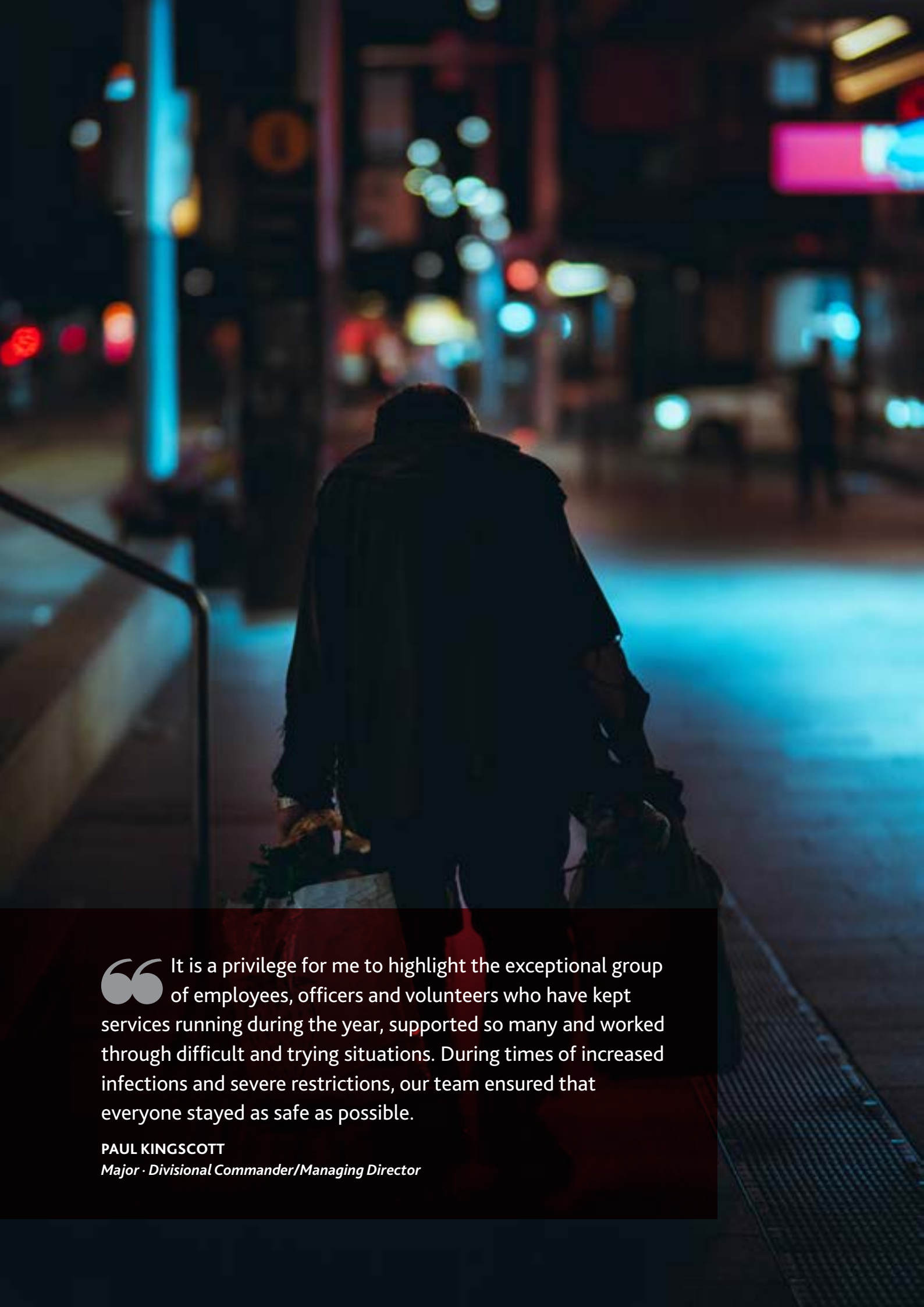
This had an effect on the company's reserves which became critical in 2010. Since then the company has been doing an ongoing financial review involving cost-savings across all areas. The company is continuing to work hard on its finances to ensure the continuation of all its services.

Certain sources of income, notably legacies and donations, are not, by their nature predictable and, as such, reserves are necessary to allow the work of The Salvation Army (Republic of Ireland) to continue should these sources fall significantly.

Restricted funds represent grants, donations and legacies received which can only be used for particular purposes as specified by the related donor, estate or grant provider. Grants and other income received in respect of individual social centres are treated as restricted income. Expenditure incurred by the social centres is regarded as restricted expenditure.

The accumulated unrestricted fund represents amounts which are expendable at the discretion of The Salvation Army in furthering the objectives of the charity.

Income	2020	2019
Overall income	€10,217,858	€9,980,333
Health Service Executive	€1,762,054	€1,753,486
Dublin Regional Homeless Executive	€4,957,680	€4,385,788
Tusla	€1,523,868	€1,674,545
Fees and maintenance	€763,127	€786,668
Donations/Legacies	€879,692	€993,881
Other income	€331,437	€385,965
Expenditure		
Overall expenditure	€10,274,790	€9,857,512
Salaries, wages, pensions	€6,979,139	€6,563,924
Other operating expenses	€3,295,651	€3,293,588



“ It is a privilege for me to highlight the exceptional group of employees, officers and volunteers who have kept services running during the year, supported so many and worked through difficult and trying situations. During times of increased infections and severe restrictions, our team ensured that everyone stayed as safe as possible.

PAUL KINGSCOTT

Major · Divisional Commander/Managing Director



The Salvation Army

REPUBLIC OF IRELAND



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