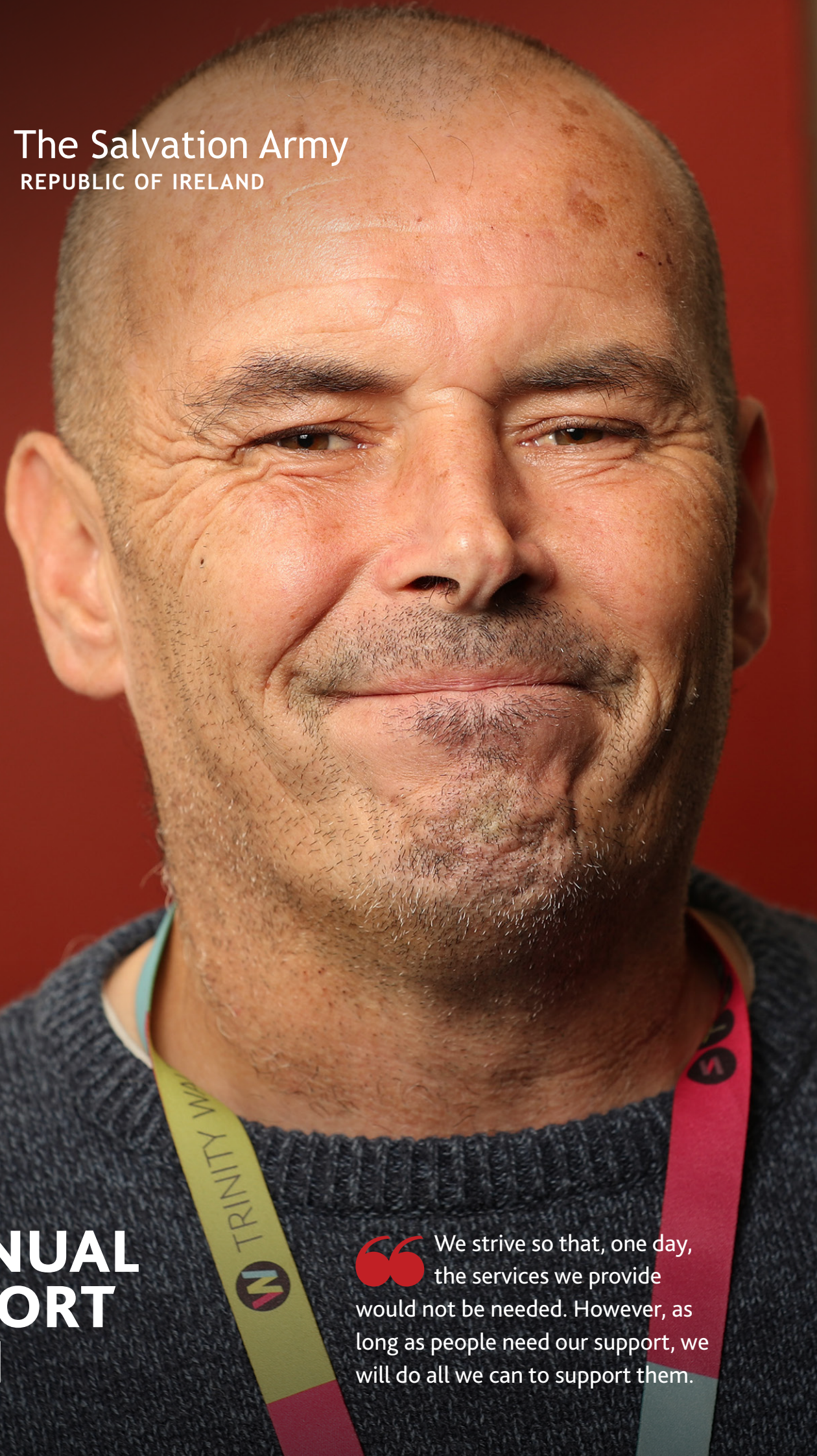





The Salvation Army
REPUBLIC OF IRELAND



ANNUAL REPORT 2021

 We strive so that, one day, the services we provide would not be needed. However, as long as people need our support, we will do all we can to support them.

ANNUAL REPORT 2021

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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.



The Salvation Army
REPUBLIC OF IRELAND

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.

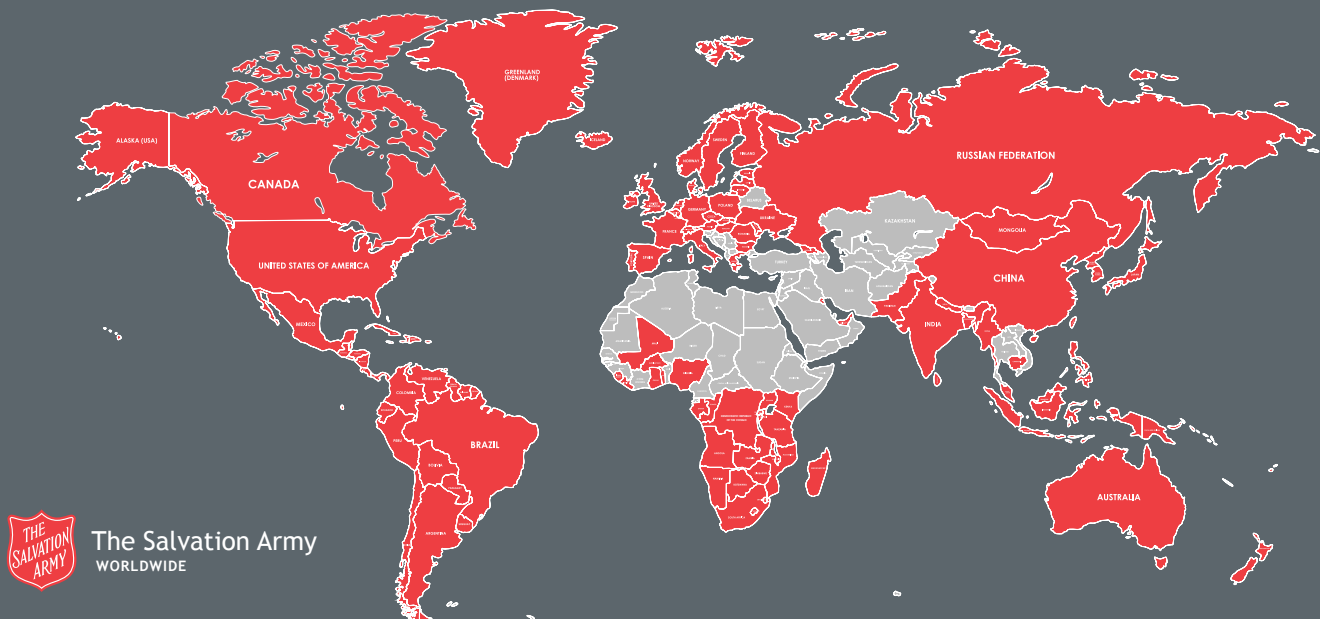
Company information

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 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.



Foreword

For many people, 2021 was the year when we hoped we might commence our escape from the impact and effects of the Covid-19 pandemic, and begin to return to normal life.

Certainly, that was the hope for The Salvation Army. If 2020 had been predominantly about lockdown and constraints, then hopefully 2021 would see us, as a movement, beginning to emerge from that trauma.

Sadly, that was not possible, as new variants and fluctuating infection rates caused ongoing anxiety and consternation among both our staff and homeless service users. The result was a further period of great caution as we tried, as far as we were able, to ensure the wellbeing of the 500 people per night who access our services, and the wonderful team of employees who, often at significant risk to their own health and personal safety, continued to provide care and safety in our centres.

I am pleased to report that, overall, our centres suffered only relatively minor and isolated outbreaks of Covid, and so we praise our staff for their dedicated care and support in what were very troubling times. Their consistent, vigilant approach to the pandemic has probably saved more lives than we are able to estimate.

I was pleased that our worship centre in King's Inns Street could be used as a vaccination and prevention centre, especially dedicated to providing vaccination to homeless people, as we sought to ensure that they were no more vulnerable than other members of society.

Towards the end of 2021 we were able to establish a new initiative aimed at assisting people in finding employment. *Employment Plus* is a new Salvation Army programme in Dublin, which has already had some success, and, in spite

of the challenges of the current economic situation, we hope that we will see continued and increasing success in this area.

Despite the many financial challenges currently being faced, we have been grateful to receive many donations from members of the public to assist us in our work and this tangible support is a great encouragement to us and enables us to move programmes and initiatives forward.

The Salvation Army seeks to press on with our work in the Republic of Ireland, and it has been encouraging to find opportunity to explore possible new worship centre openings in various towns, as well as seeking to develop the care and provision for our service users in our various centres around Dublin.

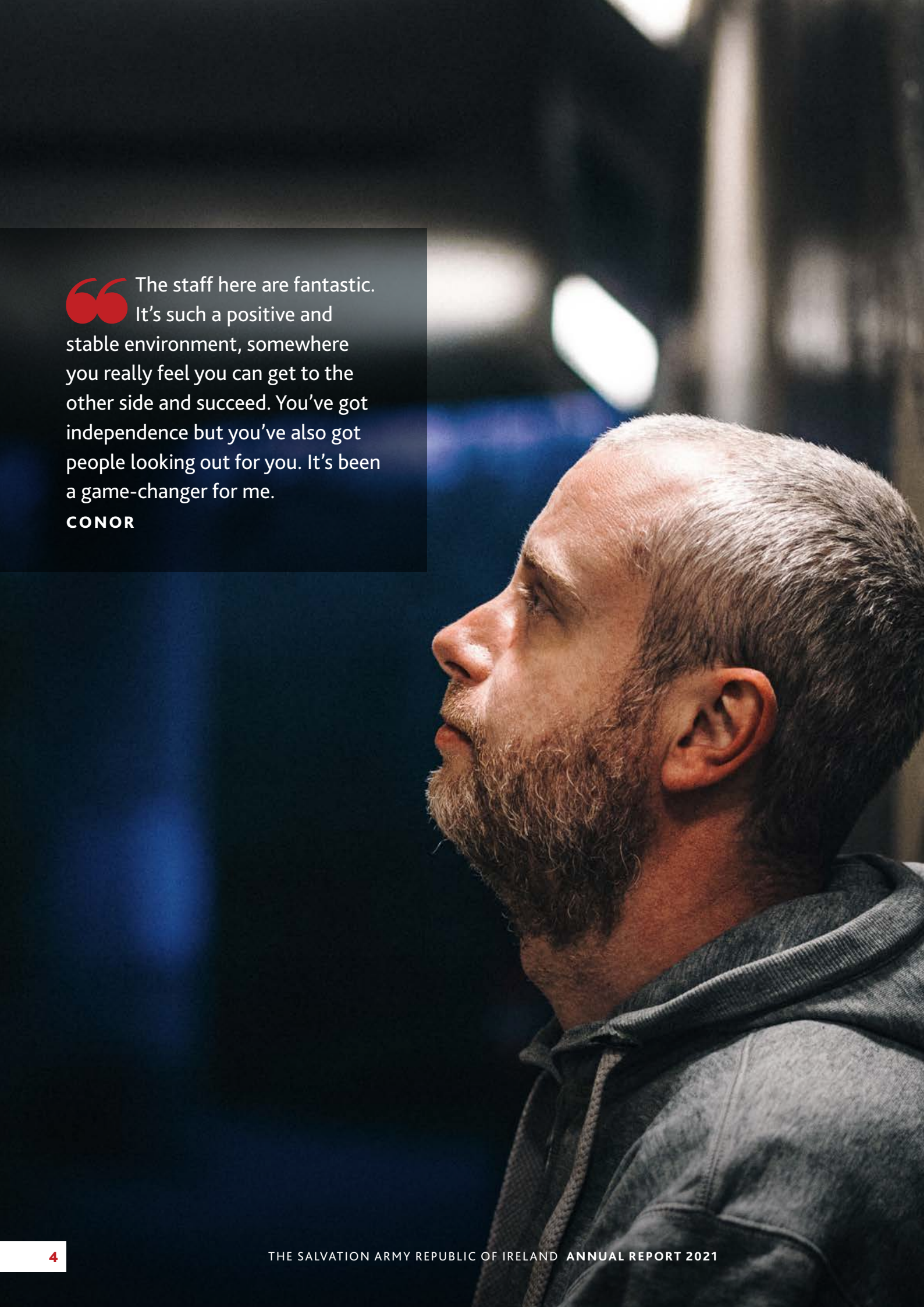
Thank you for your interest in The Salvation Army. I commend to you the material herein and pray that it provides you with further evidence of the effective work and witness of The Salvation Army throughout this past year.

God bless you,



Colonel Neil Webb



A close-up, profile photograph of a man with a full, dark beard and short hair, looking upwards and to the left. He is wearing a dark grey hoodie. The background is dark and out of focus, with some blurred light sources.

“ 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.

CONOR

Governance

At 31 December 2021, the Board consisted of four officers, two lay persons and one non-executive, as follows:

Director	Position
Colonel Neil Webb	<i>Divisional Commander</i>
Mrs Lorrita 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>
Mrs Alexandra O'Hara	<i>HR Director</i>
Miss Jacqueline McIntyre	<i>Company Secretary</i>

In 2021 the Directors' Board continued to meet bi-monthly. This was to ensure business continuity throughout the pandemic. Along with this, the focus was to continue the restructure for the management levels and operations of the company. The Operations Board continued to meet for a more streamlined way of reporting and governance. As set out by the Operations Board Terms of Reference, some departments sit when appropriate through a delegated authority agreed by their department. This allows for a better flow of management-level input and communication with our wider Territory. The CBB continue to ensure any previous sign-off processes are still being captured. The structure is still under review, with the reports being analysed to ensure the right level of detail is being captured and recorded. The board will continue to review this as part 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 reviews the Governance Code as part of their induction. The code forms part of the company's governing documents and the Company Secretary ensures ongoing reviews. The Company Secretary is 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) Homelessness 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 CCB/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 OB (Operations Board) and THQ (Territorial Headquarters).



“ The Salvation Army assisted the HSE with the rollout of vaccinations from its King’s Inns location. This was a very successful programme.



2021 objectives and results

As the pandemic continued in 2021, The Salvation Army (Republic of Ireland) took a balanced approach to allow continuation of our service provision, along with client and staff health and safety as key. The Board continued 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) closed in February 2021 and our focus was on working closely with referral agency Tusla to ensure a seamless transition for the young people we continue to support in these services.

Like many companies and organisations across the world, The Salvation Army (Republic of Ireland) has continued to be affected by Covid-19. Many of the plans for 2021 were either put on hold or had to change because of the pandemic. The Salvation Army was able to continue to provide many aspects of its services with adapted measures and formats. Our Covid-19 risk assessment and our work with the Health Services Executive minimised the impact of Covid-19 in our centres, with staff adapting and changing their behaviour

and practices in the interests of collective health and safety.

The Salvation Army assisted the HSE with the rollout of vaccinations from its King's Inns Street location. This was a very successful programme.

The company was able to sustain a steady financial position; funding was retained where possible. The company reviewed all Covid-related changes and was able to manage the cashflow throughout the year. The majority of grants were rolled into the first quarter of 2022. This meant a delay in the application for the remainder of the 2022 funding. This did impact the cash flow; however, funding continued for the relevant services, so there will be no impact on the overall revenue for these services. The company will continue to monitor the finances and potential risks overall and in the Covid environment.



“ The children planted their own seeds and watched them grow over several weeks. This has helped them think about sowing seeds of kindness and helpfulness as they grow up.

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 also have a strong community in **Limerick**.

Dublin South Corps

Since November 2021, with the easing of Covid-19 restrictions, The Salvation Army in Dublin South (Rathmines) has been able to reopen their groups for toddlers, babies, primary school children and their parents/childminders. In many cases, the groups have enabled children who were born during the pandemic to socialise with each other. The groups have provided a safe place for these children to develop skills such as learning to play, share and talk with other children and adults.

Two Toddler Paintbox groups (18 months to 4 years) meet every Friday during term-time. The Paintbox groups have proved to be so popular that we have had to put some children on a waiting list. During the Paintbox groups, it is a privilege to see the excitement as the toddlers learn to paint for the first time, and develop the art of listening to the story for the day. They are then able to go upstairs and continue to express themselves in the playroom. It is interesting to see how each child gets used to the routine, and how their concentration and interaction improves over time. It is also great to see their energy and their ability to simply have fun.

The group for the primary school children (4–7 years) also explores their creativity through the various crafts, board games and other activities linked to a Bible story. Recently, the children planted their own seeds and watched them grow over several weeks. This has helped them think about sowing seeds of kindness and helpfulness as they grow up.

A Christian theme is the focus for all the groups. Bible stories are told, and arts and crafts are carefully planned, bearing in mind the age of the children in each particular group.

One of the difficulties we have faced is trying to secure volunteers to help with the different groups. However, over the past year, we have been privileged to have Alena, our gap year student. Alena has helped tell the stories, make crafts and interact with the children and their parents/childminders. Her ability to draw and produce simple crafts has been invaluable and we will miss her very much when she returns home in the summer.

Margaret and Gordon Fozzard
Majors



During the Paintbox groups, it is a privilege to see the excitement as the toddlers learn to paint for the first time, and develop the art of listening to the story for the day.

Dublin City Corps

At Dublin City Corps, for the first half of 2021, we were online; and for the second half of the year, we reopened for Sunday services. Whether our gatherings were online or in-person, we continued to host Kids' Church, Bible studies and worship services.

We continue to feel the impacts of the Covid-19 pandemic and we help the community in any way we can. During 2021, the church was used as an emergency vaccination centre for homeless people. Our café reopened in June to the general public. Throughout 2021, we have also provided emergency food relief, whenever it was needed.

Many of our church members continue to be overworked. Since many of them are employed by the HSE, they are called on to work long hours, which means we now see less of our congregation.

In Ireland in 2021, it remained a major challenge to our church members to find affordable accommodation. Many of them have had to move 40 km outside Dublin – the furthest distance now being Tralee in Co. Kerry. This means that some of our members do not get to connect with their church community, which can bring loneliness.

Despite the challenges we faced, the church members who could be present for gatherings continued to pray and be hopeful. And by the end of October 2021, the congregation grew, with some members returning and some new people being invited into the church community for the first time.

Salvation Army Expression, Limerick

During the last year, it has been obvious to us that the challenges of the Covid-19 pandemic continue. This has been an opportunity to reimagine what church and practical support

looks like in times of isolation and social distancing within Limerick City, and especially in St Mary's Park, King's Island.

During these particularly challenging times, The Salvation Army in Limerick was not open as usual – but we were available to maintain our church community through online services. We provided midweek reflections and Zoom house groups. We handled requests for practical help through our Facebook page and we continued telephone conversations and online meetings with the local community. Our telephone helpline provided relationship support, parent support, and support to people recovering from addiction to drugs and alcohol.

What has been beneficial during these times is the joined-up and networked approach taken by The Salvation Army with the Limerick City Community Development Project (LCCDP). We have come together, encouraged each other, and empowered each other to persevere and keep doing what we are doing. This is all-important in transforming the world we live in!

Close collaboration and cooperation have helped us to work efficiently and effectively. We have maximised the resources that are available to us together. Sometimes it is extremely hard to see the *good* that is happening, which changes and transforms our society. Working together towards the small steps of progressive transformation is key. It is important to work hard to bring people together, to draw on the stories worth celebrating, and to move towards continual development of Limerick and St Mary's Park.

We gradually progress to return to the 'new normal'. We are enthusiastic about being together again, and building on what good work is already happening. It is a joy to work alongside others and network with them to develop a transformative community where we are in Limerick.



We continue to feel the impacts of the Covid-19 pandemic and we help the community in any way we can. During 2021, the church was used as an emergency vaccination centre for homeless people.

Corps: Activities

In the Corps ...



We hold online services and in-person Sunday services.



The Hub Café reopened in June.



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



In Limerick, we maintain our church community through online services, midweek reflections, Zoom house groups and our Facebook page.



Paintbox groups for toddlers (18 months to 4 years) meet every Friday during term-time.



In Limerick, our telephone helpline provides relationship support, parent support, and practical support to people recovering from addiction to drugs and alcohol.



Our Dublin City Corps church became an emergency vaccination centre for homeless people in 2021, when we administered 2,077 vaccinations.

Corps: Our impact in 2021

- › One example of our impact in 2021 was the practical assistance given at Christmas to low-income families and older people. We provided vouchers for Dunnes Stores, Tesco, and One4all, which helped families to buy food and toys for Christmas.
- › In total, we provided vouchers to **23 families**. This is over **double the number of families** we helped during Christmas 2020.

“ The Salvation Army do fantastic work in Limerick. Kindness and understanding are shown to all. Can't praise them enough.

ANTOINETTE FITZGERALD,
MEMBER OF THE LOCAL COMMUNITY IN LIMERICK



“ Every day, our service users experience the stigma surrounding homelessness in Ireland – and along with this stigma come many issues that require our daily support.

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 2021 in the family hubs, we worked with **125** 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

In 2021 we supported the service users of Houben House in a variety of ways – everything from organising socially distanced activities for the children, to helping our residents fill out forms and look for housing.

There are generally two aspects to the activities we carry out in Houben House: administrative activities and practical ones. The administrative activities include doing all the necessary paperwork required for the job, as well as filling out social welfare forms and housing application forms for families. Then there is the practical element. Our staff engage with the residents through key working sessions. They regularly meet residents for tea and a chat. They serve dinners to the residents, and support the residents in doing their laundry and other household tasks. All this work gives staff the opportunity to engage with residents and learn more about their needs, so that we can best support them in their endeavours.

Service users at Houben House experience immense hardship. Whether it is unemployment, the lack of affordable and good-quality housing, or mental health problems, the service users of Houben House have it incredibly tough. Every day, our service users experience the stigma surrounding homelessness in Ireland – and along with this stigma come many issues that require our daily support. The stories of our families’

hardships serve as motivation for the staff of Houben House. We do everything that we can to help these families succeed.

Every aspect of our lives was thrown into limbo with the arrival of the Covid-19 pandemic in March 2020. This was especially the case for those working in emergency accommodation. None of us could ever have thought that we would still be experiencing the effects of the pandemic and the restrictions two years on. At Houben House, 2021 was an incredibly difficult year for us. The pandemic and the restrictions provided many obstacles for us to carry out the work we all love doing. However, it was through hard work, commitment, and love for the job, that the staff of Houben House persevered and kept the good work of The Salvation Army alive.

Clonard Road

At Clonard Road in 2021 we were sharply aware of the property crisis in Ireland, with an increased difficulty in finding properties to rent in Dublin. A lot of the non-national families who are our service users do not speak English, and some cannot read and/or write in their language of origin. We use whatever resources we can to assist these families. With the lack of translators and/or interpreters, we often turn to online tools such as Google Translate to help us reach these families.

In 2021, many families who presented to us had no Housing Application – this was never the case in previous years. However, our staff have adapted and learned how to fill in and submit the application with all supporting documents in order to help the service users.

Greencastle

At Greencastle in 2021 we witnessed the short supply of HAP properties. Service users with no previous renting experience are not seen as 'competitive' on the rental market, which brings us enormous challenges. The challenging working environment, competitive employment market and Covid restrictions have all had a heavy impact on staffing at

Greencastle. We continue to work hard to face the current challenges.

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.



“ 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

In the family hubs, we provide activities ...

FOR CHILDREN



We provide arts and crafts packs to mark special occasions such as Christmas, St Patrick's Day and Halloween.



We celebrate Easter with an outdoor Easter Egg Hunt. In 2021 we had wonderful engagement with local community law enforcement when a Community Garda volunteered to dress in a bunny suit and distribute Easter eggs to children at the hub.



Children learn how to garden and can plant bulbs to grow in their rooms.



We have a St Patrick's Day colouring competition.



Children can enjoy hot chocolate during Movie Night.



We run a Halloween Costume Competition.



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



We provide School Supply Packs so that children have the materials they need for back-to-school.

FOR PARENTS



Parents learn about healthy cooking from the Family Hub cookbook we provide.



We provide wellbeing information booklets.



Adults can use colouring books as an activity to unwind.



We host mother-and-baby workshops every week with the guidance and expertise of a local Public Health Nurse.



Careers in Mind is a start-up project for female service users who wish to enter mainstream employment.



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

FOR ALL THE FAMILY



Families take part in Games Night.



We provide a Summer Activities Pack to families and our Summer Events Newsletter keeps families up to date.



Our Star Project is run via WhatsApp to teach families valuable cooking skills. We provide cooking advice, ingredients and utensils to participating families.



Every quarter, new clothing is donated or purchased for families in need.



The Sensory Room, Clonard Road

A new sensory room at Clonard Road proved to be a major hit with the children. Our staff were forced to close the kids' playroom when Covid hit, but the space was later transformed into a state-of-the-art 'chill room'.

It was made possible through the 'RTÉ Does Comic Relief' fund, which generated €5.8 million for hundreds of charities, community and voluntary groups across Ireland. We received just over €2,100 in grant aid, and sourced all the equipment ourselves, rather than pay the estimated €10,000 to have it professionally kitted out.

'It was a playroom but, when Covid hit, we had to close it,' said Assistant Support Worker Samantha Swann, from Lucan. 'My colleague Amanda Smyth and her staff partner thought it would be much more useful as a sensory room, rather than lots of kids piling in at the same time. It would have cost €10,000 to have it fully fitted out so instead, we looked up the items we wanted and got it priced, we did all the work ourselves and it was much cheaper.'

The sensory room has become a valuable sanctuary for all the children at Clonard Road, and especially for those children on the autism spectrum. Staff bought bean bags, tepees, fibreoptic lights, a ball pit, busy boards, bubble

tubes, lava pads and a hug ball, all of which are used to comfort the children.

'We have a lot of parents here who have children on the spectrum, we have had kids come in and their parents sometimes look exhausted, their kids might not sleep well so this is a place where they can go to put the lights on, sit on a bean bag in a relaxing space, rather than the noise of the playroom it once was,' said Samantha.

'Younger kids not on the spectrum can also use it. We bought certain things that would benefit kids on the spectrum as well as those who are not. One family has a little girl with autism who loves going into the room; it helps her calm down, and her mum has seen a big difference in how she behaves.'

We now offer a booking system for the sensory room, which enables families to use the room in private for 30-minute intervals. This is one of the many supports we provide to families to foster their wellbeing in order to get beyond the reasons for their homelessness.

Family hubs: Our impact in 2021

In our family hubs in 2021, we supported **125 families** and served **37,750 meals**.

Houben House

- › We saw the departure of 40 families from the service in 2021.
- › Of these 40 families, 11 moved into a home.
- › This means that 28% of families who departed Houben House in 2021 moved into a home – for many, it will be their *forever home*.

Clonard Road

- › 100% of our families received food parcels every two weeks.
- › 100% of our families received daily dinners.
- › We opened a **sensory room** for children experiencing sensorimotor challenges.

Greencastle

- › We saw the departure of 30 families in 2021.
- › These families were moved on to HAP housing, social housing and approved housing bodies.





The Salvation Army
The Granby Centre
Heart to God - Hand to Man

TO THE GLORY OF GOD
AND
TO SERVE THE PEOPLE
THIS STONE WAS LAID
BY
COMMISSIONER JOHN LARSSON
TERRITORIAL COMMANDER
18TH SEPTEMBER 1992.

THE SALVATION ARMY
GRANBY CENTRE

“...what makes the Granby special is the sense of community and the supportive environment created for residents.”

Adult and emergency

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

Granby Centre

The Granby Centre is one of the Salvation Army's biggest and oldest services in Dublin, providing support to men and women on a long-term basis with capacity for up to 100 residents at any one time. The Covid-19 pandemic was perhaps most challenging at the Granby Centre, given the range of medical vulnerabilities at the centre and the high level of care required by some of our residents.

With a mix of ensuite bedrooms and self-contained apartments, above all else, what makes the Granby special is the sense of community and the supportive environment created for residents. The communal dining room, activity room and garden spaces regularly hosted activities and events, including a thriving faith element within the service. During the pandemic, all these activities and events were either significantly curtailed or cancelled. This was incredibly challenging for a service that often used such activities as a way to engage in support with residents and as a demonstration of our compassionate care.

Both the residents and staff at Granby came together in 2021 to recognise our need to ensure the health and safety of the residents. We worked collaboratively to ensure that everyone was safe during the pandemic. We made a plan for more frequent cleaning. Residents practised social distancing in the dining room. The activity room was closed when transmission levels in the community were high, and was restricted at other times. Staff even sacrificed their normal breaktime gatherings to ensure the potential for transmission was reduced. Support staff were assisted by the nursing team with dressings and other medical supports for residents.

With these sacrifices, the safety of residents was prioritised. The service continued to operate and support our residents, and life continued. Some residents moved on to other accommodation – many of these residents had spent significant time living at Granby. Other residents arrived into the centre to make the service their home. Our main periods of Christmas and Easter were still celebrated. Our new dining room was opened, and new staff joined the team.



Both the residents and staff at Granby came together in 2021 to recognise our need to ensure the health and safety of the residents. We worked collaboratively to ensure that everyone was safe during the pandemic.

York House

As in most services for homeless people, the main challenge of 2021 was to continue to support our residents despite the ongoing restrictions due to Covid 19. The prolonged restrictions meant a significant reduction in support options available for our residents in the community. Therefore, additional responsibilities were placed on the Support Team. The team have shown great resilience and commitment towards meeting the needs of the residents.

Spring 2021 was marked by the roll-out of the vaccine for our staff and residents. The vaccine uptake among the residents was a resounding success, and provided all of us with an additional layer of protection against the virus. Keeping everyone protected from the virus has been the main focus of the year, and we are grateful that all our staff and residents remained

safe and well throughout the year. As in 2020, our strength as a service has been to keep providing the support and care to our residents despite all the challenges. Again, our success is testament to the dedication of the Support and Facility team towards the people we serve.

R.E.A.S.E House

In October 2021 the service formerly at the Coleraine Street Centre moved to R.E.A.S.E House. The name was chosen by staff and it stands for: Respect, Encourage, Advocate, Support and Empower. We are now operating as a short-term accommodation service. The move is the first stage of a two-stage process, whereby the service will be operating at a capacity of **50 beds**. This is a great success for The Salvation Army and the service, which had been operating on a temporary basis in St Bricin's and in Coleraine Street.



“The vaccine uptake among the residents was a resounding success, and provided all of us with an additional layer of protection against the virus.”

Adult and emergency: Our impact in 2021

Granby Centre

Meals served

- › Breakfast: 40 per day = 280 per week = 14,560 per year
- › Lunch: 50 per day = 350 per week = 18,200 per year
- › Dinner: 50 per day = 350 per week = 18,200 per year
- › Tea time: 50 per day = 350 per week = 18,200 per year

- › Supported 26 successful and positive move-ons

York House

- › Supported 107 residents in 2021
- › Welcomed 29 new residents in 2021
- › Supported 6 move-ons to independent living

R.E.A.S.E House

- › Supported 42 men
- › Supported 10 move-ons to independent living



“As in 2020, our strength as a service has been to keep providing the support and care to our residents despite all the challenges.”

“ Our challenge, as always, is to try to improve on everything we do. We often learn from our residents' experiences on how we can achieve that.



Q&A

with Regional Manager of Services, Neil McKittrick

Q What were the key challenges facing The Salvation Army in Ireland, as a homeless service provider in 2021?

A The challenges we face pale in comparison to those for anyone who is homeless. For us, it is making sure we are responsive to the needs of our service users and we provide them with as much of a welcome and as much of a home as possible. We have to remember that when we come to work, we are in people's homes, and not the other way round.

Q How many people in total did The Salvation Army Ireland assist in 2021?

A On any given night we can have up to 500 people across our six services in Dublin alone. Some are only with us a short time; some longer. We always have people moving on, and new residents moving in, so the actual number of people we support is much higher than that.

Q And of that number, how many families would there be?

A At any given stage, we can have up to 85 families in our services. Sadly, we are working even harder than ever to support families, as more and more need our support and services. We have plans to bring more rooms for families online in 2022.

Q What were the ages of the oldest service users and the youngest service users in 2021?

A The oldest person who accessed our services last year was 71 years old. And as for the youngest, well, we've had several newborn babies.

Q What do you see as the major challenges facing The Salvation Army Ireland in the year ahead?

A As well as providing support to individuals and families in our services, we are committed to doing our part to reducing homelessness. Our aim for all those who enter our service, is that they get the support they require, with a view to them not returning to homelessness. Some of our residents will be here for an extended time, and we are aware of that when they move in with us, so we do what we can to make it as much of a home as possible for them. Our challenge, as always, is to try to improve on everything we do. We often learn from our residents' experiences on how we can achieve that.

Q What plans has The Salvation Army Ireland to expand its services in Dublin, and elsewhere, in 2022?

A Our largest family hub will expand to 62 families (from 32) by the end of 2022. It will be like a community of its own, with a lot of families with young children in one place. That will be our focus in 2022, and we also plan to review how some of our services operate so we can ensure they are best meeting the needs of our residents. The needs of the clients who access our services are constantly evolving, and we aim to evolve too in order to meet them.

Q What is your overall view of the homeless situation in Dublin at present?

A Like everyone who works to support vulnerable people, our universal position would be that we strive so that, one day, the services we provide would not be needed. However, as long as people need our support, we will do all we can to support them. Hopefully, homeless figures will reduce, and we can play our part in making that happen.

Our vision for the future

As the pandemic restrictions ease, The Salvation Army (Republic of Ireland) will continue to balance its approach to this year, which will allow continuation of service-provision along with client and staff health and safety as key. Some projects which were put on hold will be revisited and picked up again to move forward.

Lefroy House, which became vacant in 2021 following the closure of the related services there, is a priority for the Board to scope potential use. One potential use under consideration is to provide refugee support; however, some remedial works are required on the building in the first instance.

The services within one of the adult services, Granby, are to be reviewed with programme adaptations to meet client needs. The Salvation Army is working closely with the HSE and DRHE on this programme change.

Houben House will continue to expand and is expected to open a further 20 rooms by the

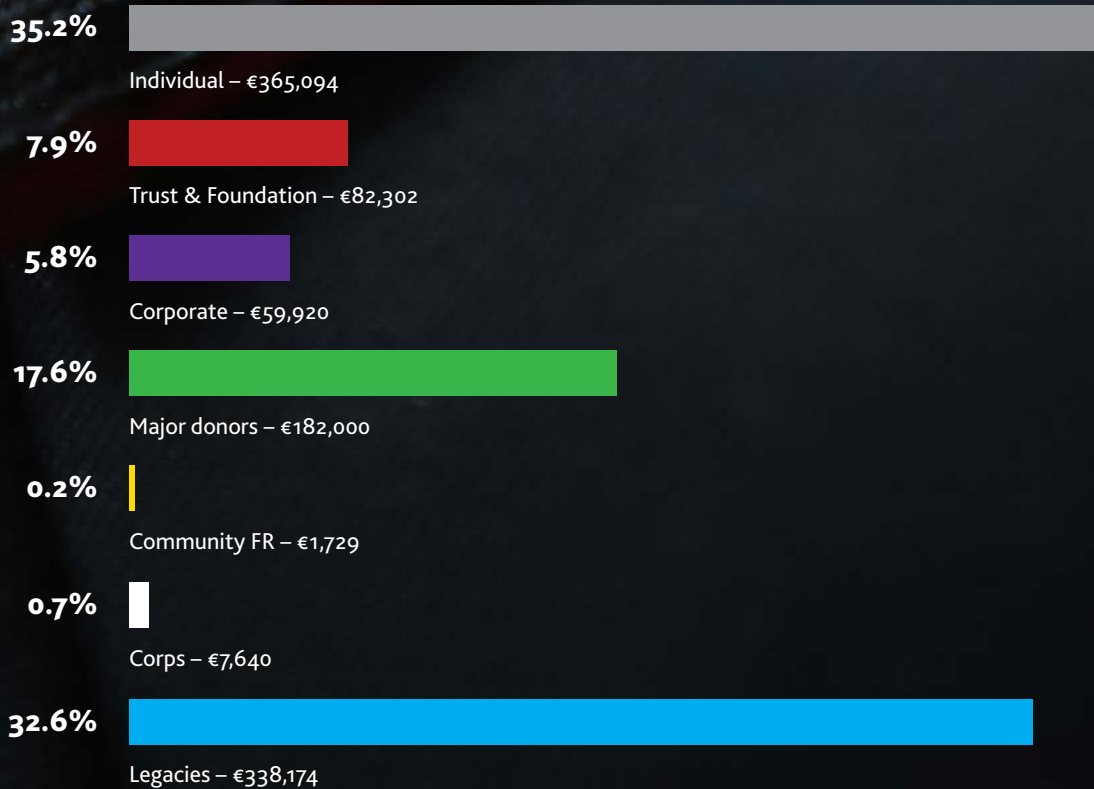
end of 2022. R.E.A.S.E House will also continue to expand into 2022 with the view of doubling the bed capacity by late 2022 or early 2023. The Café at King's Inn's Street is a focus for 2022, with a view to relaunch and integrate with the Corps for missional output. This, along with the re-evaluation of the social enterprise, is key in today's post-Covid climate. While doing this, the Board continues to evolve good governance and practices along with developing a new company strategy. We will continue to provide our services to meet the needs of our services users and do this in conjunction with our partners, commissioners and stakeholders.



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“ All our fundraising activities help us bridge the gaps in state funding and enable us to continue to deliver vital services to the most vulnerable people in our society.

2021 Donations by type



Fundraising

The year 2021 was one of uncertainty – the Covid-19 pandemic was on the rise again in the beginning of the year, and no one could predict when things might get better. Once again, our loyal supporters have risen to the challenge; and in 2021 they have donated close to €1.1 million in support of our work with adults and families experiencing homelessness.

Of our fundraised income, 35% came from our individual donors, while 32% was received through legacies. Once again, our individual donors remain among our greatest supporters.

All our fundraising activities help us bridge the gaps in state funding and enable us to continue to deliver vital services to the most vulnerable people in our society.

We would like to use this opportunity to express our sincere gratitude to all of our donors: long-term or new, individual or corporate, organisations or trusts and foundations. Your support makes a huge difference to the lives of the people we work with.

For every €1 received, €0.95 goes directly to our charitable purpose.

2021 Donations by type

Individual	€365,094	35.2%
Trust & Foundation	€82,302	7.9%
Corporate	€59,920	5.8%
Major donors	€182,000	17.6%
Community FR	€1,729	0.2%
Corps	€7,640	0.7%
Legacies	€338,174	32.6%
Total	€1,036,859	100.0%



For every €1 received, €0.95 goes directly to our charitable purpose.



The company commits to working 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 2021 was €8,229,048. This compared to €9,006,729 for the year ended 31 December 2020.

In 2021 The Salvation Army received donations and gifts of €733,000, compared to €604,452 for the year ended 31 December 2020. From the actual receipts during 2021, €34,315 has been deferred for use in 2022. At 31 December 2021, the company has accumulated deferred income of €321,260 (2020: €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 €338,174. This compared to €342,717 for the year ended 31 December 2020. 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 affected 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 commits to working hard on its finances to ensure the continuation of all its services.

Total expenditure 2021

95.5%

Direct charitable – € 9,194,813

2.9%

Fundraising and publicity – € 274,470

1.6%

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	2020	2021
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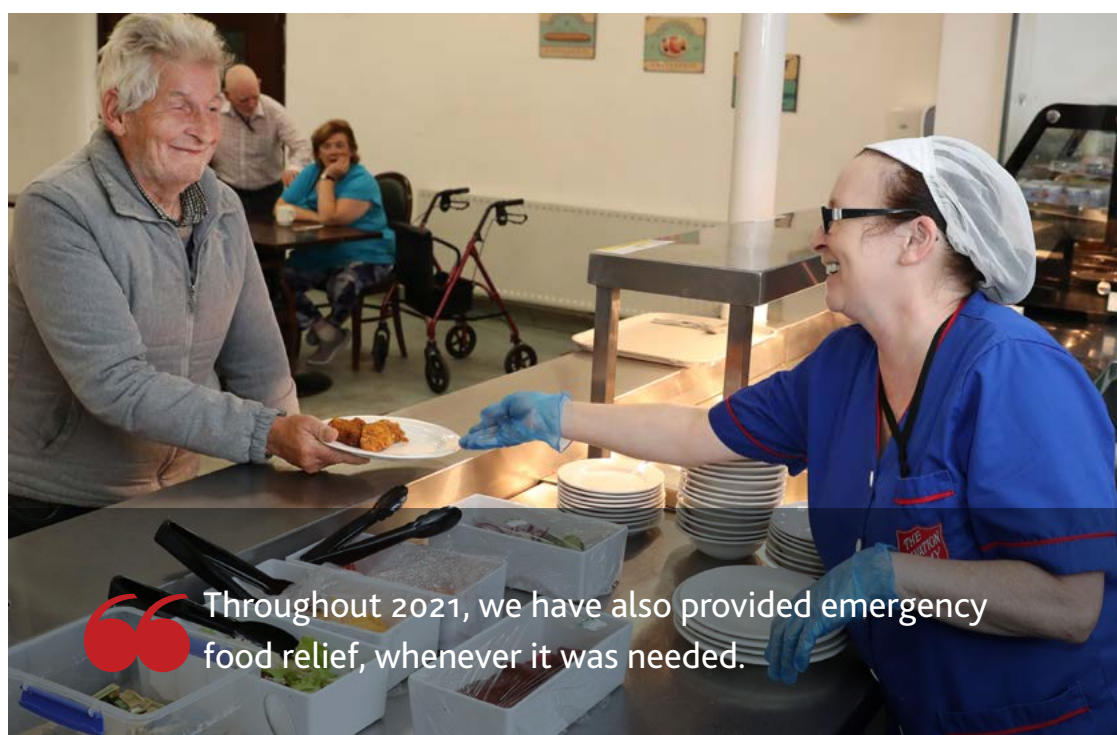
Overall Income	€10,217,858	€9,773,226
Health Service Executive	€1,762,054	€1,779,906
Dublin Regional Homeless Executive	€4,957,680	€5,510,379
TUSLA	€1,523,868	€233,978
Donations	€536,975	€698,174
Legacies	€342,717	€338,174
Other income	€1,094,564	€1,212,615

Expenditure		
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Overall expenditure	€10,274,790	€9,630,259
Salaries, wages, pensions	€6,563,924	€6,540,436
Other operating expenses	€3,710,866	€3,089,823

Expenditure	%	
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Direct charitable	95.5	€9,194,813
Fundraising and publicity	2.9	€274,470
Management and administration	1.6	€160,976
		€9,630,259

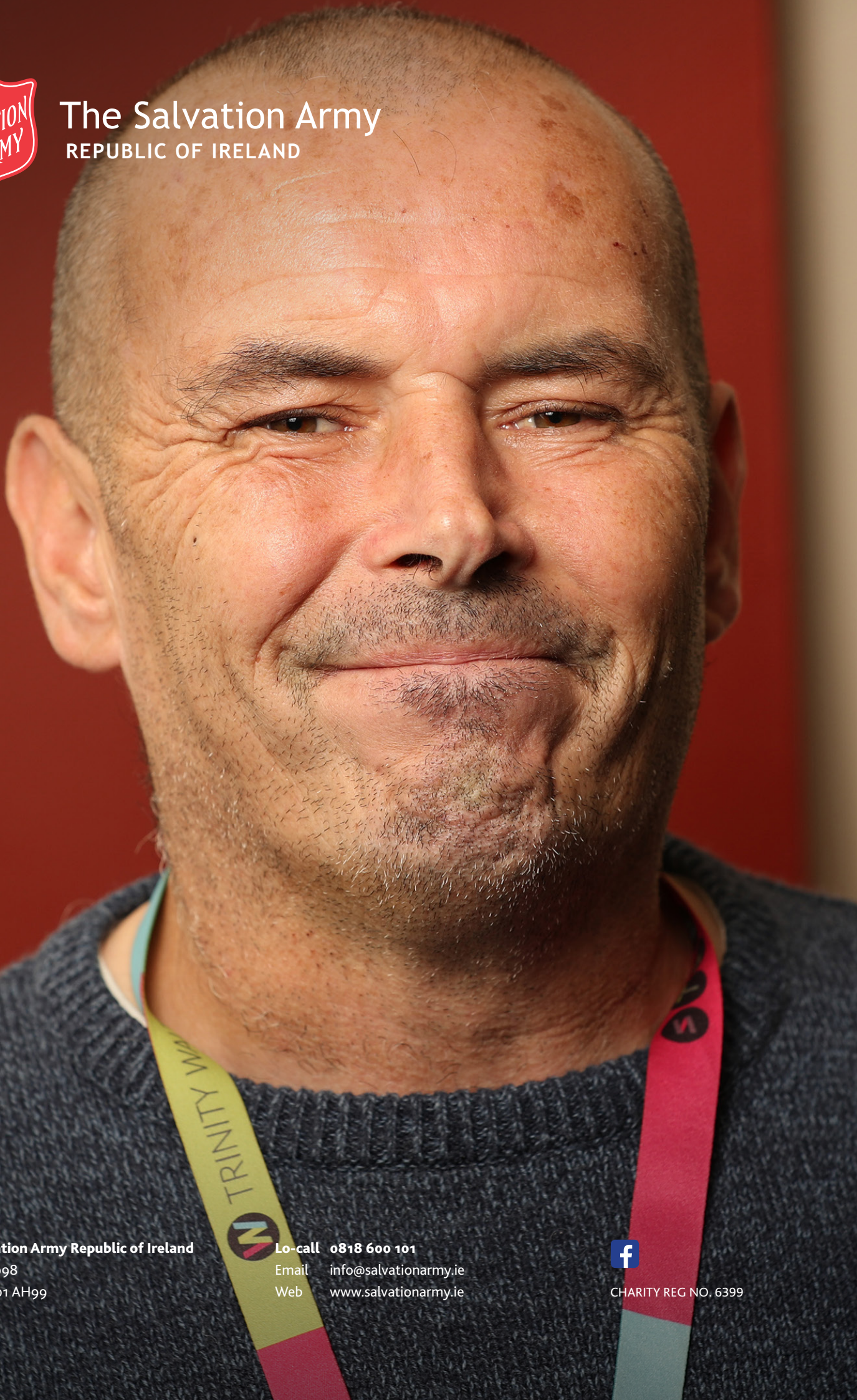


Throughout 2021, we have also provided emergency food relief, whenever it was needed.



The Salvation Army

REPUBLIC OF IRELAND



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