



ANNUAL REPORT 2023



The Salvation Army
REPUBLIC OF IRELAND

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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.



Mission, vision and values

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

Our mission

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

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

Share the good news

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

Serve others without discrimination

The Salvation Army responds to people without discrimination. God calls us to be with the people we serve. In 'being with'

people – as against 'doing for' people – together we find solutions and make progress because we are all made in the image of God. We are called to share love in a too often loveless world. 'Love God, Love Others' inspires every aspect of our work.

Nurture disciples of Jesus

The future of The Salvation Army depends on nurturing current and future generations of Christian disciples who, filled by the Holy Spirit, share the good news of Jesus, resulting in more disciples. Like athletes, Christian disciples need to practise staying fit for God's demanding mission. Habits such as prayer, Bible reading, corporate worship, music, tithing and helping others are vital. The Salvation Army believes being a disciple of Jesus and experiencing the blessing of holiness is the way to experience fullness of life.

Care for creation

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

Seek justice and reconciliation

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

Our vision

'Fullness of life for all with Jesus.'

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

Our values and the behaviour that flows from them help us develop good relationships, contribute to a sense of wellbeing and help us integrate what we do with how we do it.

The basic standard of Christian behaviour, derived from our understanding of the character and action of God, is love. We need to continually be drawn back to understand how God is asking us to live and work together, so as to help us be faithful to our calling to be God's people.

Our values, expressed as behavioural values and statements of intent, are:

- › **Boldness** — we will courageously and confidently seek to fulfil our five mission priorities: share the good news, seek justice and reconciliation, nurture disciples of Jesus, care for creation, serve others without discrimination;
- › **Compassion** — we will serve with the unconditional love and grace of God as the pattern for our behaviour, with a bias to the poor and marginalised;
- › **Passion** — we will bring our best selves, our God-given energies and our convictions to our work, service and learning, whether as officers, members, employees or volunteers;
- › **Respect** — we will welcome each person with the dignity of those created in the image of God, valuing their diversity, seeking to serve each other's flourishing and transformation within God's love;
- › **Integrity** — we will be honest and transparent in all our dealings with each other and those we serve, being open about our motives and agendas;
- › **Mutual accountability** — we will willingly and freely give full account for our actions to those we interact with and expect the same in return, recognising the link between individual responsibility and mutual accountability.

“Our values and the behaviour that flows from them help us develop good relationships, contribute to a sense of wellbeing and help us integrate what we do with how we do it.”

Company information

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

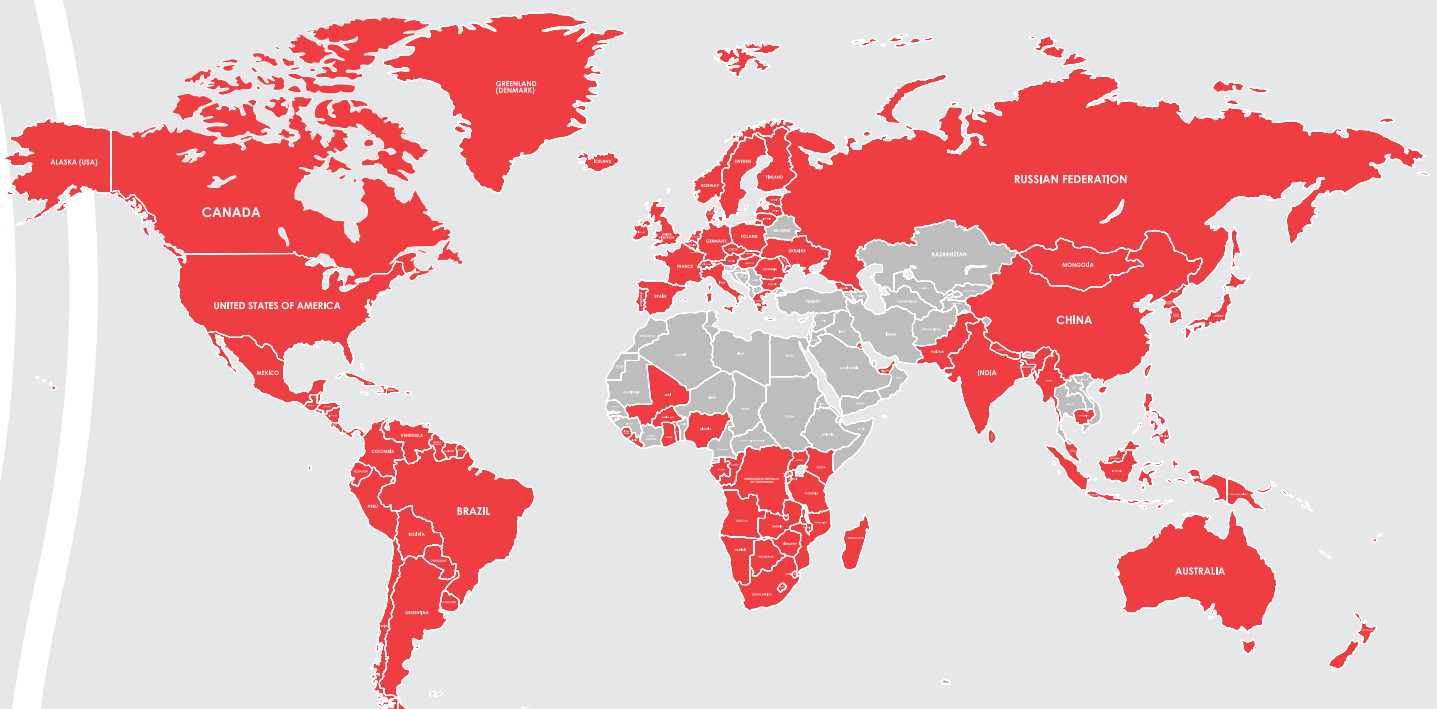
Under Section 4(1) of The Salvation Army Act 1980, world leadership of the movement is provided by the General of the Salvation Army, who is assisted by officers and staff based at International Headquarters in London. The United Kingdom and Ireland Territory is under the command of a Territorial Commander,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

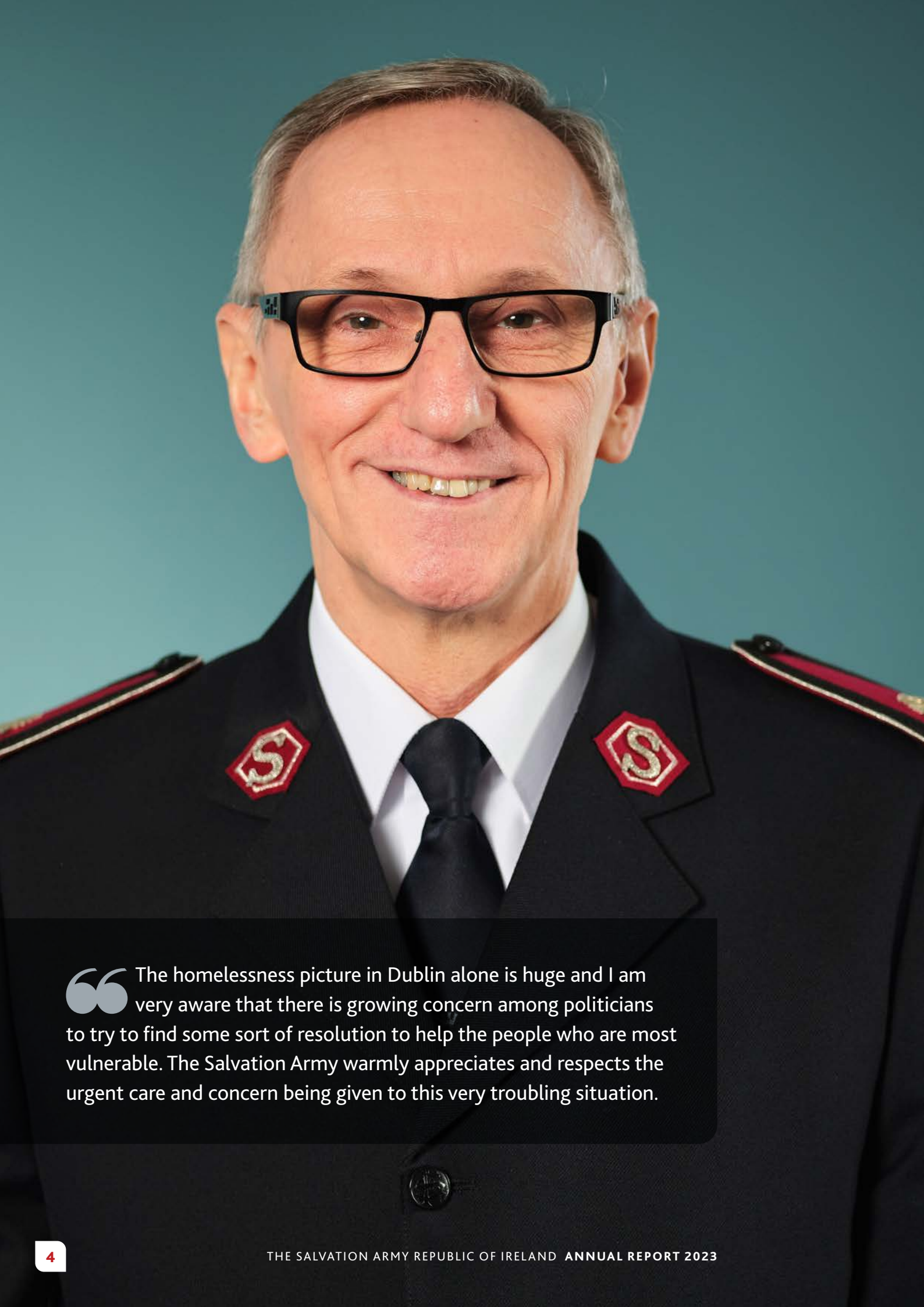
General, and responsible to him or her for day-to-day administration of Salvation Army work throughout the UK and Ireland.

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



The Salvation Army WORLDWIDE





“ The homelessness picture in Dublin alone is huge and I am very aware that there is growing concern among politicians to try to find some sort of resolution to help the people who are most vulnerable. The Salvation Army warmly appreciates and respects the urgent care and concern being given to this very troubling situation.

Foreword

Dear friends,

Welcome to the Salvation Army Annual Review for Ireland in 2023. Thank you for your interest in our work, and for taking the time to read and consider this information.

The year 2023 was another very busy one, with all of our Homeless Services operating pretty much full all year long and Houben House again expanding its facility to accommodate more families than ever.

The homelessness picture in Dublin alone is huge and I am very aware that there is growing concern among politicians to try to find some sort of resolution to help the people who are most vulnerable. The Salvation Army warmly appreciates and respects the urgent care and concern being given to this very troubling situation.

Our main corps (church) in Dublin, based in King's Inns Street, is beginning to thrive once more. Although still a relatively small congregation, new people are attending and joining the worshipping community there. There is a strong multicultural feel about the congregation, and the Major who leads there is passionate about there being a place for everyone, and he is working hard to demonstrate that in practice.

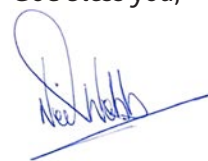
One of the highlights of this year has been the ongoing success of our Employment Plus Programme. This programme, which only commenced in the last two years, is proving to be highly successful in finding meaningful employment for a high proportion of people coming onto our books. This is great news, and we are delighted in the success of the

programme and very proud of our team who manage, lead, and make it happen.

Our Homeless Services still strive to ensure that everyone coming under our wing is properly cared for. There is a constant dual pressure of balancing a person's right to privacy against the ongoing care and protection that we desire to provide. With the relatively large number of people residing in our centres, this will always be a challenging tightrope to walk, but we strive to keep a good balance. I remain grateful to our staff teams in the various centres for the ongoing care and concern for our residents. We have a great team in each centre and through this publication we are pleased to salute them for their work and dedication.

I commend this report to you, and hope that as you read it, you will be inspired and comforted in the knowledge that despite all challenges and complications, The Salvation Army in Ireland is hard at work doing its best to help the poor and the marginalised.

God bless you,



Neil Webb

Colonel, Board Chairman

Governance

At 31 December 2023, the Board consisted of 4 officers, 2 lay persons and 1 non-executive, as follows:

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

Miss Jacqueline McIntyre *Company Secretary*

In 2023 the Director's Board continued to meet bi-monthly with a high focus on the overall company structure/governance and compliance. Carrying on from the good work of the previous board, the current board has identified areas to adapt and improve within the everchanging environment. This will continue into 2024 with the Board of Directors having set an agreed strategy for the Company, which will be referenced in all decision-making, and reviewed regularly to adapt where required. The work completed in 2022 on the review of the governance/structure and subsequent changes, has meant the company is on a new journey to be fully compliant with the Charities Governance Code by June 2024. The Operations Board (OB) continued to meet for a more streamlined way of reporting and governance. The Centre Business Boards (CBB) continue to ensure any previous sign-

off processes are still being captured. The OB and CBB continue to be under review, with the reports being analysed to ensure the right level of detail is being captured and recorded. The Board of Directors reviews the Governance Code as part of its induction, the code forms part of the company's governing documents, and the Company Secretary ensures ongoing reviews. The Company Secretary is also tasked with the reporting to the Charities Regulator to fulfil its compliance.

Every service has a Service Manager and management team appointed, who are responsible for the efficient and effective daily operation of their programmes and care of the residents and clients. Centre Business Boards and Management Meetings are held weekly in each service, and minutes are forwarded to the Regional Manager (Ireland) Homeless Services (RMHS) and noted monthly at CBB.



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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. 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 reports monthly to CBB and THQ.

The year 2023 saw a continued issue with staff turnover, with recruitment being difficult. The WRC pay increase backdated to 2023 has helped stabilise this issue slightly; however, the company still needs to use agency staff to ensure adequate staffing levels so that The Salvation Army in Ireland can continue to deliver its services at a high standard.



Homelessness Services will embark on creating a Ten-year Homelessness Strategy and Action Plan.



2023 objectives and results

In December 2023, The Salvation Army further increased the level of support through five additional new units of family accommodation at Houben House, bringing the total number of units to 67, with 416 bed spaces provided.

Further developments on the expansion of REASE House saw an invite from Dublin City Council for The Salvation Army to comment and input into the architectural design of 81–83 North Circular Road. The Salvation Army made recommendations from a trauma-informed perspective. The Salvation Army awaits further communication from Dublin City Council on the progression and development of the site and service.

The Homelessness Services Regional Management team expanded during 2023, with the recruitment of an Assistant Regional Manager. This position brought direct oversight from an operational perspective to The Salvation Army, Homelessness Services in Dublin.

Lefroy House

Ongoing works following a prior incident have been completed in 2023. However, the Company has to sustain the ongoing security costs, to prevent further unwanted intrusion and potential damage to the building during this time to protect the asset. The Directors are considering short-term alternative use of the building and are in discussion regarding short-term rental, pending a decision on the longer term usage.

Forward plans

Homelessness Services will embark on creating a Ten-year Homelessness Strategy and Action Plan. This will involve input from key stakeholders, such as residents, staff, Divisional Leaders, Chaplaincy, Employment Plus and Corps, enabling the company to plan for the future, in line with The Salvation Army values and mission and remaining relevant in the sector.

Now that the service in Houben House is fully operational, we look forward to planning the official opening of Houben House in 2024.

Development on the Café at King's Inns Street continues, alongside the missional outreach of the Corps. The year 2024 will look at building on this development to maximise opportunities. While doing this, the Board has implemented new software to support Governance and Compliance, with plans in place for existing systems to be developed in 2024 to increase efficiency and reporting at all levels. The Board of Directors are also looking at investments for its reserves and are preparing for the introduction of Auto Enrolment for all relevant staff.

Corps

At Dublin City Corps, our weekly Church activities include:

- › Sunday Church services at 11.00 a.m.
- › Tuesday prayer meeting at 3.00 p.m.
- › Thursday worship and Bible study at 7.30 p.m.

The Tuesday prayer meetings and Thursday worship and Bible study are new activities that commenced in 2023.

Our Sunday attenders are mainly African and Asian Salvationists who have moved to Ireland and want to continue to make The Salvation Army their church. We have had some new attenders during 2023 who do not have a Salvation Army background and are foreign nationals. Our challenge is how to attract local Irish worshippers on a regular basis.

None of our Sunday congregation members live near the inner city. Our closest member is 3 km away, and most members travel 30 mins to 1 hour to come to worship on Sunday. Some members travel up to 2 hours to attend. On reaching the inner city, our members then have to pay up to €20 to park while they attend the service. Some of our members have had to move to other parts of Ireland because of the cost of housing in Dublin. Although they wish to stay on our membership rolls, and they still identify as 'Salvationist', we no longer see them regularly. Dublin City Corps is now the only corps of The Salvation Army worshipping community in the Republic of Ireland.

Most of our Sunday attenders are young professional families. Many of them work in the healthcare sector, and so they often





work Sundays. Because of this, we don't see the same people every Sunday – and some members can only attend occasionally. Because many members live far from Dublin, work long hours and have young children, it is very difficult for them to commit to leadership roles and church activities.

Our Tuesday prayer meetings include Christians from other churches who want to come together and pray for the city of Dublin and the nation of Ireland.

Our Thursday worship and Bible study sessions started in September 2023 in partnership with the corps and the Joshua Programme. This is a discipling programme to help people grow in their relationship with God. Two or three of our Sunday attenders usually come to this – but most who attend are from the local area, and most do not attend other churches. This is encouraging and the challenge is integrating these people into our Sunday congregation. Some people who attend are not that comfortable with a 'traditional' style of church worship because of previous negative experiences of church; and they feel much more comfortable with the style of what we do on a Thursday.

In January 2023 we partnered with Recovery Ireland, an organisation that works with people recovering from addiction. Recovery Ireland approached the Corps Hub Café and asked to hire it every Monday evening from 5.00 p.m. to 8.00 p.m. to hold a space for people in recovery from

addiction. This has been going extremely well, with average attendance of 30–40 people. Because of its popularity, at the end of 2023, it has extended to Friday evenings, as well as Monday evenings. Although it is not a faith-based organisation, the Corps Officer attends most Monday nights and makes himself available to chat and listen to people in a chaplain role and has had many meaningful conversations.

In September the Corps began a partnership with the Joshua Programme, who contacted us about hiring the café building to run a 16-week New Beginnings programme. This is very much a Christian-based programme aimed at transforming broken lives through teaching life skills, Bible teaching and introducing people to Jesus. When this was proposed, the corps officer was not content to simply hire out the building – he wanted to be part of the programme! He is now involved and supports the people attending. This programme has been very successful. Six people finished the programme in December 2023, and each person acknowledges how God has transformed their life.

In addition to all this, we have helped approximately 30 families (or individuals) by distributing food parcels and vouchers. Most of these donations were given during the Christmas session. We have also helped numerous people who came for pastoral support and counsel from the corps officer throughout 2023.

Chaplaincy

St Francis of Assisi is quoted as saying: 'Preach the Gospel at all times and when necessary, use words.' Nowhere else will you find better examples of this than in our Lifehouses. Through the psychologically informed environments, care, support, and provision given, we are blessed to see the amazing, transforming work in those who are served.

We in The Salvation Army services offer additional support through our chaplaincy service.

Chaplains offer holistic pastoral support to residents, staff and families and are there to offer a friendly, independent ear. This includes work in the centre and in other locations, for example, where hospital or prison visits are requested. The Chaplain can offer support through any work or personal situation(s) and by connecting with other religious establishments or agencies.

The Chaplain will often lead Christian worship, memorials and celebrate or commemorate festivals or national events. They will help with organising or facilitating events within the Lifehouse, to bring people together with a real sense of community.

Chaplains will sometimes be called on to respond in times of crisis to offer the comfort which pastoral support and spiritual care brings. Chaplains may also help individuals or groups to consider how positive spirituality can strengthen their wellbeing.



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Chaplaincy: Activities

As part of the Chaplaincy services ...



On Sundays at the Granby Centre we provide CORE Recovery safe space worship.



We provide a Coffee Fellowship practice Monday to Saturday each week at York House.



On Mondays at the Granby Centre we provide a Hope in Jesus Recovery Fellowship.



We provide Chat with the Chaplain on Tuesdays.



Each weekday morning at the Granby Centre we host our Thought for the Day activities.



At REASE House every Friday we host the 'Just Looking' Bible study group.



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 2023 in the family hubs, we worked with over **200 families** who were homeless and need assistance with accessing a long-term home. Staff in the hubs work with landlords, local councils and housing associations to identify and secure long-term accommodation for families.

Houben House

At Houben House in 2023 we continued our vital work with service users who face homelessness and the current lack of available move-on options for accommodation. To address this, families are linked in closely with their Key Workers, who support them with the many tasks and challenges of the housing process, such as submitting applications, necessary documents and communicating with external agencies.

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

are taught. We have also employed staff who speak Romanian, as this helps many of our families from Romania to navigate paperwork and phone calls.

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

of this work gives our staff the opportunity to engage fully with our residents and to learn more about their needs so that we can provide top-quality support to our residents in all their endeavours.

Clonard Road

At Clonard Road in 2023 we continued our vital work in the face of many challenges. The main issues for our residents this year are the same issues that have been faced for some time now. Unfortunately, we still see restricted access to appropriate accommodation in the community. Our residents are supported and cared for at Clonard Road – however, the environment is challenging for our residents. Families live in confined spaces. Privacy is a challenge when so many families need to share communal facilities. Many of our residents suffer from feeling that they have little control over their own lives.

Undoubtedly, the main challenge we face at Clonard Road is the same challenge for all housing agencies in Ireland. There is a severe lack of appropriate housing, and major systemic change is needed to resolve this. It can also be very difficult to secure viewings for our families, as many landlords are reluctant to engage with HAP.

Living in emergency accommodation takes its toll on residents mentally and physically, and that is why we run a range of activities to support our families.

Despite the enormous difficulties, our families work hard to **see beyond their current circumstances**, engage with our services, and work towards a better future for themselves and for their children.

Greencastle

At Greencastle in 2023 we continued to deliver essential services to all our residents, despite a very challenging context. Homelessness is a complex issue. Each family in our service requires support that is multifaceted and tailored to their specific circumstances.

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

“Despite the enormous difficulties, our families work hard to **see beyond their current circumstances**, engage with our services, and work towards a better future for themselves and for their children.”

Family hubs: Activities

In the family hubs, we provide activities ...

FOR CHILDREN



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



We organise arts and crafts activities for the children throughout the year to mark special occasions. The children make Valentine's cards, colour Easter eggs and create Christmas ornaments. In 2023 we also held a soap-making workshop.



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



We celebrate Easter with an outdoor Easter Egg Hunt and a visit from the Easter Bunny.



Homework Club is held on Tuesdays and Thursdays at Greencastle.



Our Little Fitness Club is held on Tuesdays at Clonard House. All children over 4 years old can participate to learn how to stay physically fit in fun ways.



We celebrated Earth Day in April 2023 to raise the children's awareness about protecting the environment.

FOR PARENTS



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



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



Life Skills classes are provided for parents.



Our Men's Shed is the place where Dads can take some time out to unwind.

FOR ALL THE FAMILY



Families work together to create a beautiful green space in our Community Garden.



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



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



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



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



We facilitate Healthy Food Made Easy workshops, where families learn about healthy eating habits and explore new foods.



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



We celebrate the *Late Late Toy Show* with a group gathering.



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



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

Family hubs:

Our impact in 2023

Houben House

- › We worked with **108 families** in 2023.
- › We served approximately **55,000 meals**.
- › We completed approximately **2,600 key working sessions**.
- › **Youth Club** took place in Houben House.
- › **Two art competitions** were run in Houben House: one in August and one at Christmas.

Clonard Road

- › We worked with **48 families** in 2023.
- › We served approximately **10,000 meals**.
- › We completed approximately **1,100 key working sessions**.

Greencastle

- › We worked with **49 families** in 2023.
- › We served approximately **11,000 meals**.
- › We completed approximately **1,200 key working sessions**.
- › **Parent Toddler Group** was run in Greencastle until October 2023.





Jenny's main focus was the children, and seeing them so happy and settled into their new reality was all she wanted.

Jenny's story

Jenny and her two lovely children Rachel (11) and Danny (7) were at risk of homelessness and this is their story.

Jenny and her two children lived in a cosy home near the kids' school. They were renting from the kindest landlord you could imagine for many years. However, he was in his late eighties and becoming more frail, so he had to put the house up for sale. He gave Jenny six months' notice and she was so confident that she would have no trouble finding a new home for her family. Things quickly turned into a nightmare. Jenny was in shock at huge rents and the lack of available accommodation. She checked the internet a few times a day, answered every ad, and viewed every property. She wrote many emails and called lots of agents, but she simply could not secure a place. Finally, six months were up, and her landlord's house was being sold. Jenny knew she was in big trouble. Jenny had no family to turn to. She was at rock bottom. Remembering the nightmare, she said: 'For years I had been reading about homelessness, but I never imagined it would happen to us.' When Jenny and her children found themselves homeless, they were placed in one of The Salvation Army's Family Hubs. She remembers the first day: 'I was shaking with anticipation, but the lovely woman greeted me with a

warm smile and these welcoming words: "You're going to be just fine." Immediately, I felt safe.' Jenny and her children were given a homely-furnished room with a bathroom. In the centre there were also kitchens, a shared dining room, and a library for all the families. There was also a lovely safe garden and playground area. But most importantly, there were amazing wrap-around services like counselling, advice, medical expertise, help with finding long-term accommodation, classes, workshops, and all kinds of activities. Jenny's main focus was the children, and seeing them so happy and settled into their new reality was all she wanted. Rachel and Danny soon started making friends and even helping some younger children with homework. Jenny also made friends with other mums in the hub. She even helped some of them with English and translating documents. One day Jenny got great news – she has secured a long-term home to rent. There was no end to their joy, but at the same time all three family members had a bitter-sweet feeling. They will miss the place and staff very much.

All of us at The Salvation Army are very happy for Jenny, Rachel and Danny.



Adult services

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

Granby Centre

Granby Lifehouse was opened in 1994. The centre provides a specialised service for over 97 men and women who have a mix of long-term supported housing and supported accommodation needs. Referrals are made through the local authority. At Granby, we offer a safe, supportive environment for individuals, helping them to make positive choices about their current circumstances.

At Granby, we run a **Thought for the Day** programme from 10 to 10:30 each morning. The programme includes morning prayers, light refreshments and a harmonious singalong.

Our **Personal Care Programme** caters for men and women with mental and physical health challenges. Our **Long-Term Supported Housing Programme** caters for residents in self-contained apartments.

Reflecting on the past year, we can see that addiction continues to be a big problem in our sector. Addiction causes harm and complications not just in Granby Centre but in the local community. Highly addictive substances are at the root of many issues, and have been for some time. As the needs of our service users were increasing, The Salvation Army employed a **Specialist (Addiction) Worker** and clinically-led team including a Nurse Manager and several Nurses.

In 2023 we continued to support our residents with key working sessions, care planning, counselling and advocacy work to support them in their goals for education and job-seeking.

York House

At York House, we cater for 80 male service users. The issues of concern in 2023 were similar to those in previous years: we support our service users as they face **complicated circumstances** around addiction, mental health, physical health, and lack of routine and stability, all in the context of homelessness.

In addition to one-to-one key working sessions, we provide group activities to support our residents. We actively encourage all our residents to engage with external supports, as we know that there are positive outcomes when our residents are more independent and engaged in the local community.

In 2023, our challenges were similar to those in previous years. The housing crisis in Ireland continues, with an overpriced market, very few affordable rental properties and an enormous void in social housing options.

REASE House

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

St Bricin's was set up in December 2014 for 25 men as an emergency shelter located in St Bricin's army barracks. It remained open until March 2019, when the Covid-19 pandemic began. After that, the service was moved to a more appropriate environment

and ran under the name 'Coleraine Street STB' until October 2021. The service then transferred to a new building on the North Circular Road and was set up as an STA (Short-Term Accommodation) service and is now known as REASE House. REASE stands for:

RESPECT
ENCOURAGE
ADVOCATE
SUPPORT
EMPOWER

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

Our ethos at REASE House is to meet each person's needs to feel safe and comfortable for their duration of stay. Upon a new admission, each resident

is allocated a key worker with whom they can link as required. The key worker supports the resident's basic needs, while building a relationship to promote good communication, trust and confidence.

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

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

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

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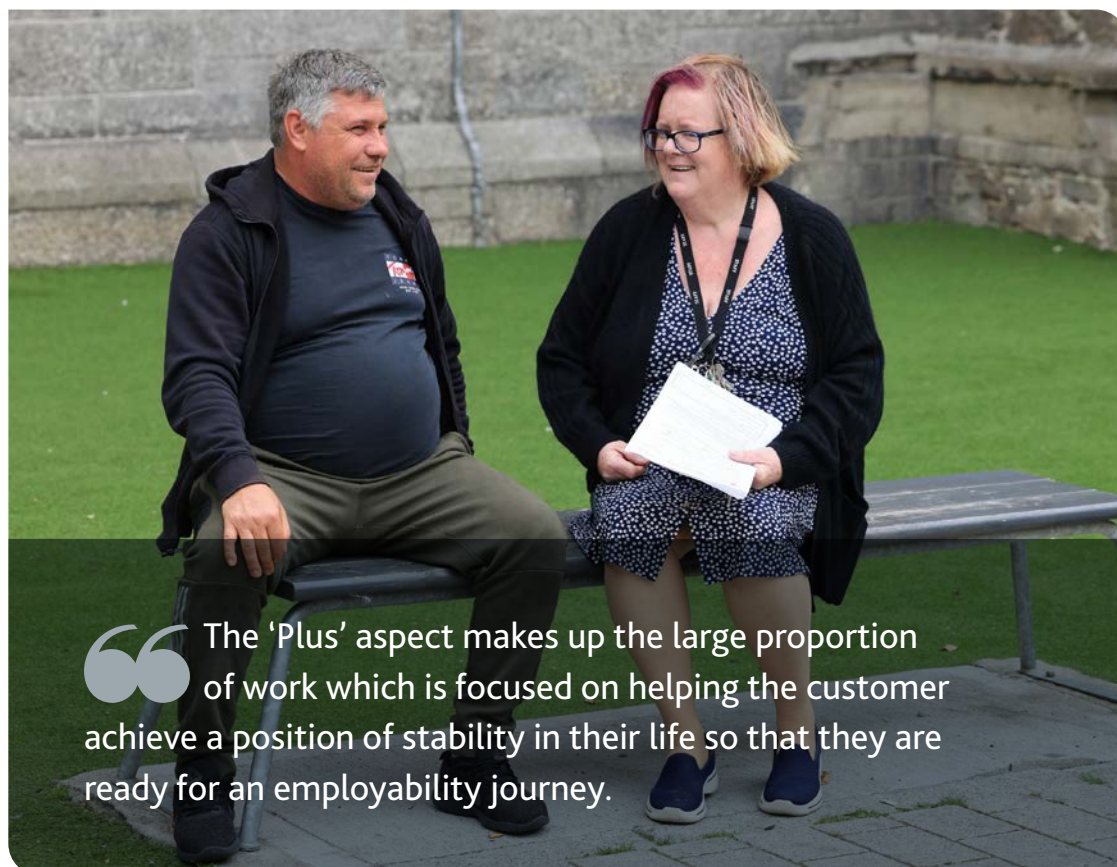
Employment Plus

The Salvation Army has delivered its Employment Plus support in Dublin for two and a half years. During that period the delivery has grown and developed. It is now ready to begin its next phase and reach more members of the general public who are in need.

Throughout 2023, delivery continued to focus on the residents of The Salvation Army's six Lifehouses in Dublin City, while also supporting some local residents who were referred by Intreo or other referral partners, or who referred themselves.

The service is called Employment Plus for good reason. The 'Plus' aspect makes up the large proportion of work which is focused

on helping the customer achieve a position of stability in their life so that they are ready for an employability journey. Standard aspects of the initial journey include: building confidence; managing and overcoming complex barriers, including mental or physical health barriers; working through debt; handling family problems; navigating housing problems; coping with a lack of IT skills and



“ The 'Plus' aspect makes up the large proportion of work which is focused on helping the customer achieve a position of stability in their life so that they are ready for an employability journey.

with digital exclusion; living with an offending history; managing addiction, and so on.

The employability support is tailored to the individual customer and can include help on all of the following aspects: creating an effective CV; identifying suitable job goals (which need to be flexible and achievable); applying for roles; preparing for interviews; and creating in-work supports.

There are weekly face-to-face interventions, which are conducted one-to-one. Along with this, a series of development modules is available via our online learning platform. There are also many effective workshops which can be delivered to groups or individually, online or in person.

As well as the support provided to local residents, our practitioner has begun the process to achieve an industry-recognised qualification – the Institute of Employability Professionals Certificate in Employability Practices. This is delivered in partnership with the IEP and SISTAD.

In 2023 the Employment Development Coordinator (EDC) supported 50 participants. Of these, 36 were residents of The Salvation Army Lifehouses, and 14 were members of the public.

In total, 26 of our customers gained employment in 2023. This represents 52 per cent of the customers supported. It is also double the figure from 2022.

Of the 50 customers supported, six came to us for a single piece of support, such as access to a course, some benefit or other advice.

Taking this into account, the conversion rate from an employability journey to paid employment is 59 per cent. This rate far exceeds the performance of commissioned employment provision where customers are all 'job ready' on entry. The performance figures for Employment Plus demonstrate that our approach works. Put simply, we offer tailored support in a safe space to anyone who is in need.

Employment Plus: 2023 summary

	Participants	Milestones achieved	Job starts	% into work
York House	5	2	2	40%
Houben House	22	47	13	59%
REASE House	2	13	3	*150%
Clonard Road	2	5	0	0%
Granby Centre	0	0	0	0%
Greencastle Road	5	13	2	40%
King's Inn Street Corps	14	46	9	64.3%
Total	50	126	29	58%

* One customer who registered in 2022 gained employment in 2023.

Adult services: Activities

Granby Centre



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



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



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



We provide a programme of events for spiritual discovery, along with bereavement support.



Regular Pizza Nights help our residents to relax and socialise together.



We accompany and support our residents during their hospital visits.

York House



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



The Walking Group provides motivation for healthy physical activity.



Residents work together to tend to the garden.



Residents create art as part of their therapeutic practice.

REASE House



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



Residents can take part in our weekly Faith Group with the Chaplain.



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



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

Adult services: Our impact in 2023

At the Granby Centre we ...

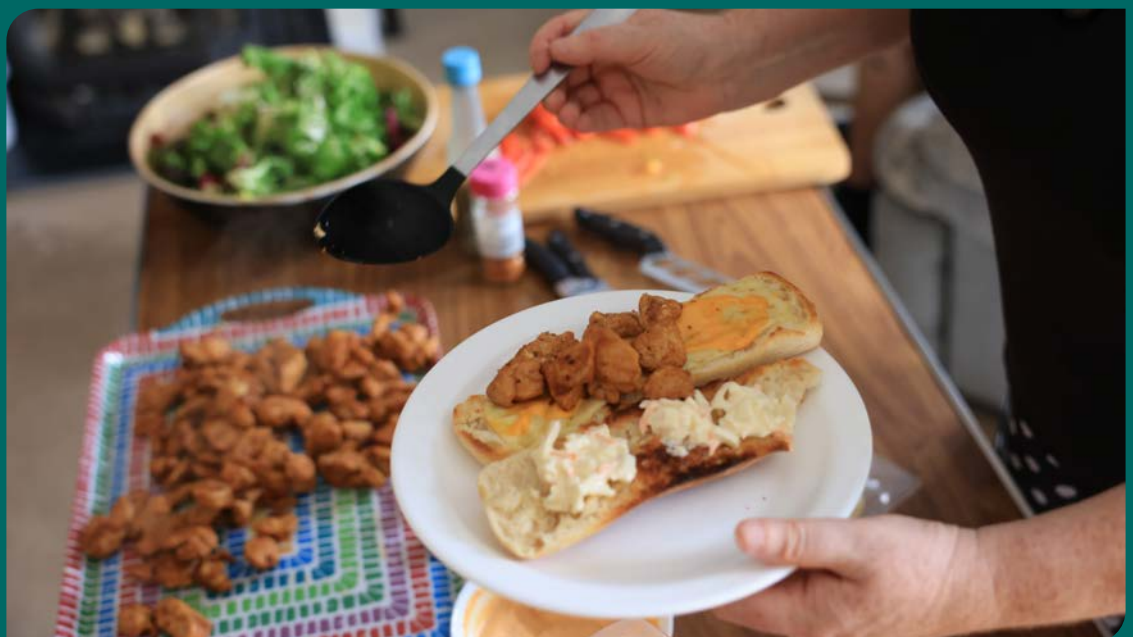
- › Provided **24-hour access** to onsite support for all residents
- › Administered **medication** three times a day for residents
- › Supported residents with **housing applications** (e.g. Fair Deal, long-term accommodation)
- › Worked with eight different Mental Health Teams to **support our residents**, liaising with 20 different GPs
- › Provided a **Safety Net service**: a nurse makes daily visits, seven days a week, to manage blood tests, prescriptions and administer medications
- › Supported approximately **100 individuals** with various needs
- › Served approximately **62,000 meals**
- › Completed approximately **5,000 key working sessions**.

At York House we ...

- › Supported approximately **110 individuals** with various needs
- › Served approximately **29,000 meals**
- › Completed approximately **3,100 key working sessions**.

At REASE House we ...

- › Provided a temporary home (six months) for **18 men**: 9 ensuite bedrooms accommodate two men to each room
- › Supported residents to gain and maintain **employment**
- › Facilitated residents with **employment training** and back-to-work programmes
- › Collaborated with residents to pursue full-time further **education**
- › Served approximately **6,600 dinners**.





Fundraising

In 2023, The Salvation Army received donations and gifts of €642,905 compared to €1,673,740 for the year ended 31 December 2022. It is important to note that in 2022 €954,648 that was recorded in fundraising income came from The Salvation Army Territorial Headquarters.

Legacy income received (including bank interest on legacy deposits) was €377,296. This compared to €45,014 for the year end to 31 December 2022. 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.

Even though we have seen a decrease in our individual giving, we would like to extend our sincerest gratitude to our individual donors who continue to support our work despite the huge increase in the cost of living during the past couple of years.

2023 Donations by type

Individual	€186,886
Trust & Foundation	€125,251
Corporate	€15,686
Major donors	€8,000
Community FR	€4,000
Legacies	€377,296
Other	€303,082
Total	€1,020,201



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 2023 was €10,386,596. This compared to €9,005,682 for the year ended 31 December 2022.

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 the furtherance of the objectives of the charity.

2023 Income

Corps income	€42,578
Donations	€642,905
Legacies	€377,296
DRHE Grants	€7,969,498
HSE Grants	€1,899,656
Fees and maintenance receipts	€517,442
Other income	€247,313
Total	€11,696,688

2023 Expenditure

Direct charitable	€11,627,897
Fundraising and publicity	€253,081
Management and administration	€113,000
Total	€11,993,978

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



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



The Salvation Army

REPUBLIC OF IRELAND

The Salvation Army
Republic of Ireland
PO Box 2098
Dublin, D01 AH99

Lo-call **0818 600 101**
Email **info@salvationarmy.ie**
Web **www.salvationarmy.ie**

CHARITY REG NO. 6399

