



“ Always, our task as a team is to end homelessness. We provide our residents with the space they need to address the issues that have been contributing factors to their homelessness in the first place.

**ANNUAL
REPORT
2019**



The Salvation Army
REPUBLIC OF IRELAND



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



The Salvation Army
REPUBLIC OF IRELAND

ANNUAL REPORT 2019

Mission, vision and values

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

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

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

Our values

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 the 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 objectives, currently operating in over 100 countries.

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

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

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

Foreword

Looking back over 2019 allows us to see how God has been faithful and how His people have faithfully ministered in His name to a wide and diverse group of people.



The Salvation Army has a long heritage of serving but it is important to recognise that this comes from a love for God and from that a love for humankind. All that is done day by day flows from a generous and loving God.

However, despite the richness of the world it still remains necessary to provide a range of services to support those in need, whether that is families needing accommodation or those lost in a world without God. Day by day there is something that we can do to support fellow humans and offer a hand up.

But we cannot do it alone, so it is a privilege again to offer a sincere word of thanks for a great staff team who have throughout the year provided an essential and quality service to so many. We offer thanks to the officers, chaplains and volunteers who, through their commitment, have given opportunities for many to turn their

lives around, make new starts, renew broken relationships, enjoy quality family time and most importantly find God.

We acknowledge too the significant partnerships that enable The Salvation Army to be part of the community bringing hope and life through the love of God for all people.

Looking ahead we are ready for the new challenges, to take the new opportunities and to offer new life to all through Jesus Christ.

God bless,

A handwritten signature in black ink that reads "P. Kingcott".

PAUL KINGSCOTT

*Major, Divisional Commander and
Managing Director, Ireland*

“ The chaplain is an important part of the whole-person support given to our service users. The chaplain plays an important part in the welcome that a person receives when they arrive to one of our lifehouses. A chaplain is available for everyone, to share in both the joys and sorrows of life.



Corps and chaplaincy

Dublin South Corps

Dublin South Salvation Army is a centre for community gathering and Christian worship. It recently moved to new premises in Rathmines, where its aim is to build community through group gatherings. The Christian programme offers the following regular activities.

- › Sunday 11 a.m. Cafe Church
- › Sunday 3 p.m. Community Gospel Choir: fortnightly
- › Tuesday 10:30 a.m. Babysong (under 18 months)
- › Tuesday 2:30 p.m. Cameo Group (over 55s)
- › Wednesday 10:30 a.m. Toddlersong (18 months to 4 years)
- › Wednesday 4 p.m. Little Builders (3½ years to 6 years)
- › Thursday 10:30 a.m. Paintbox (18 months to 4 years)
- › Friday 10:30 a.m. Paintbox (18 months to 4 years)
- › Friday 2:30 p.m. Older People's Network Meeting: first Friday of each month.

Each activity programme caters for 18 children plus their parents. In addition, there is a waiting list of 15–20 people. We minister to approximately 80 families per week.

Dublin City Corps

Dublin City Salvation Army recently moved to new premises, a state-of-the-art church centre on King's Inns Street. The centre has been created to purposefully reach out and demonstrate God's love to more people in the community through practical and spiritual support. The building

features a social enterprise café, alongside a hub for the central support teams that enable the charity to serve many vulnerable people in Dublin.

The church has a multicultural congregation, with people from 17 countries worshipping there. Present activities include a men's Christian group called God-Fearing Men, a women's Christian group called Fearless Women, and a young Christian adults' group called Young, Wild and Holy. These groups are in addition to our Sunday church services, which attract 30–40 people to regular attendance.

Dublin City Salvation Army also facilitates a Gap Volunteer programme. This is a year-long, faith-based programme for students who want hands-on experience in the growth of the Church's involvement in the community and personal development as spiritual leaders.

The church has a multicultural congregation, with people from **17 countries** worshipping there.



Limerick Fresh Expression of The Salvation Army

Three of the most deprived housing estates in Ireland are in Limerick City. One of these estates – St Mary’s Park, King’s Island – is the most impoverished area in Limerick City. The estate has suffered from anti-social behaviour and high crime rates, including gun and knife violence. The Salvation Army is currently working in St Mary’s Park to plant a Fresh Expression of The Salvation Army.

The Salvation Army in Limerick is in the early stages of forming a Salvation Army church. The gatherings are small and have a strong family focus. The wider community of people associated with its formation connects through a regular local festival participation in the summer. This enables The Salvation Army to build relationships with local people in a diverse and growing community.

Chaplaincy

Most of our services benefit from having their own on-site Chaplain who supports staff and residents alike. Chaplains will sometimes be called on to respond in times of crisis to offer the comfort provided by pastoral support and spiritual care. Chaplains may also help individuals or groups to consider how positive spirituality

can strengthen their wellbeing. The Chaplaincy Service is for residents and staff of all faiths, people who wish to explore ideas of faith, and people of no faith. The chaplain is an important part of the whole-person support given to our service users. The chaplain plays an important part in the welcome that a person receives when they arrive to one of our lifehouses. A chaplain is available for everyone, to share in both the joys and sorrows of life.

The chaplaincy programme is unique to The Salvation Army and is most effective where it is as flexible as possible. In lifehouses the spiritual programme is totally optional for service users.

In the Republic of Ireland, the Chaplaincy Service is offered at Lefroy House, Granby Centre and York House. This service ministers across all the centres to approximately 200 service users and 100 staff members.

While the Family Hubs do not have a chaplain, spiritual input is provided by the local Salvation Army Churches through the activities created by GAP Volunteers. This service reaches approximately 50 families and 30 staff members.

Our main activities in Dublin South, Dublin City, The Salvation Army Expression in Limerick, and the Chaplaincy Service involve prayer, an act of worship, a thought and spiritual direction.



“Chaplains will sometimes be called on to respond in times of crisis to offer the comfort provided by pastoral support and spiritual care.”

Feedback from our Family Survey, March 2020

Dublin South Corps

‘The Salvation Army has been an invaluable resource for our family and community for a long time. They provided a wonderful baby-and-toddler group in Rathmines and we made so many friends in our area and are still connected with them. The leaders are great with kids and they are great playing all the nursery rhymes. The toddlers and babies love it. The leaders are very inclusive and don’t impress any views on members who participate, instead providing a kind, safe and open-minded environment that is essential for parents and young children in Rathmines. It is a great help to mothers in particular that are on maternity leave, offering a space to come and meet other parents.’

Molly, attends Babysong and Toddlersong with her two sons

‘Over the years my four children have benefited enormously from Paintbox, with all the activities, workshops, songs and the true sense of community spirit that is The Salvation Army, Rathmines, Dublin.’

Mary, attended Paintbox with her two sons

‘The Salvation Army helped me to integrate in my community, and gave me a space to spend quality time with my daughter. The team is very welcoming and it provides a warm atmosphere. I would never regret being there, neither would my 4-year-old daughter, who still remembers her time there.’

Loubna, attended Toddlersong and Paintbox with her daughter

‘The children’s groups in Rathmines run by The Salvation Army connect the community together and help mothers to communicate and share their experiences. It’s a good support network. It’s great for the children as well to develop their skills and learn from each other.’

Yasmin, attended Babysong and Toddlersong with her son

‘I’ve enjoyed attending Babysong, Toddlersong and Paintbox in turn with my first two kids and I’m looking forward to going with the third! Through the friendly groups, I’ve come to feel more part of a community. I’ve

watched and smiled with others as our kids have explored the friendly, stimulating and supportive environment The Salvation Army leaders provide. I’m not religious. I’m a dad and I’ve always found the groups warmly inclusive. My kids are still friends with other babies/toddlers they first met at a group and it’s the same for me with other parents/minders. Thanks a lot, guys!’

Barry, attended Babysong, Toddlersong and Paintbox with his three children

‘We started with The Salvation Army when my firstborn, Gus, was 10 months old! He is now nearly four and for the last three years The Salvation Army playgroups have been a cornerstone of our week. In good times and bad, I know we can attend the groups and feel so welcomed and relaxed. It’s a lovely atmosphere which, as a stay-at-home Mum, I’d be lost without. As our family grows, I feel so lucky to know that the leaders of The Salvation Army are in our lives and I’ll attend the groups for as long as they’ll have us! Thanks so much for all the kindness, energy and creativity you bring to the community of Rathmines and beyond!’

Shelly, attends Toddlersong and Little Builders with her two boys

Limerick

‘The world needs people to show them how to live morally upright lives. The good work The Salvation Army is doing to try to help alleviate this in Limerick is helping to reduce the overall level of suffering in the world. I believe all should support such a noble cause.’

Majella C, Limerick

‘Limerick really does need The Salvation Army!’

Carmel C, Limerick

‘Just keep doing all the work you are doing in order to help so many people here.’

Carmel M, Limerick

‘It is small steps, but amazing to see the commencement of the work of The Salvation Army in Limerick.’

Maeve B, Limerick



“ In 2019 we worked with **112 families**:
62 in Clonard Road and
50 in Greencastle.

Families

Family hubs

The Salvation Army Family Hubs are residential projects based in the heart of local communities in Crumlin and Coolock. Services have capacity to cater for 53 families (25 units in Crumlin and 28 units in Coolock). Family hubs offer emergency accommodation and assist homeless families to reconnect with their local communities by sourcing independent housing.

Both services are in operation for two years now. The services are well established within their local communities and have strong relationships with Northside/Southside Partnerships, Tusla, local colleges, crèches and family resource centres.

- › In 2019 we worked with **112 families**:
62 in Clonard Road and 50 in Greencastle.
- › We assisted 62 families (23 in Clonard, 39 in Greencastle) to move on to independent living.

In Clonard:

- › 9 families were housed through social housing
- › 13 were housed through HAP
- › 1 family was housed by an approved housing body.

In Greencastle:

- › 14 families were housed through HAP
- › 5 families were housed by approved housing bodies
- › 3 families moved to social housing
- › 3 families moved to long-term supported housing
- › 12 families moved back to families of origin or moved to other services
- › 2 families left Ireland. These families were of Roma origin and had no habitual residency status.

We served
25,200 meals
to our families:
12,600 in Clonard
and 12,600 in
Greencastle.



- › We worked with **176 children**:
90 in Greencastle and 86 in Clonard.
- › We served **25,200 meals** to our families:
12,600 in Clonard and 12,600 in Greencastle.
- › We distributed **1,272 FEAD donation parcels** from the Fund for European Aid to the Most Deprived: 672 in Greencastle and 600 in Clonard.

Clonard Family Hub

The Salvation Army Family Hub Clonard Road is part of a strong community in Dublin 12. We offer emergency accommodation and assist homeless families with a range of supports. Our end goal is to support our families and integrate them back into their local communities by sourcing independent housing for each family.

In 2019 we successfully returned 23 families out of homeless accommodation back into new homes in the community. Our team at Clonard Road make this possible by providing around-the-clock support for each family. We use the HAP scheme, Dublin City Council and approved bodies as methods for our housing strategy. We also link each family into an SLI service (independent housing support for families that moved on from homelessness) on their transition into the community, which supports them to live independently.

Our service is a short-term temporary accommodation; however, there is no time limit on homelessness for these families. The Clonard Road Family Hub offers a variety of activities and supports to keep our families engaged and supported both emotionally and physically. Building relationships and watching families grow is our true goal.

Programmes

Housing

Housing and presentation workshops are conducted on a weekly basis within our Family Hubs. These workshops provide the solid foundation for our families, building confidence and experience to present at property viewings.

Education

We provide a link to colleges and courses in the Dublin 12 area. Our families can use the Family Hub as their stepping stone to return or begin education at any time.

Physical activity

Boxercise, GAA, Walk-and-Talk and Children's Imagination Playground are just some of the activities our Family Hubs facilitate weekly to keep our children and families supported physically.

Wellbeing and mental health

Clonard Family Hubs run an extensive mental health programme adapted to each family's needs. Classes and courses include topics such as mindfulness, anger management, CBT, healthy eating, and addiction supports.

Independent living

This is our main goal for our families. We use all our supports and external connections to provide a wraparound system for our families who are experiencing this tough transition period in their lives.

Seasonal celebrations

Each season calls for a celebration – and our little people do enjoy a party! We enjoy annual celebrations for:

- › Pancake Tuesday (our children in Clonard say this is the most important celebration)
- › Easter
- › Summer
- › Christmas.

Along with our annual celebrations, each month we run a full activity calendar to keep everyone (staff and residents) involved. Fun monthly activities include external trips to the cinema, museums, Dublin Zoo, Recreate Ireland and Jump Zone. We also run on-site activities specific to the season ahead, such as baking, arts and crafts, Easter egg hunts, carol singing and visits from Santa himself.

Religious and spiritual supports

We have a strong link to our brilliant chaplains who visit and support our services on a weekly basis. Chaplains provide supports to our families and beautiful music in our Family Hubs.

Our Clonard Road staff members bring energy, commitment and integrity to our diverse families. In 2019 alone, we provided supports to over 50 families and 86 children. Working together as a family service, we have committed to our four mission priorities: Transition,

Integration, Discipleship and Effectiveness. The needs in our society are as great now as they ever have been, and the Clonard Road Family Hub has met these needs with open arms. We are proud to work with such amazing people and look forward to more success in 2020.

Clonard Family Hub programmes



Fun

- › Music Night
- › Bingo
- › Trivia Quiz
- › Tuesdays with Tim
- › Arts and Crafts (candle decorating)
- › Wii Challenge
- › Pantomime
- › Bowling
- › Zoo
- › Spraoi with Kids
- › Visit to Santa's Grotto
- › Clonard Hub Choir
- › Pizza Night
- › Movie Night
- › Games Night
- › Halloween Party
- › Christmas Party
- › Pumpkin carving
- › Pancake challenge
- › Garlic challenge
- › HUBs Got Talent
- › Jo-Jo bows
- › Hub Family Tree



Physical health

- › Boxercise
- › Football
- › Fishing
- › Snooker
- › Women's Fit Club
- › Walk-and-Talk
- › Gardening



Mental health

- › Coffee mornings
- › Mindfulness
- › Mother pampering



Life skills

- › Cooking demos
- › HAP workshop
- › Cooking with Gillian
- › Baking with the Mas
- › Mornings with Jonie



Educational

- › Parenting discussions
- › Central Placement Service visit
- › RBT (rights and responsibilities of being a good tenant)
- › Driver theory course
- › CV building
- › Visit by Gerry from the zoo
- › Barista course
- › Nails course
- › Dry-lining course
- › English one-to-one
- › Interview coaching
- › First Aid for parents
- › MABS visit
- › Visit by Australian Ambassador



“ You don't come into a place like this looking for friends: you come hoping to secure a home. But it's so great when you find a friend along the way.

Michelle · Clonard Road

My name is Michelle. I'm a resident at Clonard Road. You never know how it's going to happen, homelessness. I was living in a house in Ballyfermot for five years with my two boys – no problems with rent or the landlord. Then one day the landlord tells me he has to sell up.

At the time, he was getting work done on his own house, but he hired cowboy builders. That was unfortunate for him and for me because, to find the money to fix his own house, he had to sell the house I was renting. So, because of some cowboy builders, me and two teenagers were out on the street. The landlord felt terrible, but there was no other way.

All this happened just over a year ago. I had no choice. I had to go to one of the hotels in town – that's what I was offered. I went in with the two boys and, I'll be honest with you, there were all sorts of dodgy people just hanging around there. So I said I won't bring my kids here – no way. It's no place for them. Then I was told that I could go to the family hub in Crumlin. And I said straight away, 'I'll take it.' I figured it had to be better than the hotel. We arrived over here not knowing anything about the place, but it was so much better than the hotel.

When we got here, we were nervous. We didn't know what to expect. But we got a really warm reception from John, who works here. He really made us feel so welcome. He showed us up to the room and I stayed in there for about three days, I think. I didn't want to come out. I was saying to myself, 'I don't know who else is in here.' It was normal to be nervous, I suppose. When I did come down from the room and met some more of the staff and residents, I ended up getting on great with them. In fact, one of the other women and me became great friends. We were just looking for shelter, you know. You don't come into a place like this looking for friends: you come hoping to secure a home. But it's so great when you find a friend along the way. And I know that happens a lot in here.

There's always something going on in here. It's great for me and the two lads. They share a room and that's hard for two teenagers who need their own space, so I'd be lying if I said it was easy all the time. You know how it is with families – brothers fight. But the staff really understand that. They've found things that the lads could be interested in separately. One of them is helping out in the garden here and he loves it. Teenagers have their phones and their video games and all that, but I know that they need something else too. They need something that gets them out of the room and away from each other for a while. I love my boys and I couldn't stand the idea of us separating, so I really encourage them to have something of their own to do.

When you become homeless, you nearly become a ghost. That's how I feel about it, anyway. I had a good friend who I used to work with before. I think of her often. She was great. She was a single mother too, and she was just amazing. She'd face every single day with a smile and make people all around her smile too. She was an inspiration to me, anyway. Her world could be crumbling, but she'd still find a reason to smile. I'd love to be more like her. Since I became homeless, I don't see her much – not as much as I'd like, anyway. That's the same with everyone. I don't get too many visitors here: you tend to shy away from people. Homelessness is like a kind of a prison to me. I can feel the pressure at times. It feels like the walls closing in. In my circumstances, it's very hard not to feel anxious about the future. But it is so safe here. It's brilliant to have that feeling of safety for myself and for my two boys. The Salvation Army is going to keep working with me to help me get my own home. And they're helping me with so many other things too.

Greencastle Family Hub

The Salvation Army Family Hub Greencastle is a residential project based in the heart of the local community in Coolock. We offer emergency accommodation and assist homeless families to reconnect with their local communities by sourcing independent housing. At Greencastle, 2019 was a busy year. We look back at the great challenges faced by our staffing team with a certain contentment about the small victories we achieved.

Housing

Housing and presentation workshops are conducted on a weekly basis to offer our families advocacy and advice around HAP and long-term supported housing options. Viewings are attended by Salvation Army staff members for those families who need extra support when interacting with landlords.

Throughout 2019 we engaged with the Central Placement Service and they visited our site quarterly to speak with families about their housing numbers and accessing their options. This was beneficial and we aim to continue this practice going forward.

Physical and mental wellbeing

Yoga classes for young people and adults take place within the Greencastle Family Hub. The classes are successful and well attended.

We also hold Healthy Eating classes for our residents. At these classes, residents can learn to cook healthy food with the assistance of a trainer. Residents can choose to help with the cooking or simply taste some of the healthy food. We provide residents with kitchen utensils. Healthy Eating classes are organised through our links with Northside Partnership.

Coláiste Dhúlaigh/ Northside Partnership

In 2019 we were lucky enough to receive funding from the local partnership and college to assist our families with the following courses:

- › FETAC Level 3 in Personal Effectiveness
- › Driver Theory Test
- › Healthy Eating
- › Beauty and Make-up

- › Mindfulness
- › Yoga
- › Arts and Crafts
- › CV Building
- › English lessons (one-to-one)
- › First Aid (for parents on site).

The partnership also provided free childcare, which enabled the families to attend.

Mental health

In 2019 we ran a successful mental health group set up by our Key Workers. Coffee mornings were held so that support and advice could be offered. Residents found the group to be very beneficial and commented on the value of having a space where they are truly heard.

Staff members also facilitated art therapy sessions and mindfulness classes. Our residents really enjoyed the sessions and we look forward to continuing them.

Anti-bullying campaign

Our dedicated team came up with an anti-bullying campaign, which was well attended by the young people of the hub. Young people spoke about their experiences and used art therapy as a way of expressing their feelings. The group helped young people to understand how their actions impacted others and to see the good that comes when we all show respect for one another.

Money management

MABS (Money Advice and Budgeting Service) visited our site to speak to families around budgeting, as some families struggle with financial management.

Coffee mornings

Coffee mornings are held regularly for families.

Independent living skills

We regularly hold workshops to help families gain the necessary skills to live independently.

Easter

Our Easter programmes included:

- › Arts and crafts
- › Easter egg hunt
- › Visit to Dublin Zoo
- › Trip to the cinema.

Christmas

Our Christmas trips included:

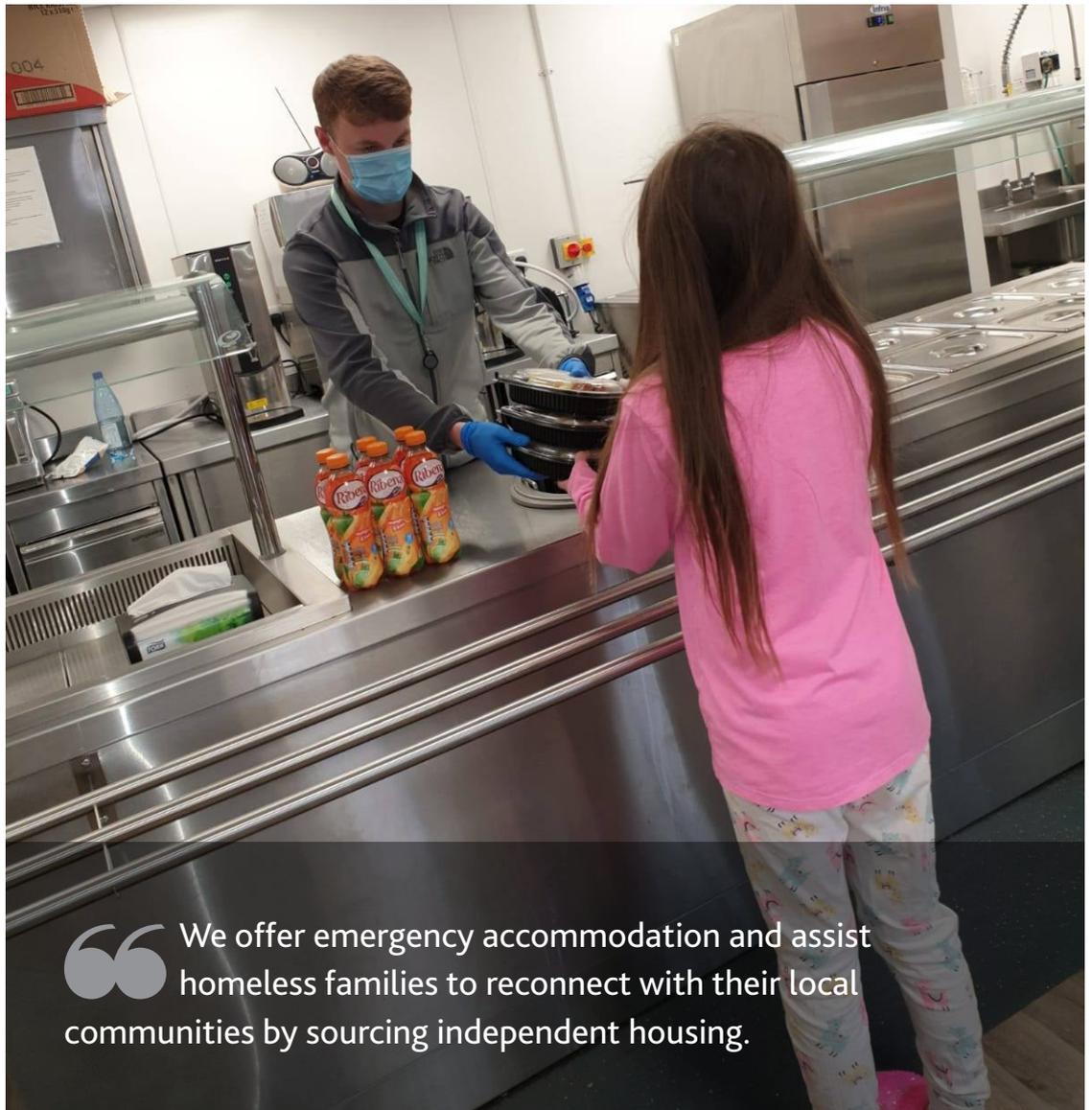
- › Lights experience at Dublin Zoo
- › Ice skating for residents
- › Two trips to the Christmas panto
- › Trip to the cinema.

Christmas activities within the Family Hub included:

- › Making gingerbread with the children
- › Carol singing
- › Santa's visit
- › Decorating the Christmas tree
- › Movie Nights with hot chocolate
- › Candle decorating
- › Pizza Night
- › Games Night.

Chaplains and cadets

Every Thursday, chaplains and cadets visit the hub to assist with our Children's Clubs. We also work with Recreate to run arts and crafts activities for the children. Northside Partnership helped us to secure a Tummy Time playmat at the centre.



“ We offer emergency accommodation and assist homeless families to reconnect with their local communities by sourcing independent housing.

“ The profile of young people accessing Nightlight is varied. Young people normally present in times of crisis when they are out of home for the first time or a residential placement has broken down. Our service operates a high-tolerance policy because for many young people Nightlight is the last option.



Young people

Lefroy House

Lefroy House consists of two services under The Salvation Army: **Nightlight** and the **Support Flats**. Lefroy House undertakes to provide professional, supportive and emergency care for the young people who present in need. We encourage everybody to aim towards wholeness and independent living, through self-determination and an addiction-free lifestyle. As an international organisation and part of the Christian Church, we undertake to meet the needs of young people regardless of gender, ethnicity, class or creed.

Nightlight

Nightlight is a service for boys and girls under the age of 18 who are going through crisis. We are an emergency service with seven bedrooms and a reception centre, which we call the Leisure Room. The reception centre provides an alternative to the Garda station, where young people can access directly into Nightlight. Young people access Nightlight with the Out-of-Hours social work team or else their social worker during the day. In Nightlight all young people have their own room and privacy. We provide all young people with food and showering facilities. We ensure all young people's clothes are washed for the next day. Most important, we provide a safe place for young people to stay at night.

Nightlight's purpose and function is to provide a short-term placement for young people who are in need of it. The profile of young people accessing Nightlight is varied. Young people normally present in times of crisis when they are out of home for the first time or a residential placement has broken down. Our service operates a high-tolerance policy because for many young people Nightlight is the last option.

A significant number of our admissions involve young people who present under the influence of alcohol, drugs or various substances. They can also present with challenging behaviour such as deliberate self-harm or aggression. In order to maintain a safe environment for everybody, all social care workers follow the principles of TCI (Therapeutic Crisis Intervention).

No physical aggression is tolerated and a young person can be asked to leave if they are a danger to themselves or others.

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

Nightlight is a two-week placement and we conduct planning meetings each week with social workers to speak about move-on plans and daily plans. Nightlight closes during the day from 1:30 p.m. to 5 p.m. In 2019, however, we operated on a 24-hour basis for 8 weeks over the Christmas period. Staff reported that this went well and, if sufficient funding is provided, we will continue to operate in this way.

In 2019 Nightlight saw 120 young people: 81 boys and 39 girls used the Nightlight service. Of these 120 young people, 58 were one night only and 22 stayed for under a week. This shows that our service is built for function and, overall, young people are being moved on or are returning home within our two-week allowance. Unfortunately, this is not always the case: some young people stay long past the two-week limit. In 2019, we had six young people stay for longer than 60 days, with the longest stay being 125 days in total. Staff of Nightlight work extremely hard to advocate for the move-ons and placements that best meet the needs of individual young people. However, sometimes there is nowhere else available for young people to go.

Nightlight

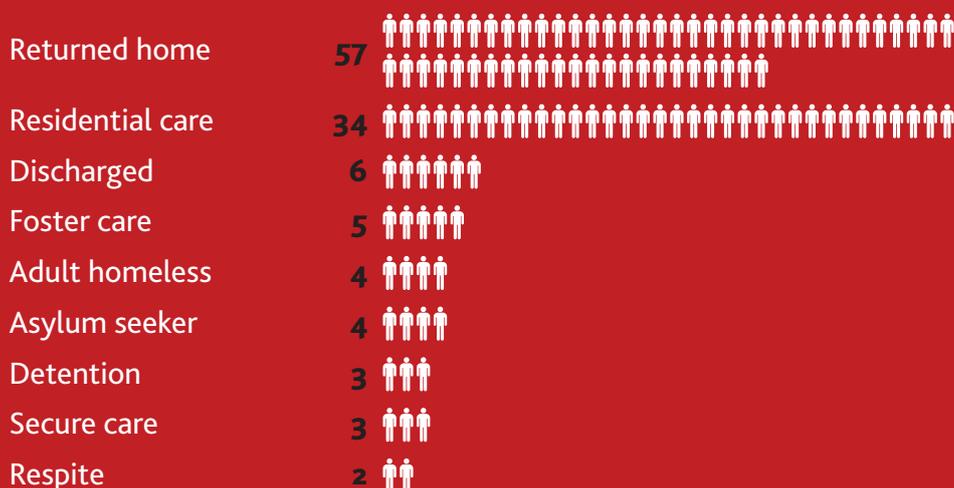
How many young people accessed Nightlight in 2019?



How long did these young people stay at Nightlight?



After moving on from Nightlight, where did young people go?



Over the past year, we have seen many positive move-ons. Staff members at Nightlight still receive texts and calls from past residents to show how well they're doing. This highlights the relationships that staff members build with young people over their time in Nightlight. On accessing Nightlight, each resident is appointed two Key Workers. Staff members use Key Working sessions to build relationships with young people. Staff can also use in-house activities and external activities to build on relationships. In 2019, staff members accompanied young people with activities such as baking and visits to Funderland and the Wild Lights show at Dublin Zoo.

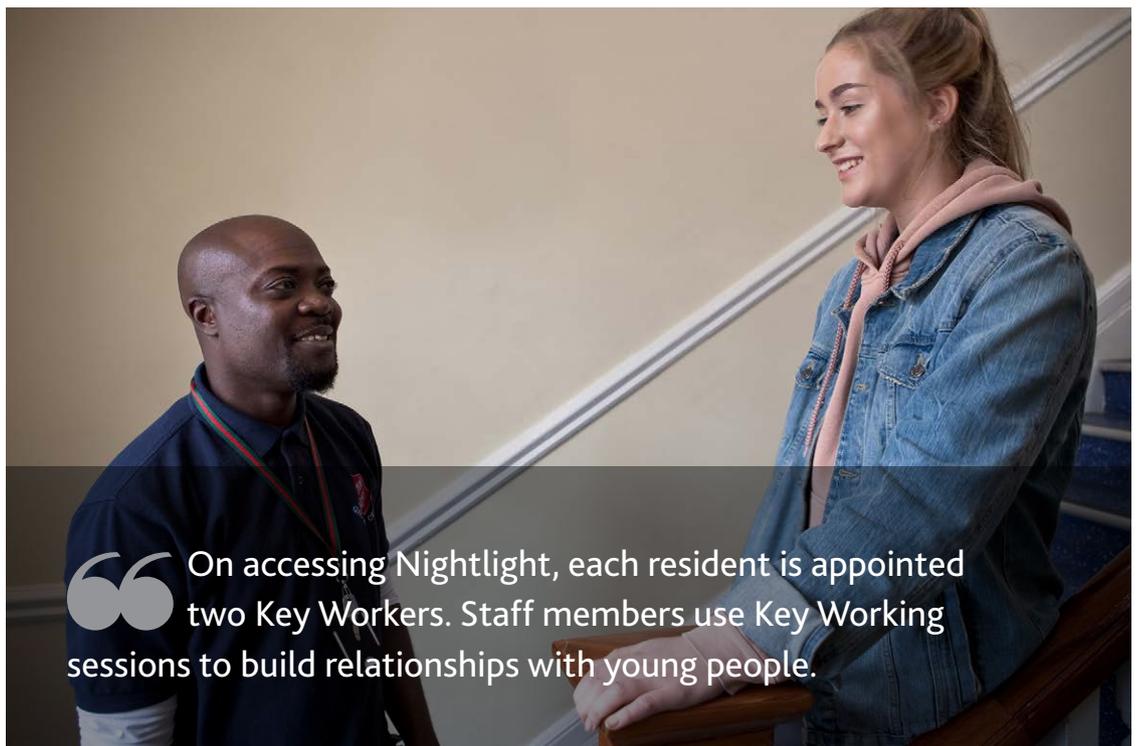
Nightlight first opened its doors on 4 January 1999, and in 2019 Nightlight celebrated the service being open 20 years! We could not let this date go by without a celebration of the unique and essential service offered at Nightlight.

A planning committee was set up early in 2019 by Social Care Manager Grainne Corey. The committee included staff members, management and the fundraising team. Our celebration turned out to be a huge success. On the day, we welcomed a large group of professionals from all the external services that we work and liaise with on a daily basis. This included social workers, our alternative care manager, the regional residential managers in Tusla, the OOHs, CISP staff, our previous Chaplin and managers of Lefroy House and Nightlight, staff and management of Nightlight,

and a former service user of Nightlight. The Dublin Gospel Choir sang a range of Christmas carols on the day.

By the time of our celebration, a former service user of Nightlight had turned 18 and had moved on to his own accommodation. He kindly returned to give a speech to us all about his positive experience of accessing Nightlight. The courage that this young man showed while standing up in front of everyone was tremendous and it reminded us all of the resilience he had already shown during his homelessness, and proved how this resilience still stood to him. Everyone in attendance agreed that, with the right supports, this young man could go on to do great things in life and he will one day make a great public speaker. He certainly set the bar high for us all!

There was a great atmosphere throughout the day. Many different speakers – past and present staff members and managers of Lefroy House – talked about their time in Nightlight. A wonderful spread of food was provided to show our gratitude to all, and a professional photographer took photos of the event so that we can all cherish these memories. This celebration of our twentieth anniversary gave us all an opportunity to reflect and connect. It provided all staff members with hope for the evolution of Nightlight, and it reminded everyone how essential the service is to vulnerable young people at risk of becoming homeless.



“ On accessing Nightlight, each resident is appointed two Key Workers. Staff members use Key Working sessions to build relationships with young people.

Support Flats

The Support Flats is an aftercare service that works with residents from 17 years old and upwards. At the Support Flats, we teach life skills such as cooking, cleaning and budgeting. Our goal is to prepare our residents to move from semi-independent to independent living. Residents are supported by a staff team 24/7 and are assigned to Key Workers throughout their stay. Residents have regular Key Working sessions to work on life skills and also to discuss their thoughts, feelings and concerns. In our service, we look at the whole person and aim to meet their needs and set goals for their future. Together, each resident and their Key Worker develop Personal Placement Plans and review these goals on a regular basis. In 2019, one of our residents availed of 33 Key Working sessions – from March 2019 (when she moved in) to December 2019.

The Support Flats comprise six fully equipped semi-independent flats. Staff members are available 24/7 to help residents with different needs. Residents are encouraged to spend time in their flats and to cook and clean. Staff members are present to help residents with these life skills.

In 2019 in the Support Flats we had a number of successful move-ons for our residents to independent living. There were four move-ons in total. Three of these residents secured properties

through the Capital Assistance Scheme and the other resident moved on to independent living through HAP. All these ex-residents are currently progressing well in living independently. Staff members remain in contact with ex-residents, who pop in for the occasional chat and sometimes a Sunday dinner. Our resident who moved through HAP had a baby boy shortly after moving on – and mother and baby are doing fantastically well. This resident often calls in and it is great for us all to see her progressing so well from her stay in Lefroy House. This resident considers the Support Flats team to be a great support in her life, even after she has moved on. She visited the team on St Stephen's Day.

One of the aims of our service is to have all residents involved in a day programme such as college, work or a SOLAS course. When a resident needs help with this, aftercare workers and other staff members collaborate to find a suitable course to meet the resident's needs and aid their development.

If educational courses are not the way a resident wants to go, staff members are on hand to help the resident with their CV, online job applications and interview skills. One of our residents is presently working in JD Sports part-time and is also attending a full-time college course.



“ In our service, we look at the whole person and aim to meet their needs and set goals for their future.

Every 6–8 weeks, a Review Meeting is held with each resident, their Key Worker, Case Manager and Aftercare Worker/Social Worker to check in on how the placement is going and identify actions and goals for the future. Our staff members are also in contact with the Aftercare Worker between these meetings so that everyone is involved and updated on the resident's progress. Staff members are also in contact with a range of other professionals who may be in a resident's life, such as their Probation Officer or staff members from previous residential settings.

Residents in the Support Flats must pay a Household Contribution each week; the aim of this is to get them in the habit of paying rent and being fully prepared for what it will be like living independently. Each week, we have a Residents' Meeting that all residents can choose to attend. Here we discuss any concerns the residents have, such as flat maintenance and repairs, our Sunday dinner menu or the choice of activities on offer. Staff members also prepare topics and themes to discuss, such as elections, voting rights or sexual health. The topics for the Residents' Meeting are relevant to any subjects the residents might need more information about. If there are residents moving on soon, a Residents' Meeting topic might

be about HAP. If a general election is coming up, the topic might be about registering to vote. Each Sunday, staff prepare a dinner picked by residents at the Residents' Meeting. Residents are encouraged to help out with Sunday dinner, whether that is shopping for ingredients or helping to cook. The last Sunday of each month is set aside for staff to bring residents out for a meal. Outings such as this help young people to develop social skills.

In 2019, a number of successful external activities were completed, including outdoor walks, ice cream trips, visits to IKEA, mountain climbing and go-karting. All residents expressed their happiness with these activities and their eagerness to enjoy them again.

Staff members also facilitated many external Key Working sessions with the residents. These included shopping trips for food and clothes, especially around Christmas, when residents go out to choose a winter coat with their Key Worker.

Birthdays are always celebrated in Lefroy House, with balloons, banners, cake and a present. The staff team on shift that day will often gather in the Visitors' Room with the residents to join in the birthday celebrations.

How many Key Working sessions did each resident have?

- › Resident 1: 4 (moved in 2019)
- › Resident 2: 9 (moved in May 2019)
- › Resident 3: 8 (moved in May 2019)
- › Resident 4: 22 (moved in July 2019)
- › Resident 5: 36
- › Resident 6: 16
- › Resident 7: 33
- › Resident 8: 23

Residents' Meetings

In 2019, a total of 44 Residents' Meetings were held. Topics included:

- › Upcoming elections and voting rights
- › Health and safety
- › Goals for the year
- › Pregnancy and body changes
- › National Care Day
- › Recycling
- › Housing lists
- › Articles in journal.ie
- › Laundry
- › Upcoming Service Inspection
- › Freedom of Information Act
- › Brexit



Always, our task as a team is to end homelessness.

We provide our residents with the space they need to address the issues that have been contributing factors to their homelessness in the first place. What has come to our notice as a factor is isolation. It can be difficult to find one's place in this world.



Adult and emergency services

St Bricin's

St Bricin's was originally a large military hospital ward. It was converted into a large dormitory including a small lounge area with a TV, coffee/tea station and a small administration area. This allows for close communications between staff members and residents, which brings its challenges but is incredibly rewarding in so many ways.

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In 2019 we started a Meaningful Work programme with the support of a large cleaning company in the area. This was a huge success, which is reflected in the number of move-ons in 2019. Of course, we have a small number of residents who are working and are not quite ready to move on.

How many meals were provided at St Bricin's?

St Bricin's was supported by the Irish Defence Forces to serve:



9,125
sandwiches



8,030
full Irish breakfasts.

After moving on from St Bricin's, where did service users go?

- › Moved to Supported Temporary Accommodation **10**
(mostly due to residents finding work)
- › Housed by Dublin City Council **3**
- › Private renting with HAP support **7**
(mostly due to residents finding work)
- › Returned to family home **5**

Granby Centre

At the Granby Lifehouse, 2019 was a particularly significant year as it marked our 25 years of service to the most vulnerable in Dublin's inner city. The Salvation Army is not only one of the largest, but the second oldest provider of charitable services to the homeless in Dublin. We have been passionately and boldly working on behalf of the most vulnerable in the city for 130 years.

During the 1916 Rising, historical documents recount a tale of great bravery from a Salvation Army Ensign who ventured out from a men's shelter on Peters Street at four in the morning. While 'bullets whizzed around him', he went in search of bread for around fifty women and children who had taken refuge at the men's shelter. This brave soul returned with 32 loaves of bread that night to feed the needy.

It is impossible to say how many more mouths have been fed by The Salvation Army since that time, but a statement from our founder William Booth over a century ago still rings true: 'You cannot warm the hearts of people with God's love if they have an empty stomach.'

The Granby Centre provides over one-third of the 290 beds offered nightly across Dublin city. It is impossible to gauge the number of people who have moved through the Granby Centre during this time, with the love and support of the staff here, and who are now living in their own homes. But the challenges for Granby Lifehouse remain. Homelessness continues to rise in Dublin and appropriate move-on options remain all too scarce.

The Granby Centre was built in 1994 in response to a need for transitioning clients from psychiatric care into the community. It now needs to adapt to face the challenges of today.

We acknowledge that this comes at a price and, to fulfil our ambitious refurbishment plans, an additional €1.25 million will be necessary over the next five years.

Despite the challenges we face, The Salvation Army continues to work passionately where the need is greatest, quietly in the background, without fanfare and with the sole

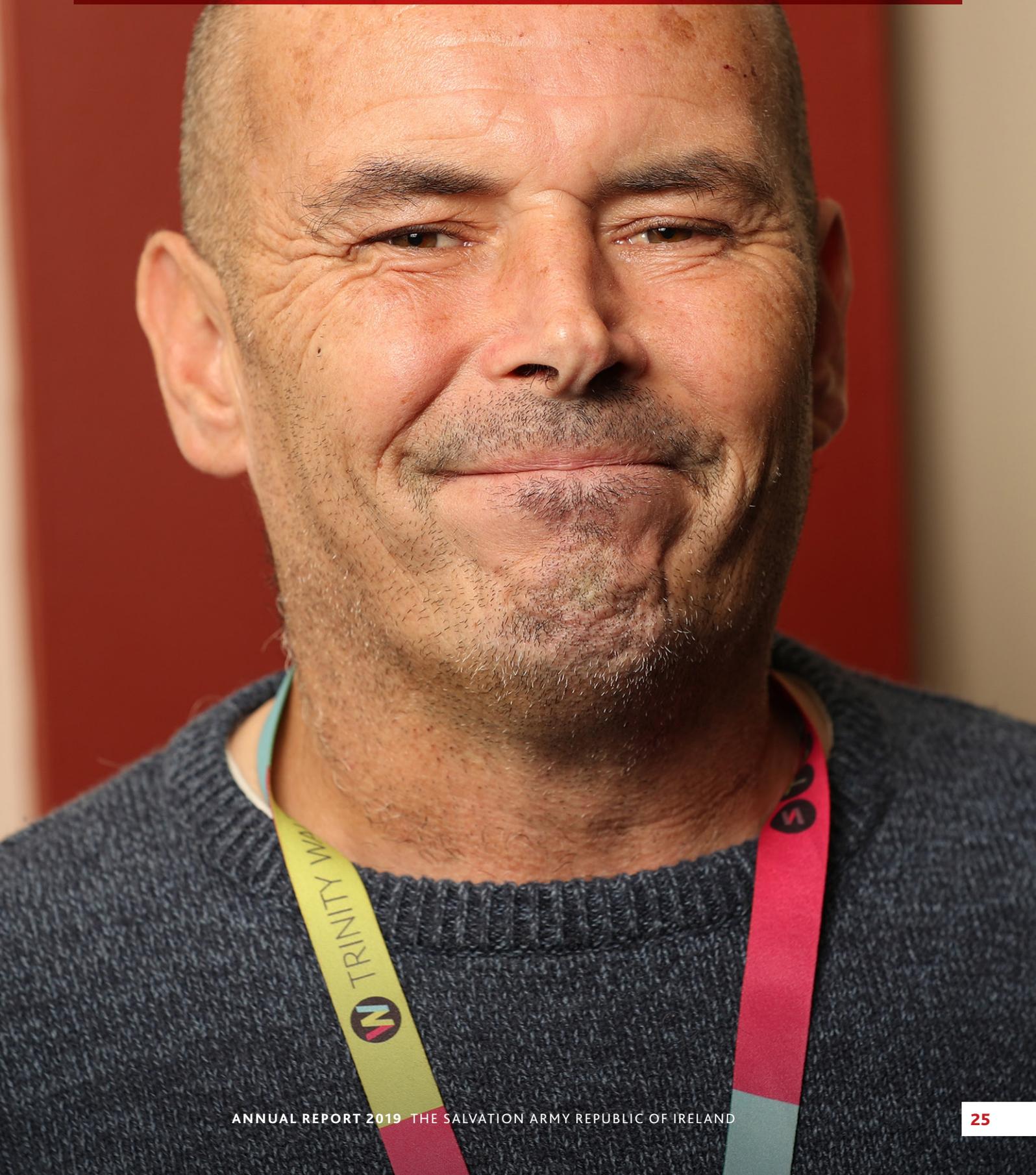
aim to serve suffering humanity. This is possible thanks to our incredible staff members who resolutely and compassionately continue to deliver services under what often feels like insurmountable pressures. The successes we enjoy are entirely the result of the tireless efforts of our staff members.

At the Granby Centre, our Personal Care programme now caters for 55 men and women with mental health issues. Our Long-Term Supported Housing programme caters for 71 residents, in self-contained apartments. Our Supported Temporary Accommodation programme caters for 29 residents who present with high support needs. Support staff work closely with all clients to identify their needs and the most suitable type of follow-on accommodation.

The Granby Centre provides over one-third of the **290 beds** offered nightly across Dublin city.



“ The Granby Centre was built in 1994 in response to a need for transitioning clients from psychiatric care into the community. It now needs to adapt to face the challenges of today.



Services we provide for our 100 residents:

- › Case management and Key Working – our staff/client ratio is 1:10
- › 24-hour access on-site support
- › Medication support:
 - › Medication administration: 3 times a day for 38 clients
 - › Medication management for 10 clients on weekly basis
 - › Clozapine management for 7 clients
- › Personal Care for 55 clients: 17 clients daily; remaining clients twice a week
- › Living Skills for 19 residents
- › Laundry for 34 residents: weekly
- › In-house cleaners and domestic support
- › Onsite meals and special nutrition management: four meals a day for 60 clients
- › Housing Support, including:
 - › Fair Deal applications
 - › LTA applications
 - › Aftercare visiting support
- › Mental health support:
 - › Working across eight different community MHTs
 - › Liaising with two Clozaril management clinics
 - › Liaising with 20 different GPs regarding prescriptions
- › Finance support:
 - › Rent management
 - › Pension collection for residents with reduced capacity
- › Medical support for residents including:
 - › 6 with diabetes
 - › 4 recovering from stroke
 - › 2 with epilepsy
 - › 4 with complex medical needs
- › Disabilities support for residents including:
 - › 4 wheelchair users
 - › 12 with mobility restrictions
 - › 6 with diagnosed intellectual disability
- › Support around addiction:
 - › 12 residents on methadone maintenance
 - › Liaising with 5 methadone clinics regarding prescriptions
 - › Addiction Stabilisation Group provides Sankalpa
- › Support in accessing benefits and other services
- › Spiritual programme: daily prayers, monthly soul quest, seasonal services and bereavement support
- › Connect programme: weekly classes in cookery, relaxation, art, reading club, walking club (in summer), community integration (Befriending Club at Belvedere College)
- › Social programme: quizzes, pool competition, karaoke, board games and table tennis
- › Psychosocial support: Plugged In group
- › Monthly trips
- › Hospital visits for in-patients
- › Safety Net: nurse service 7 days a week for on-site dressing, blood tests and prescriptions.

In 2019 at the Granby Centre we served:

47,000
hot meals

31,000
cups of tea

21,000
cups of coffee



“ GMQ Medical is a unique specialised service that provides free GP services to the homeless in Dublin. Over **11,000 clients** accessed GMQ Medical services through the Granby Centre. An expansion programme is already underway.



York House

At York House, 2019 was a year of great results. We undertook renovation of our storeroom at reception to create an Observation Room for our residents. This project comes under the Harm Reduction model. The Observation Room gives our residents dignity and respect, and allows our staff members to be closer to residents who present under the influence.

The Observation Room is just one example of how we continue to strive for safer practice for all. We saw a great move-on rate, particularly in Quarter 3, with many residents successfully transitioned to independent living. In addition, we continue to work on and improve our garden. Our residents are very involved in cultivating more flowers and plants, and they thoroughly enjoy doing the gardening every day.

York House Lifehouse provides 30 supported temporary accommodation beds, alongside 50 long-term supported housing beds for men with high support needs. The focus of support is to develop the skills and independence of our clients to enable them to move on to sustainable independent living. York House has established a programme of five modules to help clients achieve this goal:

- › Life skills: cooking, gardening, budgeting and art classes
- › Alcohol recovery: The Men's Shed, addiction workshops and mindfulness
- › Recreation: daily walks, cinema, go-karting, trips to Dublin Zoo and museums
- › Spirituality
- › Resettlement.

A specialist Substance Misuse programme provides additional support for clients with addiction problems. In 2019, York House continued the work of our Harm Reduction model. In addition to our new Observation Room, we secured naloxone for the service for the first time. In the event of an overdose, this is hugely important and can save lives.

In 2019 at York House we:



120

Worked with over **120** service users



Had **11** move-ons



Served over **10,560** meals



“ I feel so privileged to work here, and I really believe in the work. People say to me: ‘I want a better life, but there are obstacles in my way.’ And my job is to help them remove those obstacles.

Barbara · York House

My name is Barbara. I'm a Project Worker in York House and my job, basically, is trying to transition people from staying at homeless hostels to independent living. A big part of this is understanding where these men are in their lives – because, obviously, people have physical, emotional and mental health changes over time. People can have very complex needs.

I work very closely with these men and have regular Key Working sessions. We sit down together and look at housing offers, if they come up. We look at any changes in their circumstances that would mean that their priorities and their needs might have changed. Also, if one of them were to be hospitalised, it's my job to follow up by contacting the hospital, tracking their stay and knowing when they are going to be released by the hospital. I assess how their needs may have changed since their hospitalisation in terms of support and family relationships. We explore all the questions together. How do they feel about their lives? Are they comfortable? Are they happy? If they're not happy, we have to deal with those issues. So my job keeps me very, very busy – to say the least.

I have to tell you that I love my job. My passion in supporting marginalised people is my driving force. What attracted me to working for The Salvation Army was that I knew it was a strong Christian organisation that has carried this ethos of supporting people in marginalised societies throughout the world. Having worked here now for two years, I have a much deeper insight on The Salvation Army. It's a very innovative organisation. We live in a very fast world, a globalised world, and I think that The Salvation Army are answering to all the calls of the people in need around the world – all the suffering souls. The Salvation Army are reaching out even more now than before, and they are doing it in such a spirited way. It's phenomenal – it's like no task is too big for The Salvation Army. I feel so privileged to work here, and I really believe in the work. People say to me: 'I want a better life, but there are obstacles in my way.' And my job is to help them remove those obstacles.

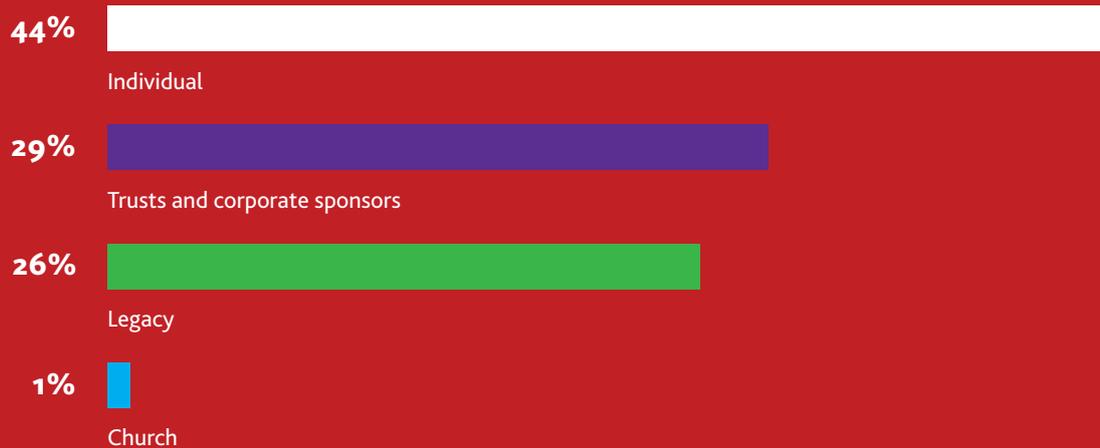
I think that the perception of homelessness in Ireland today is very different from what it was

years ago. We now have so much more information and data coming from The Salvation Army and related organisations. There's a great engagement with traditional media and with social media. The younger generation have a different perception also. They don't see someone who is homeless as being less than them in any way. They're informed enough to say, 'That could be me.' It really is true that any of us could find ourselves homeless, holding a polystyrene cup. It could be any one of us. Now and then I do hear people saying, 'Well, that couldn't happen to *me*.' Any time I hear that, it saddens me. It also reminds me that it's our job here at The Salvation Army to get the true message out there: it could be any one of us.

My job often reminds me that it's the small things in life that bring us joy. My dad always used to say, 'It's the little things that can be so significant.' Something that seems so small to you, so trivial, can mean so much to another human. And we are all human beings, first and foremost. A lot of the time, it's not what you say but *how* you say it. I walked through the canteen one morning recently and a man looked up from his breakfast. I said, 'Good morning, Robert.' He said, 'Hello, Barbara. How are you today?' I respond with, 'How are *you* today?' And his reply was, 'Thank you for asking me that, Barbara. Before I came here, nobody ever asked me that.' That's my reminder that the small things make a big difference. A simple greeting can be so significant. A lot of people who are homeless suffer from having very few human interactions. The Salvation Army is all about seeing the *person*, regardless of their circumstances. Those interactions give me immense rewards and a feeling of purpose. I know that those few words, that look in the eye, is going to help that man get through the day. There's not enough money in the world to buy that, you know.



Sources of fundraised income 2019



Note: An additional €44,000 was raised through trusts and foundations which, due to a project delay, has been deferred until project implementation.

Fundraising

In 2019 we have been overwhelmed by the generosity of our supporters. Donations from individuals accounted for over 40 per cent of the fundraised income. As in previous years, we were humbled by the legacies we received during the year. Many of those legacies came from donors who supported us in life, and who continue to support those who are vulnerable and in need through a gift in their will.

We were delighted with support from our trusts and corporate sponsors who, in addition to supporting us financially, also donated gifts in kind, including toys for the children in our centres at Christmas. Volunteers from these groups also carried out much-needed repair, painting and gardening projects across our services.

In 2019 we continued to build relationships with our corporate supporters and some trusts and foundations. We would like to say thank you to **Irish Life** who donated €4,889 and participated in four volunteering days, including a barbecue for residents and staff in Lefroy House. During Christmas time, Irish Life staff also collected personal hygiene supplies (shower gels, shampoos, etc.) for men in our emergency hostel at St Bricin's.

We are also grateful to **BT Ireland** who continuously support our work with young people in Lefroy House.

In 2019 we had quite a few projects that needed funding and **ESB's Energy for Generations** fund once again recognised the importance of our work by donating €2,500 towards Christmas activities for our residents and €20,000 towards the installation of an emergency call system in Granby Centre.

The importance of this project was also recognised by **Mercer's Hospital Foundation** who donated €15,000 towards it. Without their support, we would not be able to complete this project.

We were awarded €3,800 by **Loretto Foundation** to deliver afterschool programmes in our two Family Hubs in order to help our families reconnect while providing support to their children's education. This support was vital to this programme and we are grateful to have received it.





Governance and finance

Structure, governance and management

In 2019, the company restructured the Board of Directors. The new board settled in 2019 and kept the previous structure in place to allow for stable governance through the changeover period. The Main Board meets at least three times a year. However, day-to-day responsibility and oversight is vested in the Company Business Board (CBB) which meets weekly at The Ireland Hub.

This Board comprises the Company Secretary, Divisional Leader for Leadership Development, Homelessness Services Regional Manager (Ireland), Homelessness Services Assistant Regional Manager (Ireland), HR Advisor (Ireland) and Divisional Mission Enabler. The Divisional Commander has been delegated as the Chair of this Board. The Company Business Board receives and considers submissions from Centres and Corps for proposed expenditure outside of standard day-to-day running costs and all Property, Personnel and Training matters. Minutes of the weekly CBB Meetings are distributed to all Directors.

Every Centre has a Centre Manager and Management Team appointed. They are responsible to the CBB Directors for the efficient and effective daily operation of their programmes and care of the residents and service users. Centre Business Boards and Management Meetings are held weekly in each Centre and minutes are forwarded to the Homelessness Services Regional Manager and noted monthly at the CBB.

The Centre Management teams play a big part in setting budgets and controlling expenditure. Any expenditure beyond day-to-day expenditure is requested by the Management

Teams and authorised by the Regional Manager and the CBB. Budget meetings are held at least twice a year to review the budget and make an actual comparison. Budget comparisons and occupancy statistics are reviewed on a monthly basis by the CBB and, where necessary, appropriate follow-up is actioned. Directors from DHQ regularly visit the Centres in relation to their particular discipline and area of specific responsibility. The Regional Manager of Homeless Services has a mandatory responsibility for conducting Supervisions and Monitoring, and for submitting reports monthly to the CBB and Territorial HQ.

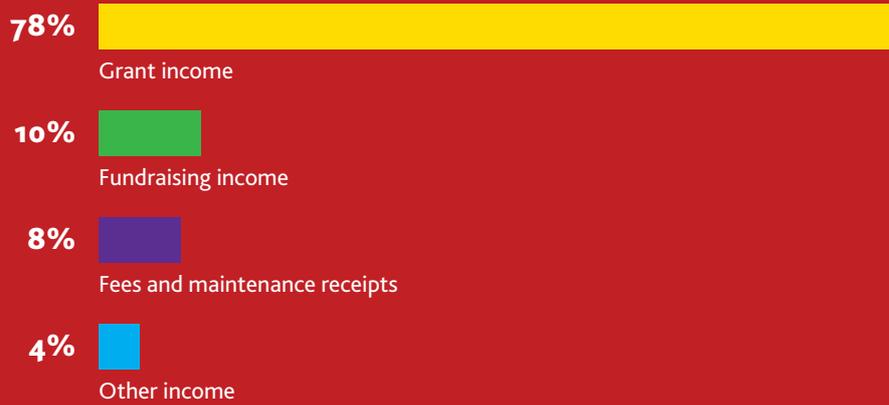
Risk management

The Salvation Army has a strong corporate committee structure. During the year, various Boards and Councils are all encouraged to review risk in their respective area of jurisdiction. The Boards, from Centre through to Directors, are at the heart of strong financial controls, authorisation procedures and a hierarchy of spending limits. The Internal Audit Department (based in Territorial Headquarters) is responsible for periodic visits to the Centres to monitor the controls and assess the various areas of risk. This includes Health and Safety matters.

Income	2018 €	2019 €
Health Service Executive	1,754,683	1,753,486
Dublin Regional Homeless Executive	3,832,212	4,385,788
Tusla	1,454,410	1,674,545
Rents/personal/restaurant	789,237	786,668
Donations/fundraising/legacies	903,559	993,881
Other income	300,613	367,882
Salvation Army evangelical	14,511	18,083
Total	9,049,225	9,980,333

Expenditure	2018 €	2019 €
Evangelical programmes	233,130	358,861
Social programmes	7,145,135	7,378,393
Programme activities	172,536	209,212
Professional fees and insurance	301,654	412,794
Housekeeping/catering/cleaning	1,082,703	1,181,927
Utilities	329,483	316,325
Total	9,264,641	9,857,512

Total income 2019



Total expenditure 2019



For every €1 of our overall income:

94 cent is spent on direct charitable provision

4 cent is spent on fundraising and publicity

2 cent is spent on management and administration



The Salvation Army

REPUBLIC OF IRELAND



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