



2023 *annual report*



ST ANDREW'S CATHEDRAL

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St Andrew's Cathedral

AGM 2023

ANNUAL GENERAL MEETING

Notice is hereby given that the Annual General Meeting (AGM) of the Parish of St Andrew's Cathedral will be held on 23 April 2023 (Sunday) at 2pm at the Cathedral New Sanctuary (CNS).

ELECTORAL ROLL

Members who wish to vote at the AGM must be on the Electoral Roll (ER) of St Andrew's Cathedral. Baptised members who are at least 17 years of age, confirmed in the Anglican Church, regularly attending Service and partaking Holy Communion in the Cathedral, are eligible to be on the Electoral Roll. Members may check if you are on the Electoral Roll by submitting the **ER Enquiry Form**, and update your particulars by submitting the **Membership Update Form**.

The Electoral Roll membership for the purposes of AGM 2023 shall be the prevailing enrolled members on the Electoral Roll at the date of the AGM. If you are not on the Electoral Roll but are eligible, please submit your ER Application Form (available by request from membership@cathedral.org.sg) before 11:59am on 16 April 2023 (Sunday) if you wish to be eligible to vote at the AGM 2023.

AGM ATTENDANCE

The quorum for the AGM may be formed only by members on the Electoral Roll who are *physically present* at the AGM. Members are encouraged to pre-register their attendance at the AGM by submitting the **AGM 2023 Registration Form** before 11:59am on 20 April 2023 (Thursday), to facilitate faster registration and entry into the AGM.

ANNUAL REPORT, FINANCIAL STATEMENTS AND BUDGET

Members may download the **Annual Report** directly from the Cathedral website.

Members who are on the Electoral Roll may request to receive soft copies of the Financial Statements and Budget by submitting the **AGM 2023 Registration Form** before 11:59am on 20 April 2023 (Thursday), to receive the documents before the AGM.

Please note that we are going paperless as much as possible for a better environment, and hard copies of the documents will not be generally available.

NOMINATIONS FOR ELECTION TO THE PAROCHIAL CHURCH COUNCIL

The AGM will elect the People's Warden, 12 members of the Parochial Church Council (PCC) and 04 Synod Representatives.

According to the St Andrew's Cathedral Constitution, candidates for election to membership of the Parochial Church Council shall be on the Electoral Roll of the Parish and must be nominated by writing from one member and seconded by another to the Honorary Secretary at least 08 days prior to the AGM subject to prior written consent to nomination by the candidate. The Candidate, Proposer and Secunder must all be members on the Cathedral Electoral Roll.

PCC Nomination Forms are available from the Cathedral website and at the Cathedral Welcome Centre. The nomination forms shall be submitted by electronic means, or by hand/ post to Secretariat, St Andrew's Cathedral, 11 St Andrew's Road, Singapore 178959, before 11:59am on 08 April 2023 (Saturday).

IMPORTANT DATES TO NOTE

25 March 2023 (Saturday)	Issuance of this Notice of AGM 2023
08 April 2023 (Saturday) @ 11:59AM	Deadline for submission of PCC Nomination Form
16 April 2023 (Sunday) @ 11:59AM	Deadline for submission of ER Application Form
16 April 2023 (Sunday) @ 11:59AM	Deadline for submission of questions for Q&A time at AGM 2023
16 April 2023 (Sunday) @ 11:59AM	Deadline for raising AOB for discussion at AGM 2023
20 April 2023 (Thursday) @ 11:59AM	Deadline for submission of AGM 2023 Registration Form
23 April 2023 (Sunday) @ 2PM	AGM 2023 at the Cathedral New Sanctuary (CNS)

AGENDA FOR AGM 2023

1. Opening Prayer
2. Dean's Address
3. Vicar's Address
4. Confirmation of Quorum
5. Confirmation of Minutes of the Annual General Meeting held on 24 April 2022
6. Matters arising from the Annual General Meeting held on 24 April 2022
7. To receive the reports of:-
 - 7.1 The Vicar's Warden
 - 7.2 The People's Warden
8. To receive the nomination for the Vicar's Warden (2023/24)
9. To elect:
 - 9.1 The People's Warden (2023/24)
 - 9.2 Twelve (12) members of Parochial Church Council (2023/24)
 - 9.3 Four (04) Synod Representatives (2023/26)
10. Report by the Honorary Treasurer & Financial Matters
 - 10.1 To consider and adopt the audited statement of accounts for the year ended 31 December 2022
 - 10.2 To consider and adopt the budget for the year 2023
 - 10.3 To appoint the auditor for the year 2023
11. Q&A

*Members may submit their questions using the **AGM 2023 Q&A Form**. The Cathedral leadership will answer questions that are substantial and relevant to the agenda of the AGM, and received from members before 11:59AM on 16 April 2023 (Sunday).*
12. To announce the results of the elections
13. Any Other Business

According to the St Andrew's Cathedral Constitution, a written notice of any motion for discussion at the AGM shall be submitted to the Honorary Secretary not later than 07 days before the AGM date. All written notices shall be sent to secretariat@cathedral.org.sg or by hand/ post to Secretariat, St Andrew's Cathedral, 11 St Andrew's Road, Singapore 178959, before 11:59am on 16 April 2023 (Sunday).
14. Date of next AGM
15. Closing Prayer

AGM 2023 ON THE CATHEDRAL WEBSITE

Forms and information about AGM 2023 may be found on the Cathedral website at cathedral.org.sg/agm23

ENQUIRIES AND REQUESTS

Members who have questions and/or require help in relation to the AGM 2023 may email secretariat@cathedral.org.sg or call +65 6337 6104.

Mr Chan Kheng Tek
Honorary Secretary



Scan QR code for
AGM 2023 Forms
& Information

MINUTES

ANNUAL GENERAL MEETING 2022

ST. ANDREW'S CATHEDRAL, SINGAPORE

Minutes of the Annual General Meeting
held on Sunday, 24 April 2022
at 1.00pm via Zoom

Present

Revd Canon Lewis Lew	<i>Vicar/Chairman</i>
Mr Keith Chua	<i>Vicar's Warden</i>
A/Prof Joseph Thambiah	<i>People's Warden</i>
Dr Stanley Lai	<i>Hon. Secretary</i>
Mr Chan Kheng Tek	<i>Hon. Treasurer</i>
Revd Christopher Chan	<i>Assoc. Vicar</i>

Apologies

Rt Revd Dr Titus Chung *Bishop of Singapore and Dean*

153 proxy voting forms were received, and 58 Members on the Electoral Roll and 02 observers logged in to observe the meeting.

1 Opening Prayer

Revd Christopher Chan opened the meeting with a word of prayer.

Canon Lewis Lew thanked all who were electronically present at the virtual AGM. He advised that Bishop Titus Chung had very much wanted to attend the AGM but could not attend the meeting due to a scheduling conflict. Bishop Titus had asked Mr Keith Chua to deliver the Dean's address on his behalf.

2 Dean's Address

Mr Keith Chua delivered the Dean's address on his behalf.

Dear members of Cathedral, it's my great joy to join you at this AGM and to address you as the Dean of Cathedral. I want to begin by expressing my sincere and heartfelt thanks to you, and the leaders, for your strong support to your vicar and the new clergy leadership team when they made their transition to Cathedral in 2021. The last two years have not been easy for the world, and in many ways the church was not spared. But you have braved the challenges brought about by the pandemic, in good spirit and with a servant heart. I am so blessed to see members closing ranks and working together with your leaders in keeping the worship services running, and in sustaining the ministries of Cathedral in the past year. I am convinced that your robustness will better prepare Cathedral for the season to come.

As Singapore "re-opens", the church too needs to be prepared and ready for the new season. We will be "re-opening fully for business" after battling the COVID-19 pandemic for two years. I believe two things are needed for Cathedral in this new season: **Authentic Discipleship and Authentic Community.**

Our primary calling as believers of Jesus Christ is to be authentic disciples. Jesus said, "if you abide in my word, you are truly my disciples" (John 8:31). Authenticity is a much-needed trademark for Christians today, both **in** the church and **outside** the church. As disciples of Jesus, we need to stand firmly on the truth of God, and live out our Christian faith authentically according to the teaching of the Bible, both in the church and in the marketplace. In the spiritual, social, and political climate that we are currently in, authenticity in being truthful to God's Word has increasingly become more important, as we battle worldly philosophies, values, and false teachings that distract and mislead us away from the truth of God.

As believers, we are also to live authentically as a community. No disciple is alone in his or her walk with the Lord, and we cannot be authentic disciples without the support of one another within the community of faith. Our mutual support in this journey of following Jesus is what makes our community authentic, as we learn and grow together in loving God and loving one another and fulfilling the New Commandment (John 13:34-35) that our Lord has given to us. Unless we are authentic in who we are and what we believe as a community, and that includes sincerely embracing one another with respect and love, we will never attract people into the Kingdom of God. Christ has given us a

sacred responsibility – to make disciples of all nations (Matt 28:19-20). We must realise that unless the church is authentic in obeying the two most important teachings of our Lord Jesus, we will not be able to fully become the light and salt of the world.

As the Lord prepares us for a season of renewal and revival, I pray that, every Cathedral member must work closely with the leadership to build authentic disciples and authentic community. Let Cathedral be a beacon of light that shines brightly in the city of Singapore and beyond. I am confident that you will do greater things for the Lord and fulfil God's divine purpose for Cathedral. May the Lord bless and keep you; may the Lord's presence be with the whole proceedings of this AGM, and may the Lord pour out His Spirit of renewal and revival into our church. Amen!

3 Introduction and Start of AGM

Canon Lewis welcomed all those who logged into the virtual AGM 2021. He reported that Dr Stanley Lai, the Honorary Secretary, had advised him that we had quorum, as Canon Lewis (as Vicar) had received a total of 153 proxy voting forms to attend, vote and speak at this AGM on behalf of Electoral Roll members. This exceeded the legal quorum of 100 Electoral Roll (ER) members for the AGM.

In addition to the proxy voting forms received, 58 ER members and 02 observers had also logged into the meeting. Canon Lewis acknowledged the electronic presence of the 58 ER members.

Canon Lewis mentioned that alternative arrangements that replaced an on-site gathering of members of the church continued to apply to the AGM, and thanked members for participating in the processes leading up to the AGM, including the PCC elections that had occurred through proxy voting.

Canon Lewis also thanked members for attending the pre-AGM Townhall meeting held on 2 April 2022, when members were able to ask questions and which the panel had answered. The PCC Hon Treasurer, Mr Chang Kheng Tek, had given a brief summary of the Cathedral Budget and Financial Statements, and had answered questions. Canon Lewis informed the meeting that Q&A at the Townhall that was relevant to the AGM agenda had been uploaded to the Cathedral webpage and would go into the formal record as part of AGM proceedings (see **APPENDIX A**), and as the Townhall process has been completed, there would not be any Q&A at the AGM.

Canon Lewis further thanked the members who had submitted their proxy voting forms ahead of the meeting. As the proxy voting process had been completed, there would not be any "physical" voting during the AGM.

Canon Lewis also thanked Revd Daniel Lim and Mr Charles Leong for presiding over the counting of votes cast. Revd Daniel was the Returning Officer, and Charles was an Independent Observer over the vote counting process.

Canon Lewis expressed his thanks to all members for their patience and willingness to engage in the AGM arrangements, and acknowledged the efforts of the Cathedral management team who had worked tirelessly to prepare for the AGM.

Finally, Canon Lewis gave thanks to God for watching over the process and guiding us through the different stages, for 2022 and also the past 2 years.

Canon Lewis informed the members that the AGM was being recorded and the minutes would be issued for confirmation at the AGM the following year.

4 Vicar's Address

Canon Lewis thanked the members for their strong encouragement, support, blessings and prayers toward him and the new clergy team in their first year with the Cathedral, when many members had come alongside to help the new team integrate and transit into the Cathedral. He noted that while leadership transition in ordinary times was challenging, the leadership transition during the pandemic was more challenging.

Canon Lewis commented that we had been through two very challenging years with the COVID-19 pandemic, when we were challenged socially, economically, psychologically, and spiritually. The constant changes and many nuances to the pandemic had taken a toll in different ways. Despite the

challenges, we needed to give thanks to the Lord, for He had watched over us. *Know that the Lord, he is God! It is he who made us, and we are his; we are his people, and the sheep of his pasture. Let us rejoice, for the Lord is good; and his steadfast love endures forever, and his faithfulness to all generations* (Psalm 100:3&5).

With the loosening of the COVID-19 safety measures in Singapore, the re-opening of our borders, and as we lived with the pandemic, new challenges had been added to the list, especially with the war in Ukraine and the turmoil in other parts of the world. Even as the church was once again thrust into a new season filled with uncertainties, the Lord had shown the Cathedral leadership that we needed to focus on the restoration of our community life, our worship life, and our ministry life. Canon Lewis believed that the restoration was not about returning to what we were pre-COVID-19, but being ready to be part of the Lord's plan to bring spiritual renewal and revival to the Cathedral, and that as the Nave was going through a time of physical restoration, the Lord was carrying out the spiritual restoration of our church life, for the new season ahead of us.

Canon Lewis believed that in order to restore "life in the Cathedral", we could no longer function in silo and in isolation from one another, but instead we needed to work together as one people, with one heart, mind, and spirit just as the Israelites had done in the days of Nehemiah to rebuild the walls of Jerusalem (Nehemiah 4), and we needed to humbly come before the Lord with earnest prayers on our knees. Canon Lewis called on the members and our cell groups, to prioritise our monthly church prayer and praise which would be held onsite going forward. *"If my people who are called by my name humble themselves, and pray and seek my face and turn from their wicked ways, then I will hear from heaven and will forgive their sin and heal their land"* (2 Chronicles 7:14).

Canon Lewis ended his address with a word that he felt the Lord had given to the Cathedral for this season, reading from Joshua 1:2, *"Now therefore arise, go over this Jordan, you and all this people, into the land that I am giving to them, to the people of Israel."*

5 Report from the Vicar's Warden

Mr Keith Chua referred the meeting to the report of the Vicar's Warden on page 8 of the Annual Report, and commented that as he listened to the Vicar's speech and read the Vicar's report, he felt that the Holy Spirit had been imparting the same message to the Cathedral leadership. He referred to the pre-AGM Townhall, where he had shared about the abundant blessings that God had showered on the Cathedral, and that Cathedral had been blessed to be a blessing. He believed that the Cathedral still continued to be blessed to be a blessing, and he prayed that the Cathedral would continue to be a channel of the Lord's blessings.

Keith read from Psalm 138: *"... I will give you thanks, O Lord, with my whole heart; ... for your steadfast love and your faithfulness, ... On the day I called You answered me; my strength of soul You increased. ..."*, and commented that as Cathedral moved into the COVID-19-endemic phase, there was the opportunity and the need to rebuild relationships within the Cathedral community. He further commented that the Lord had placed on the Cathedral the promises in Isaiah 43:18-19: *"Remember not the former things, nor consider the things of old. Behold, I am doing a new thing; now it springs forth, do you not perceive it? I will make a way in the wilderness and rivers in the desert."*; that the restoration of the Nave was time for members and the Cathedral community to be physically and spiritually restored, and to be prepared for the new things that God would do in the new season; and that prayer must be a foundation of the Cathedral as we sought to serve, restore and rebuild. The Lord had prepared and provided His plan for the Cathedral in His time. The Pavilion was built and opened just before COVID-19, and it was a wonderful provision as a space for worship, and it would continue to be an inclusive space for worship after the restoration of the Nave.

Keith ended by reading from Psalm 138:7-8: *"Though I walk in the midst of trouble you preserve my life; you stretch out your hand against the wrath of my enemies, and your right hand delivers me. The LORD will fulfil his purpose for me; your steadfast love, O LORD, endures forever. Do not forsake the work of your hands."*

6 Report from the People's Warden

A/Prof Joseph Thambiah referred the meeting to the report of the People's Warden on page 9 of the Annual Report, and shared that he was thrilled to see familiar faces returning to the Sunday services as Singapore was emerging from the shadow of COVID-19. He believed that God had preserved the

Cathedral through the COVID-19 crisis, so that we could declare “*Ebenezer*”, which meant “Thus far has the Lord helped us” (1 Samuel 7:12).

Joseph agreed with Keith that the Cathedral had a duty to bless others. He believed that the Cathedral was standing on the threshold of a new season in the history of the Cathedral, as 2023 would be 200 years since the town plan for Singapore was effected which granted land for the building of the Cathedral, and the physical re-opening of the Nave would likely coincide with this granting of land for the building of a church. He further believed that while the physical restoration was underway, spiritual restoration and renewal would soon be upon Cathedral, and invited members to consider how we should live our lives individually and corporately as servants of Christ. Joseph proposed that the answer was that provided by Christ himself in the New Commandment: we are to love others as He has loved us. Joseph commented that the core business of the church was missions and evangelism, and we needed to strike out beyond the Cathedral walls to bring the gospel of love and salvation to the world. He invited members to prayerfully consider how we could come alongside the Cathedral leadership and the various ministries to participate in missions and evangelism.

Joseph ended his report by sharing Hebrews 10:25, “*not neglecting to meet together, as is the habit of some, but encouraging one another, and all the more as you see the Day drawing near*”, and commented that online services were no substitute for gathering together for worship.

7 Announcement of the Nomination of the Vicar's Warden

Canon Lewis announced the appointment of Mr Keith Chua as the Vicar's Warden for 2022/23.

8 Announcement of Acceptance of the Annual Report for the year ended on 31 December 2021

The Annual Report for the year ended 31 December 2021 was accepted by the members.

Resolution 1: To accept the Annual Report for the Year ended on 31 Dec 2021

Proposer: Mr Adrias Tan

Seconder: Ms Karen Chua

Yes: 141 votes

No: 0 votes

Abstain: 12 votes

9 Announcement of Acceptance of the Audited Financial Statements and Treasurer's Report for the Year Ended 31 December 2021

The audited financial statements and Treasurer's Report for the year ended 31 December 2021 was accepted by the members.

Resolution 2: To accept the Audited Financial Statements and Treasurer's Report for the Year ended on 31 Dec 2021

Proposer: Mr Adrias Tan

Seconder: Mr Robin Tan

Yes: 140 votes

No: 0 votes

Abstain: 13 votes

10 Announcement of Acceptance of the Proposed Budget for the Year ending 31 Dec 2022

The proposed budget for the year ended 31 December 2022 was accepted by the members.

Resolution 3: To accept the Proposed Budget for the Year ending on 31 Dec 2022

Proposer: A/Prof Joseph Thambiah

Seconder: Ms Samantha Foong

Yes: 144 votes

No: 0 votes

Abstain: 9 votes

11 Announcement of Acceptance of Re-appointment of Baker Tilly TFW LLP as the Auditor for the year ending 31 Dec 2022

The re-appointment of Baker Tilly TFW LLP as the auditor for the financial year ending 31 Dec 2022 was accepted by the members.

Resolution 4: To accept the Re-appointment of Baker Tilly TFW LLP as the Auditor for the Year ending 31 Dec 2022

Proposer: Mr Chan Kheng Tek

Seconder: Mr Jonathen Chan

Yes: 144 votes

No: 2 votes

Abstain: 7 votes

12 Announcement of the Results of the Elections

Canon Lewis acknowledged the faithful and committed service of all PCC members over the past year. He rejoiced that many of the PCC members had continued to offer their service while some had asked to step down for personal and family reasons. He recorded his thanks to Ms Felicia Ma and Mr Philip Lim for their substantial contributions to the PCC and their continued steadfast service to God's church.

Canon Lewis announced that all the candidates who stood for election in the AGM had garnered more than 30% of votes from members voting at the AGM (as required by the Parish Constitution), and were thereby elected to serve for 2022/ 2023.

12.1 Election of the People's Warden

A/Prof Joseph Thambiah was re-elected to be the People's Warden.

Resolution 5: ELECTION OF THE PEOPLE'S WARDEN

<i>Candidate</i>	<i>Proposer</i>	<i>Seconder</i>	<i>Result</i>
A/Prof Joseph Thambiah	Mr Charles Leong	Mr Soh Kim Seng	ELECTED

12.2 Election of Members of the Parochial Church Council

Mr Chan Yik Seng Jonathan, Ms Karen Chua, Ms Foong Chi Yeng (Samantha), Mr Goh Kia Teck Andrew, Mr Lee Siew Pin Eric, Dr Lim Khong Jin Michael, Mr Tan Hock Soon Adrias and Mr Tan Tiong Bin Robin were re-elected to the Parochial Church Council for 2022/23.

Resolution 5: ELECTION OF THE MEMBERS OF THE PAROCHIAL CHURCH COUNCIL

<i>Candidate</i>	<i>Proposer</i>	<i>Seconder</i>	<i>Result</i>
Mr Jonathen Chan	Mr Keith Leong	Dr Christie Kamala	ELECTED
Ms Karen Chua	A/Prof Joseph Thambiah	Mr Laurence Lim	ELECTED
Ms Samantha Foong	Mr Shih Kim Chwee	Ms Samantha Lee	ELECTED
Mr Andrew Goh	Mr Robin Tan	Mr James Tan	ELECTED
Mr Eric Lee	Dr Stanley Lai	Mr Keith Chua	ELECTED
Dr Michael Lim	Mr Soh Kim Seng	Ms June Soo	ELECTED
Mr Adrias Tan	A/Prof Joseph Thambiah	Mr Andrew Goh	ELECTED
Mr Robin Tan	Mr Soh Kim Seng	Mr Andrew Goh	ELECTED

Canon Lewis then presented the Cathedral Parochial Church Council for 2022/23 to the AGM –

SYNOD REPRESENTATIVES

Mr Keith Chua (Vicar's Warden)	A/Prof Joseph Thambiah (People's Warden)	Dr Stanley Lai	Mr Chan Kheng Tek
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MEMBERS

Mr Jonathen Chan	Ms Karen Chua	Ms Samantha Foong	Mr Andrew Goh
Mr Eric Lee	Dr Michael Lim	Mr Adrias Tan	Mr Robin Tan

13 Date of next Annual General Meeting (AGM)

The date of the next AGM was tentatively set for 23 April 2023.

14 Closing Prayer

Canon Lewis ended the meeting with a closing prayer. The Meeting ended at 1.35 pm.

APPENDIX A

Substantive and relevant questions that were raised by Electoral Roll members at the Townhall on 02 April 2022, and answers that were provided.

The following questions were raised by members in relation to the Agenda for AGM 2022.

QUESTION 1 by Mr Joshua KOH

Will all staff (clergy, pastoral and non-pastoral staff) receive financial support to pursue training and development in relevant fields for their work? Will the amount of financial support differ for the various groups of staff? If so, what might be the reason behind the decision?

Answer by Dr Stanley Lai, PCC Honorary Secretary & Chairman, Personnel Committee

SAC has a training policy, which supports members of the Cathedral staff team as well as active lay leaders attending theological training. There is provision for financial support which will vary between staff, and also active leaders. The difference in the quantum of financial support largely depends on the course of study.

QUESTION 2 by Mr Joshua KOH

What will be the projected budget set aside for this (ie. financial support for staff (clergy, pastoral and non-pastoral staff) to pursue training and development in relevant fields for their work)?

Answer by Dr Stanley Lai, PCC Honorary Secretary & Chairman, Personnel Committee

SAC has a training budget, which on a combined basis, is about \$5,000. This is separate from the theological studies fund. As of February 2022, the theological studies fund stands at just over \$82,000. The theological studies fund is topped up as and when required. When the Parish supports a student for theological training, SAC HR will submit a paper computing the estimated amount of support for the student over the relevant course of study to the SAC Finance and Property Committee (FPC) for consideration. After the FPC approves the budget, SAC Finance will transfer the amount from the General Fund to the Theological Studies Fund, and pay the financial support out from the Theological Studies Fund.

QUESTION 3 by Mr Joshua KOH

Will there be training offs allocated for staff to have protected time to pursue further development?

Answer by Dr Stanley Lai, PCC Honorary Secretary & Chairman, Personnel Committee

Yes, the Training Policy provides for the study and examination leave that may be granted to SAC staff who will continue to be employed by the Parish on a full or part-time basis whilst pursuing theological training.

QUESTION 4 by Mr Joshua KOH

Besides formal courses and training made available, how is the Cathedral looking to cultivate a culture of continuous learning and growth?

Answer by Revd Christopher Chan, Associate Vicar

We need to shape culture, and this takes time. There can't be any shortcuts in this endeavour. Within the staff team, the need to strive for continual improvement and growth is highlighted from time to time during staff devotion, staff meetings, in our conversations with staff, ministry team meetings and discussions etc. The church leadership team seeks to lead by example, and over time, to create an environment within which such a desire for growth becomes the norm, where it would feel out of place if someone was not committed to continual growth. This cannot be based on top-down instruction, but instead is something that needs to be "caught" and then spreads somewhat organically.

We want to bring this emphasis on continuous learning and growth not only to the staff team but also to the wider church community. We highlight this when setting the church's direction, through the pulpit ministry, in encouraging members to attend DCBS and CE courses, and also through our cell groups because our cell groups provide an important space for such growth to take place in the community and with mutual accountability.

QUESTION 5 by Mr Joshua KOH

On a slightly separate note, I would also like to inquire if the church has a formal update on the status of the phase two expansion plan that was raised in 2019. While I understand there was a change in leadership and the unforeseen circumstances, or COVID-19 an update on the decision status of the proposed plan will be still appreciated.

Answer by Dr Stanley Lai, PCC Honorary Secretary & Chairman, Personnel Committee

Please be informed that Phase Two has been deferred until further notice. At present, the church leadership is focused on Nave restoration, which is currently ongoing.

QUESTION 6 by Mr Atticus TING

Would it be possible to publish the detailed account record pertaining to the additional cost incurred from using plastic cups and tissues, to cope with the required safe management measures from the government so that we can have a detailed account as to what the church had to fund for the past two years?

Answer by Mr Chan Kheng Tek, PCC Honorary Treasurer
SAC does not separately track and have a detailed account on a line-by-line basis of what we spend as a result of COVID-19 for the two-year period. However, we have some broad numbers: in total, we spent approximately \$70,000 over the last two years. While plastic cups and tissue were mentioned in the question, these were not significant. The bigger ticket items were really the ART test kits, thermometers and scanners that we purchased, and the development of the booking system. Over the last two years, we also received donations of about \$20,000 to defray the costs for some items.

QUESTION 7 by Mr Atticus TING

Would it be also appropriate to ask what would happen to our services if the nave restoration is not completed by 31st December 2022?

Answer by Revd Canon Lewis Lew, Vicar
We should have a clearer picture of the status of the restoration project sometime in June/ July 2022, and we will evaluate the course of action if needed. However, our worship services will continue even if there is a delay in the restoration project; we will continue our current arrangements for worship services in the CNS, Pavilion and Prayer Halls.

QUESTION 8 by Mr Atticus TING

Could the Welcome Centre be converted back to a Cafe such that the church could earn additional funds from selling food as well as attracting more people from other faiths to visit the Cathedral given the allowance of F&B in religious premises according to the state management measures, dated 29th March 2022?

Answer by A/Prof Joseph Thambiah, People's Warden
The Welcome Centre was opened together with the Cathedral New Sanctuary in 2005, and in 2017/2018, the Welcome Centre was developed into a commercial café selling specialty coffees and food. The Cathedral Café operated until 2020 when COVID-19 struck, and it had to be shut for a time. SAC took the opportunity in 2021 to relook the use of the Welcome Centre space, to reconsider if the Welcome Centre was fulfilling its purposes. The Welcome Centre is important as the interface between Cathedral and the community and the Cathedral; it is our window to the world.

A taskforce chaired by A/Prof Joseph Thambiah was set up in Cathedral in 2021, to look into the future direction of the Welcome Centre. The taskforce studied the finances of the Cathedral Café, its staffing requirements and its contribution to the ministry of the church. The taskforce also sought feedback from Cathedral members. After considering the feedback received from Cathedral members, as well as looking at the financial position, the function and ministry aims of the Welcome Centre, the PCC passed a resolution to cease the commercial operations of the Cathedral Café, and for the Welcome Centre to re-focus on evangelism and outreach, counselling and pastoral ministry. While simple food and drinks will continue to be available at the Welcome Centre, SAC will cease the operation of a commercial café.

Due to the ongoing Nave restoration works, the Welcome Centre is needed as workspace for the SAC staff team, as well as meeting and ministry space, until the space in the Nave building becomes available for use. As such, the re-configuration of the Welcome Centre space has been put on hold. We will continue to keep members updated on the plans for the Welcome Centre.

QUESTION 9 by Mr Atticus TING

Would it be possible to enhance the online offerings of the church given the permanent change in tastes and preferences for people to stay at home and worship the Lord by sample making provisions for zoom services? For more services such as the Youth service to cater to people who wish to stay at home to worship as they would like to keep healthy in view of the important items such as upcoming exams?

Answer by Revd Canon Lewis Lew, Vicar
As far as the current "reopening" of the church is concerned, we will continue to have our online presence. Beyond reaching our members, we are reaching people globally. We have been blessed, and it is amazing that we can bless others and draw people into the kingdom of God.

However, there is a need for balance between online and onsite. While we continue our online presence, as a community of faith, God has called us to come together to encourage one another and to spur one another on. Human interaction is much needed. There will come a time when we adjust the ratio of what we offer online and how much we have onsite. The leaders will continue to look into this, and to get feedback from members.

As the church reopens and we run our services, we encourage our members to come back onsite to this community where God has called us, so that we can worship God together. Where we come together

as a community to adore Him. There is a place for onsite worship, and for the onsite programs that we run. We want to be coming together as a people of God.

QUESTION 10 by Mr Daniel LIM

Why is the staff using the Welcome Centre as an office space?

Answer by Revd Canon Lewis Lew, Vicar

Due to the Nave restoration project, the staff team has had to vacate the second level pastoral office. We needed a holding space for the duration of the restoration project, and the Welcome Centre was selected because of its size, and also because it allows us to continually interact and engage with Cathedral members.

QUESTION 11 by Mr Atticus TING

With the gradual easing of measures regarding travel, would there be any provisions made for the camps to be held overseas such as in Malaysia?

Answer by Revd Christopher Chan, Associate Vicar

This is something on many of our hearts. We are planning for the resumption of church camp, and we are considering overseas options. Let us pray that the current situation remains stable or improves, so that overseas camps may be possible.

QUESTION 12 by Ms Angeline CHAI

May I know what is the sample size of the survey that was used for the task force to ultimately decide that the commercial use of the Cafe will be ceased?

Answer by A/Prof Joseph Thambiah, People's Warden

The Taskforce did not use a survey to gain consensus on the future of the Cathedral Café. As there were many issues related to the running of the Cathedral Café which Cathedral members might not have been fully aware of, such as the finances and staffing, we asked the congregation for their thoughts and ideas for use of the Welcome Centre space. After considering the feedback received from Cathedral members, as well as looking at the financial position, the function and ministry aims of the Welcome Centre, the Taskforce then made its recommendations to the PCC.

QUESTION 13 by Mr Daniel LIM

For the mission budget allocation, is it all for overseas missions or does it include local as well?

Answer by Mr Chan Kheng Tek, Honorary Treasurer

The SAC Outreach and Missions Fund (OMF) funds both overseas and local missions which includes contributions to the Deaneries, the Cathedral's own ministry work as well as supporting various

local organizations. In 2021, SAC allocated about \$1.7million to the OMF.

QUESTION 14 by Ms Angeline CHAI

Could you please update me on the progress of the restoration works? Who can provide more information if a member wants to know about the restoration works?

Answer by Dr Stanley Lai, Honorary Secretary

The Nave restoration works are ongoing: scaffolding has been erected and the workers have been at work. While we currently expect that the works will be completed by the end of 2022, we will continue to monitor the progress of the works. We should be in a position to provide an update on the status of the restoration project sometime in June/ July 2022, and we will update members accordingly. Please continue to pray for the workers, contractors, restoration work committee, and FPC/PCC as the restoration works proceed. We pray for speed, safety and God-honouring co-operation between all workers.

Regular updates on the Nave restoration works are available on the Cathedral website and in the church bulletins. Members may email their queries to nave_restoration@cathedral.org.sg, or write in to secretariat@cathedral.org.sg.

QUESTION 15 by Ms Angeline CHAI

Before closing the Cafe could we engage members of the church to obtain their feedback?

Answer by A/Prof Joseph Thambiah, People's Warden

A taskforce chaired by A/Prof Joseph Thambiah was set up in Cathedral in 2021, to look into the future direction of the Welcome Centre. The taskforce sought feedback from Cathedral members, as well as studied the finances of the Cathedral Café, its staffing requirements and its contribution to the ministry of the church. It was after the taskforce had considered all relevant factors, that the taskforce made its recommendations to the PCC, and the PCC then passed a resolution to cease the commercial operations of the Cathedral Café, and for the Welcome Centre to re-focus on evangelism and outreach, counselling and pastoral ministry.

QUESTION 16 by Ms LEONG Shew Ying

Vicar, please share your vision for the Welcome Centre, obviously, it was established prior. Interested to hear how you see this in conjunction with SAC as a hospital.

Answer by A/Prof Joseph Thambiah, People's Warden

Some Cathedral members have shared visions of SAC as a hospital, not to meet the physical needs, but to the spiritual needs and mental healthcare needs of the community around us. Many of the plans for the Welcome Centre, which will re-focus on evangelism and outreach, counselling and pastoral ministry, have to do with this vision of SAC as a (spiritual) hospital.

Due to the ongoing Nave restoration works, the Welcome Centre is needed as workspace for the SAC staff team, as well as meeting and ministry space, until the space in the Nave building becomes available for use. As such, the re-configuration of the Welcome Centre space has been put on hold. We will continue to keep members updated on the plans for the Welcome Centre.

Answer by Revd Canon Lewis Lew, Vicar

The COVID-19 pandemic had forced the closure of the Cathedral Café, the recommendations of the taskforce was to cease the commercial operations of the Cathedral Café, and for the Welcome Centre to re-focus on evangelism and outreach, counselling and pastoral ministry. Essentially, the proposal was to keep to the original purpose and spirit of the Welcome Centre. We will continue to seek the leading of the Holy Spirit on the future plans for the Welcome Centre, and we are very excited about the planned enhancements.

In connection with SAC being a spiritual hospital where people could come, A/Prof Joe has mentioned that the Welcome Centre is Cathedral's door to the world, and indeed, we have had many non-believers walk into the church because of the last one year. I believe that by the grace of God, the Welcome Centre will continue to serve that purpose to be the door to the world, where we will draw people to His Kingdom. A place where people can seek refuge, a place where people can seek help, a place where people can seek healing.

VICAR'S REPORT

Revd Canon Dr Lewis Lew

Looking back at 2022, the second year of the COVID-19 pandemic, we had begun the year with a lot of uncertainty and some experiencing the impact of COVID-19. With the constant changes in COVID-19 measures and the restricted number of worshippers at our on-site services, we were feeling exhausted and some of us had asked, "How long more O Lord?!" But now as we look back, there's so much to give thanks for and so much to give glory to God. To recount a few, we want to give thanks for the easing of community and border measures from 16 April, that allowed members to return on-site for our services. The easing of COVID-19 measures also allowed us to start the long-delayed Nave restoration project. We also need to give thanks to the Lord for His gracious provision of financial resources through the faithful tithing and giving of members. The easing of measures gradually saw the increase of worship attendance over the months, and more volunteers returning to serve. His glory was indeed over Cathedral, throughout this dark period of the pandemic, as we have witnessed 59 adult and 23 children baptisms in the year. Many of them came to faith amidst this trying and difficult time.

As we became more confident of the new normalcy, our first and foremost priority was to return to our first love: our relationship with our Lord Jesus Christ! For unless Christ is in the centre of it all, all that we do in life will be in vain. When we put Christ at the centre of our lives (John 17:20-23), we strip everything that is not of him out of our lives, and we put Christ at the centre. Our emphasis on Word, prayer, and Holy Spirit through our sermon series, CE courses, Holy Week devotion, cell discussions, and conferences, was to help members recalibrate and re-prioritise Christ as our first love.

As we worked on strengthening the spiritual life of our members, our cell ministry introduced new structures to strengthen the ministry. We now have Cluster Leaders who provide pastoral oversight over a group of Cell Leaders, and Zone Pastors (Clergy and Deaconess) who provide pastoral oversight over a group of Cluster Leaders. This important new structural change was introduced to ensure that we provide the best pastoral support for the

cell leaders. Our leaders are in a better place to care for and lead their cell members. We also continued our outreach through Alpha and to the residents in Henderson and brought a sweet end to the year with the residents celebrating Christmas in the Pavilion over a sumptuous lunch.

On the home front, COVID-19 took a toll on some of our members, with some showing signs of distress and depression. Our Member Care ministry was quickly set up and mobilised to reach out and to pastorally care for our members. While some are still working through their issues, we can press forward with faith in the Lord knowing that we are a living community that cares for one another.

Sadly, we were unable to return to worship in the Nave at the end of 2022, due to the delay in the restoration project. Like many contractors in Singapore, our contractor was hit by the increase in material costs, the lack of skilled manpower, and other issues. Nevertheless, we are thankful that the project is progressing, and I hope that we can return to worship in the Nave before the end of 2023.

Throughout the Bible, we see God's people gathering physically together for worship. I want to encourage those who are still worshipping at home and watching our live stream to return on-site and to worship as a community. Hebrews 10:25 reminds us, "**do not neglect to meet together.**" The author of Hebrews tells us, the purpose for meeting together is to stir one another up, to love one another, and to encourage one another.

I am extremely thankful to the many lay leaders and members who have served alongside the clergy, deaconess, and the staff in different capacities and ways. You are our unsung heroes who have made this community so special. Thank you! Let's "Give thanks to the Lord, for he is good, for his steadfast love endures forever" (Ps 136:1). As we look back, be proud that as a community, we have braved through another challenging year, and we have been blessed by the sovereign and divine grace of our Lord Jesus Christ. To God be the Glory!

REPORT OF THE VICAR'S WARDEN

Mr Keith Chua

We must work the works of him who sent me while it is day; night is coming, when no one can work.

— JOHN 9:4

As I reflect on the last 3 years of how COVID-19 affected the world, I think of 2 words commonly used to describe the experience.

The first word is '**pause**'. COVID-19 caused almost everyone and everything to pause. As a Church, we had to pause: initially, during the early stages as we assessed the risks, and subsequently, at each cycle of fluctuating infection levels. Taking a pause enables us to take stock, assess, pray and wait upon the Lord. Sometimes, it may bring much needed rest. Or a timely pause may steer us from continuing on a wrong path. After a long period of constant activity, a pause enables us to catch our breath, regroup and recover strength and energy. The pause becomes valuable and helps us grow spiritually when we pause with the Lord foremost in our day-to-day lives. The pause enabled me to spend more time in worship and praise; I rediscovered how uplifting it was to listen to hymns and songs of praise.

The second word is '**reset**'. The restrictions to normal activity and physical interaction required all of us to rethink how we continued Church ministry. Reset can result in total or partial change. Thanks to advances in technology, we could move services and meetings online. When we were allowed to return to physical services, we had to comply with restrictions in physical attendance, social distancing, the way we served Holy Communion and other limitations such as singing. In the reset, we needed to decide what was essential, what was important and what was necessary. Reset enables us to determine what truly matters to the Lord and remove what may be termed baggage. Some could even see this as a forced spiritual spring-cleaning.

It is very understandable to yearn for what we miss. With a pause and a reset and while we may yearn for some of the past to return, we need to keep hearing from the Lord. Is He continuing to do a new thing in our midst? *"Behold, I am doing a new thing; now it springs forth, do you not perceive it? I will make a way in the wilderness and rivers in the desert."* (Isaiah 43:19)

In the course of this past year, we saw a gradual lifting of restrictions. Today we can meet without

constraints on attendance, distancing, serving of Holy Communion, and we can all lift our voices in praise and worship. In this current phase may I share three words that can guide us forward.

All of us can **return** to physical worship. *"And let us consider how to stir up one another to love and good works, not neglecting to meet together but encouraging one another, and all the more as you see the Day drawing near."* (Hebrews 10:24, 25) While there are some who have not been infected and those amongst us who may need to remain careful, the majority, besides being vaccinated, will likely have experienced COVID-19. Sunday school is progressively being restarted alongside the main services. Please let us know whether there are any areas that we need to address as we continue to welcome everyone back.

As we return to physical worship, let us **resume** our practice of inviting family and friends to join us at our services and in our various outreach initiatives such as Alpha. *"... you will receive power when the Holy Spirit has come upon you, and you will be my witnesses ... to the end of the earth."* (Acts 1:8) We can commit to do this more intentionally than pre-COVID-19. There remains much that we will need to do to bring the Good News to the unreached.

Most, if not all of us, will have been able to prayerfully reflect and spend time with the Lord during the COVID-19 years. We have the opportunity where appropriate to **restore** our spiritual walk and return to our first love. *".... you have abandoned the love you had at first repent, and do the works you did at first"* (Rev 2:4, 5)

Before we quickly go back to how we were before COVID-19, we can step up our commitment to prayer and study of the Word. At the Cathedral, we await the completion of the Nave Restoration. While this has seen unexpected delay, we must continue to work while it is still day and look forward to the day of His return, *"... waiting for and hastening the coming of the day of God..."* (2 Peter 3:12).

REPORT OF THE PEOPLE'S WARDEN

A/Prof Joseph Thambiah

The Church year which will soon draw to a close was marked by one major shift – the reopening to near-normal church functioning and a physical return to onsite worship. As the faithful began to gather once more for worship, there was a palpable sense of joy amongst the people at seeing old friends and being able to fellowship with them once more. Indeed, while online/ live-streamed services served its purpose during the difficult days of COVID-19 restrictions, this physical return to onsite worship is vital to the spiritual health of the Church and reflects what the writer to the Hebrews recorded in Hebrews 10:25, *“.....not neglecting to meet together, as is the habit of some, but encouraging one another, and all the more as you see the Day drawing near.”*

God has indeed been the Provider during this transition year and has brought us to the cusp of not just another Church year but of a new season, a season that we pray will be marked by revival and renewal. This is physically exemplified by the ongoing (and somewhat prolonged) restoration

works to the Nave. This has placed a major strain on the remaining physical spaces in the Cathedral, major stresses on the staff and congregants but, by God's grace, we are not just coping, we are growing. Let us continue to pray for a timely completion of these works so that we may worship as a renewed people in a renewed building.

Let us all, as a Cathedral community, move forwards into this new and exciting season, engage ourselves fully in the work of the Church and reflect the light of Christ to all around us as we grow in maturity in Christ. While the future will always carry an element of uncertainty, one thing, above all, is certain – God is sovereign and He remains faithful to His people.

I look forward, as your Peoples' Warden, to another year of worshipping with you, engaging with you and serving you. May God bless us all.

Behold, I am doing a new thing; now it
springs forth, do you not perceive it?
I will make a way in the wilderness and
rivers in the desert

— ISAIAH 43:19

REPORT OF THE HONORARY SECRETARY

Mr Chan Kheng Tek

Dear Brothers and Sisters in Christ, at our last AGM held on 24 April 2022, Mr Keith Chua was appointed as the Vicar's Warden, and the following members were elected to the Parochial Church Council (PCC) for the 2022/23 term:

- A/Prof Joseph Thambiah (as the People's Warden)
- Mr Jonathen Chan
- Ms Karen Chua
- Ms Samantha Foong
- Mr Andrew Goh
- Mr Eric Lee
- Dr Michael Lim
- Mr Adrias Tan
- Mr Robin Tan

The Synod Representatives for St Andrew's Cathedral, who were elected in 2020 for a 3-year term, are Mr Keith Chua, A/Prof Joseph Thambiah, Dr Stanley Lai and Mr Chan Kheng Tek.

At the first PCC meeting, Dr Stanley Lai was appointed as Honorary Secretary, and Mr Chan Kheng Tek was appointed as Honorary Treasurer. In September 2022, Dr Stanley Lai stepped down and Mr Chan Kheng Tek took over as Honorary Secretary after a transition, following Dr Stanley Lai's appointment as the Chancellor of the Diocese of Singapore in May 2022. We thank Dr Stanley Lai for his dedicated service and invaluable contribution as PCC Honorary Secretary. May the Lord continue to use him for His Glory in his new role as Chancellor.

The PCC co-opted 6 additional members during the year: Mrs Doris De Souza, Ms Daphne Gan, Dr Jeremy Gwee, Mr Mark Kumar, Mrs Felicia Ma and Dr Reuben Wong to assist in various areas of service. We also welcomed Mr Simon Ang and Mr Jason Ong who were the representatives from the Mandarin Congregation, and Revd Kelvin Koo and Mr Henri Ngoh who were representatives from Westside Anglican Church (WAC). We thank God for all of them.

As in the previous year, 3 subcommittees were constituted for 2022/23:

- Finance and Property Committee
(Chair: Mr Andrew Goh)
- Cathedral Social & Welfare Committee
(Chair: Ms Karen Chua)
- Personnel Committee
(Chair: Dr Stanley Lai. In September 2022, A/Prof Joseph Thambiah took over as Chair)

For 2022/23, the PCC met a total of 10 times on a monthly basis (except June and December 2022). With the easing of COVID-19 restrictions by the Singapore government starting from April 2022, the PCC, Clergy and staff team have been planning and implementing various initiatives to ramp up ministry activities and to welcome members back to the Cathedral for physical worship.

The PCC has also been working with the Cathedral's appointed architect and consultants to ensure that the restoration works continue to progress and to minimise delays. Regular discussions have been taking place with the main contractor Shanghai Chong Kee, to overcome the delays in the supply of materials and other subcontract works. Despite these challenges and setbacks, we continue to pray for God's favour over the restoration so that work can continue safely with minimal disruption. We also pray for wisdom for the church leadership to be able to navigate and resolve any issues faced.

After 3 years of conducting our AGM online, we thank the Lord that we will be able to hold AGM 2023 physically at the Cathedral. Information on the relevant procedural matters and timelines relating to the AGM on 23 April 2023 is set out together with this Annual Report. Thank you to all SAC members for your continued engagement and support.

We thank the Lord for His blessings, grace and mercy and we pray that whatever we do, whether in word or deed, we do it all in the name of Lord Jesus, giving thanks to God the Father through Him (Colossians 3:17).

FINANCE & PROPERTY COMMITTEE

Mr Andrew Goh *Chairperson*

The role of the Finance and Property Committee (FPC) is to advise and oversee the management of the finances, investment assets and properties of the Cathedral. It also has the task, due to the Cathedral's role as the mother church, to manage the distribution of giving, to our churches/ agencies both within and outside the Diocese of Singapore.

We give thanks to the Lord for His continued provisions and blessings for the year 2022. Although we budgeted for a surplus of \$12,830 (unconsolidated general fund) we ended the year with a much larger surplus of \$1,194,720. Although it was a difficult period because of the pandemic we were able to create a healthy surplus. This was due to sizable donations of \$1,250,000.

The Cathedral's finances continue to be healthy, and we in turn must continue to be good stewards, continually seeking God's guidance and wisdom. Our financial report is prepared every year and circulated to all members for their review and comments. Members can seek clarification, if they have queries on the financial report. Tithes, pledges and freewill offerings continue to be the main income sources to fund the Cathedral's operating expenses. We continue to receive gifts for various ministries, mission work and charitable initiatives. We review our operating expenses carefully and continue with our practice of setting aside 25% of our income for missions and outreach.

In the area of giving, the Cathedral decided that we will give \$1,150,000 of the total donations of \$1,250,000 received to our missions and outreach. This will allow the Outreach and Mission's Fund Committee to distribute funds to churches/ agencies within and outside the Diocese.

We continue to look carefully at the properties under our care. We have a property at Essex Road known as "Lion Towers" which is currently being tenanted; the lease is due for renewal in April 2023. We have been informed that steps are taken to attempt to sell it en-bloc. We have two properties in Sennett Estate. One property is currently housing a clergyman, the other property is currently tenanted.

The Cathedral's Nave restoration works project is ongoing. This is to restore various parts of the Cathedral's historic building that have been affected by environmental wear and tear. The tender for the restoration works was awarded in July 2021 and work started in January 2022. We seek members' continued prayers for the Lord's favour over the restoration, for the smooth supply of materials and for skilled workers to be available, for a safe and peaceful environment despite the works. Also, for the work to continue with minimal disruptions and distractions.

We would like to express our appreciation to members of the FPC and Cathedral Staff for another year of committed and dedicated service to the church. In addition, we would like to thank our members who help and support our Cathedral in giving their time and experience in all financial, property and building related matters. May the Lord continue to grant favour upon us as we serve Him faithfully and with great humility in order that His name be glorified.

PERSONNEL COMMITTEE

A/Prof Joseph Thambiah *Chairperson*

The Personnel Committee (PC) is tasked with establishing the policy and processes relating to recruitment, training and welfare of staff as well as any other HR related matters that may arise or may be assigned by the Vicar and/or the Parochial Church Council. During the current Church year, Dr Stanley Lai stepped down as Chairman to assume the role of Chancellor of the Diocese as well as Chairman of the HR Board. A/Prof Joseph Thambiah took over as Chairman in the last quarter of 2022. The Personnel Committee, together with the Cathedral Community, would like to express our heartfelt appreciation to Dr Stanley Lai for his exemplary leadership of this committee during his tenure.

Over the last few months, the PC undertook a major revision of the Retirement and Re-employment processes and guidelines for Cathedral employees, aiming to not just fulfil Ministry of Manpower

requirements but to also ensure that all retiring staff feel valued and are given significant opportunity to continue serving and mentoring in a new season of their lives. We thank God for the team that He has assembled for us in the Cathedral and who are serving so well in challenging circumstances.

As the Cathedral grows strategically and develops new ministries, more staff are likely to be employed. This, of course, will be done with one eye on managing staff costs and enabling staff to take on multiple and varied tasks. We continue to look for all means to provide for the material support and encouragement of staff and look to God for His wisdom as we do so.

Therefore, my beloved brothers, be steadfast,
immovable, always abounding in the work of the
Lord, knowing that in the Lord your labour is not
in vain.

— 1 CORINTHIANS 15:58

CATHEDRAL SOCIAL & WELFARE COMMITTEE

Ms Karen Chua *Chairperson*

The LORD is my shepherd; I shall not want.
He makes me lie down in green pastures.
He leads me beside still waters.

— PSALM 23:1-2

Purpose of the Cathedral Social & Welfare Committee (CSWC):

- To demonstrate love and care for SAC church members and the community who are in need of welfare or financial support on a short-term relief basis; and
- To pray for and provide emotional and spiritual support to church members and the community under our care.

Just as the sheep is dependent on the shepherd, we are dependent on our Lord Jesus Christ, who is our good shepherd (John 10:11), for provision, guidance and protection. The CSWC is thankful to God for His continual provision and favour that -

- we were able to serve the needs of members and the community through welfare financial support;
- we were able to help those who needed temporary financial assistance;
- we were able to focus on a more holistic care for the individual by providing emotional support and care; and
- those who needed longer term financial support and care were referred to the respective agencies for follow-up and sustainable care, while we continue to provide emotional support where possible.

Scope of Work:

- Administer assessment of applications, approval and disbursement of welfare financial support
- Ensure governance on application, approval and disbursement procedures

- Direct anyone who needs pastoral care to the Member Care Team or relevant pastoral team
- Provide additional help, including channelling persons in need to appropriate legal, social and economic assistance that is available; and
- Provide additional support in unprecedented situations, such as the pandemic

Three years on, with Singapore coming out of the pandemic, many people are still being affected by the socio-economic impact of the pandemic and other world events. The CSWC will continue to be inspired by our good shepherd. We will persevere in our Purpose by providing the needed financial assistance, and always seeking holistic and sustainable care for every person under our care. We will continue to work in cohesion with the Church pastoral team and the Member Care Ministry to care for and help our members.

It is our prayer that every person in our care will be able to experience the good shepherd's love and hope through practical help, emotional support, and spiritual nourishment to overcome adversities, and ride through the storms of life. *The LORD is my shepherd, I shall not want. (Ps 23:1)*

RESTORATION WORKS COMMITTEE

Mr Lee Chi Kuan *Chairperson*

St Andrew's Cathedral celebrated its last service for 2022 at the Nave on 31 December 2021. The New Year's Eve service marked the closure of the Main building for restoration works to commence from 2 January 2022.

The Main Contractor awarded for the restoration works, Shanghai Chong Kee (SCK), took over the main building and commenced preliminary works. Documentation on furniture, fixtures and others were recorded and confirmed before they were removed and sent offsite to SCK's factory in January 2022 for restorative works to commence. Hoardings were then progressively installed around the main building to secure the work site.

Although Singapore was progressing well against the COVID-19 pandemic, some businesses were affected. Some contractors were reeling from the sudden increase in both labour and material costs and the lack of experienced and general workers at their sites. SCK was not spared. Suppliers were insisting on cash payments instead of credit. This and other factors affected SCK's operations which in turn affected the progress of the Nave restoration works.

The Restoration Works Committee (RWC) is working closely with the Cathedral's management and SCK to help resolve or minimise the headwinds we are facing. We are currently at about 59% of the works done as of 15 January 2023. We Thank God for the progress that we have made thus far despite the ups and downs faced during the year. The RWC has assisted SCK in securing workers and specialist subcontractors to help move the works. We had made good progress from June 2022 with the supply of extra workers. We have almost completed the removal of weak plaster on all the external walls, removed the existing paint, made repairs to the bricks and replastered the walls with

lime plaster. We are now applying the final skim coats to some of these walls.

Works carried out internally have progressed slowly. Most of the workers onsite are deployed externally. They are moved indoors only during bad weather. We are now working on getting the trenches ready. Casting of cement concrete is presently in progress. Once completed, our electrical and air-conditioning contractors will be able to commence their cabling and piping works.

We are very thankful for both English and Mandarin congregation members as well as the SAC Missions team, who have stepped forward to share Christ's love with the workers in the course of their work onsite. They have provided lunches regularly and given them love gifts. We praise and thank God for them.

We continue to give thanks to the LORD, that in spite of delays and uncertainties, the project is able to go forward within the parameters set prior to the onset of the COVID-19 pandemic. It continues to be a challenge, and we pray that the conditions in 2023 will not have significant adverse impact on our plans and timeline.

Hence, we covet your prayers for the following:

- Safety and good health for all workers, supervisors, managers, engineers, architects and staff;
- Supplies, manpower and logistics will be available at the right time;
- No external disruptions and internal distractions that will cause delay or confusion;
- A cooperative atmosphere with clear communications; and
- That it is God's wisdom and His plans that will prevail in all our decisions and implemented to His satisfaction.

OUR WORSHIP SERVICES

Revd Canon Dr Lewis Lew

As the government further eased community and border measures, more members were gradually allowed to return to our onsite services from 16 April 2022. This change signalled the nation's resilience in battling the pandemic and readiness to return to some form of normalcy at work, social life, and church. The change was a long-awaited prayer answered for many in Cathedral after the spread of COVID-19 started in late 2020.

When the church "reopened", members returned to worship onsite with lesser restrictions and the attendance at services gradually increased over the months. However, some opted to continue to worship from home for various reasons. In July 2022, Bishop Titus made the decision to remove the temporary provision for communion to be administered online to encourage more members to return to worship onsite.

With further easing of measures after 29 August 2022, where mask-wearing was no longer required in indoor settings and with more restrictions lifted, we were able to bring the choir and worship team back as part of our worship services, and to re-introduce other components of our services which had been temporarily removed. As more returned to worship onsite, more volunteers also returned to serve in ministries, such as children ministry, worship, ushers, and others. The "buzz" gradually returned to Cathedral, bringing a fresh new life to the church. The year closed with combined services after two years, to celebrate Christmas and to welcome the New Year. Currently, we have about 2,000 worshippers (adults and children) worshipping onsite every weekend.

We thank God for watching over the services in Cathedral, and we also want to thank all the lay

volunteers who served tirelessly each week to keep the services running: the sidesmen and ushers, the PA crew, the media crew, the servers, the lay readers, the Sunday school teachers and teacher's aides, the choir and worship teams, the wardens, the vergers, and the staff. The Psalmist says, "I was glad when they said to me, 'Let us go to the house of the Lord!' Our feet have been standing within your gates, O Jerusalem!" (Psalm 122:1-2). What a great joy that today we can be standing on the ground of Cathedral physically to worship God.

Service Pastors:

- Wednesday 12.30pm Revd Soon Soo Kee
- Saturday 2.30pm Mr Tony Tan
(Hokkien Service)
- Saturday 4.00pm Revd Daniel Lim
- Saturday 5.30pm Revd Christopher Chan
Revd Andrew Yap
(wef 1 April 2022)
- Sunday 7.30am Canon Lewis Lew
Revd Andrew Yap
(wef 1 April 2022)
- Sunday 8.30am Revd Joshua Raj
(Tamil Service)
- Sunday 9.30am Revd Christopher Chan
- Sunday 11.30am Revd Moses Israeli
and Ds Ti Lian Swan
- Sunday 2.30pm Revd Moses Israeli
(Myanmar Service)
- Sunday 4.30pm Revd Joshua Raj

(All the above services are conducted in English, unless otherwise indicated.)

OUR MINISTRIES

NEXTGEN

Revd Daniel Lim

1. CHILDREN MINISTRY

We praise God for the gradual resumption of onsite programmes in 2022, starting with the monthly Holy Communion Service for Families with Children. This service ceased when we resumed our weekly children programmes in the second half of 2022. One of our biggest thanksgivings has to be our teachers and teacher aides who have served tirelessly and passionately, especially during the pandemic. Some have decided to step down after serving for many years while others have renewed their commitment for another year. We also give thanks for those who have joined us this year and for the Youth Ministry in anchoring the programme for the children on every 5th weekend. However, one of our greatest challenges is still the lack of teachers and we appreciate your prayer and involvement.

2. YOUTH MINISTRY

We praise God for a gradual increase in attendance at the Youth Service, and for many youths who are now serving in various areas of the ministry. We are also thankful for the support from church members and the team from Member Care for the Young. The year-end Primary 6 camp as well as the Youth camp were definitely the main highlights of the year. This year, the children and youth ministries have agreed that the transition to youth ministry would take place at secondary 1. To support this transition, we have launched Metaphormosis, a 2-year curriculum that aims to provide those in Secondary 1 and 2 with strong biblical foundations and a platform where they can find spiritual communities to journey with. We have also started a discipleship programme in collaboration with Journey of Purpose, for youths who are waiting to enter tertiary education. We pray that through all these activities, our young people may grow deeper in their faith and love towards God.

3. YOUNG ADULT MINISTRY

To date, we have organised one gathering where Dr. Jeremy Gwee spoke on "Work: A Challenge to Living your Faith?", and another gathering where Mr Darius Lee spoke on "Friend, are you chasing after the wind?". We also invited our young adults to attend the dialogue on the impact of the repeal of 377A organised by the Diocesan Youth Board. We will continue to plan activities that will help to foster strong spiritual friendships and to enable our young adults to strengthen this aspect of faith-life integration.

4. BOYS' BRIGADE 106J COMPANY

We are thankful for the opportunity in 2022 to invite students, parents, teachers and the school principal to attend the BB enrolment ceremony conducted during the Saturday 4pm service at the Cathedral. This will take place again this year and we plan to have more engagement with them. We are also thankful for a new group of teachers, officers and volunteers this year. We pray for more young people who will serve in this ministry and for the love and truth of God to be shared with the students.

CELL GROUP MINISTRY

Revd Christopher Chan

Cell groups play a vital role in the life of our church, aiding us in fulfilling the Great Commandment and the Great Commission: making disciples of all nations out of love for God and neighbour. We want our cell groups to experience and practise discipleship in community, with attention given to the following elements of biblical discipleship:

- Community life
- Pastoral care
- Scripture
- Prayer
- Worship
- Service
- Mission and Evangelism
- Growth and Multiplication

In July 2022, after spending more than a year crystallising and casting a fresh vision for the cell group ministry, we moved away from a service-based ministry structure and launched a new zonal ministry structure. Now, our cell groups are grouped in clusters, and clusters are grouped in zones under the leadership and care of one of our SAC pastors. This new arrangement takes into account the fact that many of our cell groups have members who worship in different services, and it provides for more consistent pastoral care for our cell groups. The departure from a service-based structure is also in line with the church leadership's thrust to bring our services together with a deeper understanding of our shared identity as members of one church.

Our cluster leaders play a critical role in the new ministry structure by providing care, guidance, and practical support to cell group leaders, and we are very grateful to them for their labour of love.

We continue to prioritise the training of current and potential cell group leaders. On 6 and 13 August 2022, Dr Tan Kim Huat from Trinity Theological College conducted a course entitled *Introduction to Bible Interpretation: Rightly Handling the Word of Truth: A Basic Guide for Bible Study Leaders*. We received feedback that many participants found the training very helpful. We also conducted a second run of the Cell Group Leaders Training Programme (CGLTP) over six Saturdays from 3 September to 8 October 2022. Participants included existing cell group leaders who were unable to attend the programme in 2021, as well as new and potential cell group leaders. Feedback was likewise positive, and participants were enriched and encouraged by the group discussions that took place during each session.

Moving forward, we will continue to emphasise leadership development and cell group multiplication as we seek to bring more church members into cell groups, whether existing or newly formed. We believe that healthy cell groups will lead to a healthy church. We ask you to pray with us for more cell group leaders to be raised up to be part of this important work. May God use the cell group ministry to strengthen SAC for His glory. Amen!

CHRISTIAN EDUCATION

Revd Andrew Yap

We thank God for Ds Grace Tan who had been faithfully developing and helming our Christian Education ministry before her retirement in August 2022. We thank God that, through the CE ministry, we are able to teach, equip and strengthen the church community in their spiritual growth and follow-ship of Christ.

Below is a summary of the CE activities in 2022.

MEMBERSHIP			
Baptism and Confirmation Courses (BCC)	1st Run 8 sessions (27 Feb – 24 Apr) Baptism cohort: 25 Confirmation cohort: 42 Transferred members: 18	2nd run 8 sessions (27 Feb – 24 Apr) Baptism cohort: 38 Confirmation cohort: 52 Transferred members: 27	Membership transfers came from 35 different churches.
FAMILY LIFE MATTERS (FLM)			
Marriage Preparation Course (MPC)	1st run 6 sessions (10 Feb – 17 Mar) 7 couples	2nd run 6 sessions (6 Oct – 3 Nov) 10 couples	FLM engaged Bridging Hearts ministry to train and equip 8 of our marriage mentors.
The Parenting Teenagers Course (TPTC)	8 sessions (31 Mar – 26 May) Participants: 14 (SAC), 4 (SACM)		A significant milestone for FLM was when we ran our TPTC, TPCC and TMC courses together with our Cathedral Mandarin congregation (SACM).
The Parenting Children Course (TPCC)	8 sessions (3 Aug – 21 Sep) Participants: 17 (SAC), 4 (SACM)		
The Marriage Course (TMC)	7 sessions (30 Jun – 11 Aug) Participants: 11 couples (SAC), 4 couples (SACM)		
CHRISTIAN SPIRITUALITY			
Holy Week Meditations	Speakers: Holy Monday (11 Apr): Bp Rennis Ponniah Holy Tuesday (12 Apr): Dr Tan Kim Huat Holy Wednesday (13 Apr): Mr Joseph Chean		Average attendance over the 3 days Onsite: 72 Online: 193
“Hearing the Voice of God” Retreat	2 days (22-23 Apr) Instructor: Ms Brenda Goh Participants: 68		
Holy Spirit Seminar	2-day retreat (2-3 Jun) Speaker: Bp Rennis Ponniah Participants: 300		
Contemplative Prayer Retreat	3-day retreat (9-11 Sep) Spiritual directors: Ps Simon and Rinda Tan Participants: 19		

OUR MINISTRIES

CE CLASSES

Understanding the Bible	3 sessions (8-22 Feb) Instructors: Ds Grace Tan and Ms Veronica Wong
Conversations with God	5 sessions (5 Jul – 2 Aug) Instructors: Ds Grace Tan, Ds Ti Lian Swan and Ms Samantha Foong Participants: 96
Introduction to Biblical Interpretation	2 sessions (6, 13 Aug) Instructor: Dr Tan Kim Huat Participants: 189

Diocesan Certificate of Biblical Studies (DCBS)	Old Testament Modules The Minor Prophets: 118 participants	New Testament Modules The Writings (I): 125 participants	Cathedral's DCBS programme was handed over to St Peter's Hall (SPH) as of September 2022. Average weekly attendance: OT modules: 100 NT modules: 138
	The Major Prophets: 118 participants	The Writings (II): Registration with SPH	
	1 & 2 Corinthians: 179 participants	Non-Pauline Epistles: 126 participants	
	Pauline Epistles 149 participants	Revelation Registration with SPH	

LEADERSHIP EQUIPPING PROGRAMME

How to Officiate, Lead Corporate Intercession and do Lesson Reading	2 sessions (22, 29 Jun) Instructors: Revd Canon Lewis Lew, Ms Heng Siow Ing Participants: 32	Hospitality Training	3 sessions (19, 26 Feb, 5 Mar) Instructor: Ms Raj Somaligam Participants: 64
How to Minister to the Sick	4 sessions (1 - 22 Mar) Instructor: Revd Eric Yong Participants: 21	How to Conduct a Funeral Wake and Service	2 sessions (7, 14 May) Instructor: Revd Daniel Lim Participants: 26

Going Forward

The theme for St. Andrew's Cathedral for the next 2 years is "Passionately Committed to Christ", and the CE department will begin developing a "discipleship roadmap" to help every member grow in their discipleship - from the "babes" in Christ to church leaders.

With the issue of Human Sexuality and Gender Identity impacting the Christian churches ever more so, the CE department has engaged Focus on the Family, Choices and theologians to help church members approach the matter both biblically and pastorally. In particular, we hope also to equip parents to carry out safe and honest conversations about growing up and on the subject of sexuality with their children.

We would like to thank everyone who has supported the CE programmes through your active participation and encouragement. We would also like to thank all our BCC facilitators, instructors/ teachers and admin support. We appreciate your prayers for the CE team as we continue to seek to equip and grow the church in Christ (Ephesians 4:11-16). God bless!

WORSHIP AND CREATIVE ARTS MINISTRY (WCAM)

Revd Daniel Lim

We praise God for the resumption of congregational singing in 2022, and also for all the members of the choir and the contemporary worship teams who have returned to serve at our onsite services. This has definitely positively impacted our corporate worship and made it even more meaningful for the worshippers at the services. One of the key highlights for the choir in 2022 was the Service of Lessons and Carols, where we saw the return of our combined choir after a long hiatus caused by the pandemic. The choir was joined by the string ensemble as well as the handbell ensemble. We are also thankful for the opportunity to present Christmas carols at the SAC Home for the Aged and three households with members who are homebound. For 2023, we hope to provide more opportunities for the combined choir to minister in songs and we look forward to having more members join the choir.

In October 2022, we were able to meet up face-to-face with the members serving in our contemporary worship ministry including the AV team, and to fellowship with them at our day retreat. The direction and plans for the ministry were presented at this retreat, so that every member could be on the same page and move forward together. This year, we will continue to focus on deepening the

spirituality of our worship leaders and strengthening the skills of the team members. We are delighted to have Ms Quek Li Huan who worships at St. John's - St. Margaret's Church and Ms Eunice Wong who is the worship ministry pastor from Church of our Saviour to support us in training and mentoring our members in the ministry.

Members from the Creative Arts Ministry were able to use their skills to support other ministries in their activities in 2022. For example, members of the dance team participated in the preparation for an overseas mission trip organised by the Journey of Purpose where the locals were taught how to do flag dancing. One of the members even went along for the trip. We look forward to more collaboration with other ministries this year. We pray that the creative talents that God has given to us may be used to bless others both locally and overseas, and also to make known the name of Jesus and His love.

PASTORAL CARE

Revd Joshua Raj

Cathedral Women's Fellowship

The Cathedral Women's Fellowship (CWF) seeks to build communities among women in the Cathedral and deepen fellowship ties by engaging women in areas of service (Flowers, Sewing & Embroidery, Church Linen, Caring & Sharing) and through talks and activities. We give thanks for the faithful service among the volunteers, and that the ladies were able to foster fellowship through physical meetings and excursions.

We did a special project to make and send beanies to a centre for Ukrainian refugee children in Poland and for members of the Brain Tumour Society of Singapore. We also contributed a craft item to Project ABC. We give thanks for the strong support from members both in giving their time and in donations.

We pray that we will be able to deepen fellowship among the ladies in 2023 and reach out to more ladies through our activities, including pre-believers. We will continue to engage with the homebound and the residents of the St Andrew's Cathedral Home and look forward to having more face-to-face interactions.

We look forward to the re-opening of the Nave and look forward to being able to decorate the Nave with flowers for worship services. We also hope to explore conducting craft activities in the Welcome Centre as a form of outreach.

Men to Men

Our Mission is to build a safe community for wholesome spiritual growth for men. In 2022, we held five talks:

- February – "Hey bro! I'm gay" Part 2
- March – Climate Change: A Christian Perspective
- April – Meeting God at the Movies
- May – The Christian Father
- July – The Future of Work

With the lifting of COVID-19 restrictions, we attempted to have a physical gathering but encountered poor responses, for reasons such as the availability of facilities for the gathering and competing demands for people's time as the country opened.

In 2023, we aim to build the core group via the mentor@church programs. The sessions will include Introduction to mentoring, Active listening, Know your mentee, Mentoring conversations and Spiritual discipline.

Inner Healing Deliverance Ministry

The team members completed an 8 week training on Biblical Demonology conducted by Church of Our Saviour even as we continue to reach out to members with need for inner healing.

MEMBER CARE

Ds Ti Lian Swan

Member Care Ministry

The Member Care Ministry (MC) is organised around 7 Care Teams: Care for The Elderly, Care for The Young, Care for The Sick, Care for Married Couples & Families, Care for The Bereaved, Care for Divorcees, and Others (who do not fall within the above categories).

We had a soft launch in November 2021. The initial publicity drew quite a number of volunteers across services. Each volunteer was interviewed to assess his/her suitability. By December 2021, the teams were formed and we officially launched MC in January 2022. Publicity which focused on one Care Team every 3-4 months, helped create awareness among our congregants. In 2022, MC Care Teams ministered to a total of 45 people. Our "clients" reached out to us via the Cathedral telephone line, website and other channels. MC supported Service Pastors in caring for the flock, especially those who needed specialised help from trained counsellors/personnel.

MC believes in continuous training for our volunteers. In 2022, MC volunteers were trained in the following: Ministry to the Sick (by Revd Eric Yong, Chaplain of St Andrew's Community Hospital); Spiritual Care for the Ageing (by Revd Ian Hadfield and Revd Paul Tan of St George's Church); and Attending Skills (by Mr. James Chan, Executive Director, Psychiatric Services, Singapore Anglican Community Services). MC also offered the "Spiritual Care for the Ageing" course to Cathedral members in Sept - Nov 2022. Going forward, training will continue to be part of our efforts to increase competencies and sharpen skill sets. We are also looking at collaborations with organisations which offer specialist skills.

An interesting development happened with dog therapy for the elderly. This was originally intended for clients in their homes, but it has grown into a community service as God opened the way for us to go into senior care centres. We have sent dog therapy teams to the St Andrew's Senior Care Centres in Henderson and Queenstown, and we have extended this service to other Anglican Senior Care Centres and other organisations, at their request.

We thank God for very dedicated team leaders and volunteers who sacrificed much time and effort to minister to those in need. In 2023, we look forward to serving more people and to more collaborations with other Cathedral ministries and external bodies, as the Lord opens doors of opportunity to us. To God be the glory for the marvellous things He has done!

Senior Members' Fellowship

SMF was launched in 2006, and entered its 16th year in 2022. We thank God for dedicated Committee Members, the support of Cathedral leadership and members.

SMF organises activities for seniors which are a blend of spiritual reflections and community engagements. Despite COVID-19 challenges in 2022, the average attendance at each activity was 38 and the total number of participants for the year was 883. Activities included the making of lanterns, masks, photo frames and Christmas cards as well as arts and crafts. There were also tours to the National Gallery and CapitaSpring. Talks by various speakers covered a range of topics from CNY traditions, Shaping and Living a Jesus-shaped life, TCM, loss and grief, overcoming the fear of death, and pets for therapy. SMF's Silver Strings also ministered to clients of Anglican Care Centres in Hougang and Queenstown. Following two talks given by Lena Soh on loss and grief, a grief awareness support group was formed. SMF also celebrated Senior Citizens' Day and organised a Christmas Musical.

In 2023, SMF will continue to provide spiritual feeding for the growth of its members, plan activities to draw members closer in Christian fellowship and organise more events to reach out to non-believers and the needy.

PRAYER & INTERCESSION

Ds Ti Lian Swan

The true church lives and moves and
has its being in prayer.

— LEONARD RAVENHILL

We thank God for the fervent prayers of Cathedral's faithful intercessors. In 2022, intercessors were organized into teams which prayed regularly for specific church ministries and for the seven major spheres of influence in society. Being a church planted in the heart of the city, the Cathedral has a calling and responsibility to steward our nation in prayer.

The Ministry was and still is involved in writing the weekly prayer highlights for the Cathedral's e-bulletin and supports the Cathedral's monthly Prayer & Praise led by the Vicar, Clergy and Deaconesses. In March 2022, we resumed onsite Prayer & Praise after two years of meeting on Zoom. That was a welcome change as it enabled members to connect in person with the worship and prayer leaders as well as with one another. Initially we occupied the Prayer Halls but subsequently shifted to the Pavilion to accommodate a larger number who were returning to onsite prayer. At the last Prayer & Praise in November 2022, Canon Lewis sent us out on a prayer walk to bless the seven major spheres of influence in our nation.

The "Holy Spirit Seminar" organised by the Christian Education Department (2-3 June 2022) was undergirded by onsite intercession as well as intercessors' active participation as small group facilitators. Many who attended the seminar were blessed and had testimonies to share. Intercessors were also the instructors at the Christian Education course "Conversations with God" (5,12,19,26 July & 2 Aug 2022) which taught participants how to pray and to deepen their prayer life.

The intercessors also supported the "Adopt A Block in the Community" at Bukit Merah by prayer-walking several blocks on 26 November, one week prior to the

Cathedral's distribution of goodie bags to residents of these blocks. The "Christmas is Love" party on 10 December also saw the active participation of intercessors in prayer and in various roles.

We met regularly with the Vicar to hear from him, to pray together and to discern God's voice. We also had two retreats to 'sharpen our axes' and to be spiritually refreshed in the Lord. The first was the annual Intercessors' Retreat (18 -19 March) with Ps Benedict Rajan who has, over the years, been instrumental in equipping and ministering to the intercessors. The second retreat "Hearing the Voice of God" (22-23 April 2022) was conducted by Ms Brenda Goh, a gifted teacher/ trainer and the intercessory head of St John's – St Margaret's Church.

With the retirement of Ds Grace Tan at the end of July 2022, the intercession arm of the Prayer & Intercession Ministry arm was handed over to Ds Lian Swan who now has oversight of the Prayer & Intercession Ministry. The intercessors are very grateful to Ds Grace for her able leadership, spiritual guidance and exemplary diligence.

As we move into 2023, we thank God for the precious lessons learnt in 2022. We are also reminded of the need to build a stronger and more united team, to be faithful in stewarding all that God has entrusted to us and to look to God for the spiritual renewal and revival that we believe He will bring to our personal lives, the Cathedral, the nation and the world.

REACHING OUT

COMMUNITY SERVICES

Revd Joshua Raj

CITY Community Services

The CITY staff team gathers for staff devotion on alternate Thursdays, and we are studying the Book of Romans. This will continue in 2023 as the team looks deeper and discusses how it applies in our lives.

A corporate video for Befrienders and Alumni was done, and it is ready to be shared with stakeholders and future school partners. We edited our Volunteers Handbook and carried out the necessary training. We thank God for His providence and His appointed workers, to serve in our schools as we gathered in June 2022 to share our thoughts and suggestions for improvement. A year-end thanksgiving gathering was held in December.

We received an enquiry from Meridian Primary School but due staff constraint, we agreed to follow-up and consider for 2023. We will be partnering with My Saviour's Church for a Befrienders program in Alexander Primary School, to introduce the CITY Community Befrienders program. We target to begin the club in the school in 2023. We conducted a tuition program to help our P6s to prepare for their exams.

For the Befrienders Alumni, an average of 9 outings with the youths were conducted each month from April through to September. All staff were deployed for these programs, which included mentoring, outdoor activities like rock climbing, birthday celebration and foundation sessions.

For the Anglican Family Centre, we had Dinner Chit Chat in April and June, an Outing to Wild Wild Wet and Baking workshops.

In our Six2One Camp 2022 (New Hope @Siglap), we were able to have our first camp this year with the objective of equipping and empowering our primary 6 students for secondary school.

SAC Home

2022 has been a rather eventful year for the Home. The COVID-19 outbreak which struck in February affected all residents and 4 staff members, but with God's grace and mercy, and His provision of help and support from the Board of Directors and SAC members, everyone emerged from the outbreak safely.

We give grateful thanks to God for the continuing ministry by staff, congregation members at SAC and the CWF in their endeavour to meet residents' spiritual, physical and emotional needs via outreach and interaction through online sessions and onsite visits when permitted.

With the easing of COVID-19 restrictions in 2022, residents' engagement activities have extended outdoors to include walks and bus outings in addition to their in-house programme of daily exercise sessions, games, group activities, inspirational and enrichment segments. Onsite visits from student and volunteer groups have also resumed. God's continuing blessings for the Home have continued to flow through the generous donations of services, groceries and supplies from individuals, groups, and corporations.

As part of the upgrading plans to better serve our residents in the ever-evolving COVID-19 landscape, SAC Home underwent a renovation project to construct an isolation room at the Activity Hall and an improved nurse's station to facilitate response and care.

REACHING OUT

OVERSEAS
MISSIONS

Ms Adeline Hee

The Cathedral's Overseas Missions were still affected by the COVID-19 pandemic in 2022. While reduced COVID-19 restrictions allowed for travel to Cambodia with relative ease by mid-year, travel to neighbouring Batam did not resume.

- Despite this, the **289 Fellowship of the Manger (289 FOTM)** ministry extended its work in Batam to two new villages and the Lord opened the door for us to partner a local church within the Deanery to carry out this work. Plans are underway for the team to visit the villages in 2023, to reconnect with our ministry partners and to reach out to the poor families in the slum areas. As regular mission trips to Batam are expected to resume in 2023, we look forward to bringing volunteer teams to minister to the community.
- **Project Khmer H.O.P.E. (PKH)**, the Cathedral's ministry in Cambodia, resumed its vocational training courses at the start of 2022, albeit at half the previous enrolment numbers, with safe distancing measures in place. We thank God for blessing the work of the ministry over the last two decades, and as we enter into a new season of PKH's missions work, for His provision of former PKH graduates who returned to join the local staff team in equipping poor youths with vocational skills, to enable them to break out of the poverty cycle. Plans are in progress to convert a former industrial skills workshop space at the PKH Centre into two new classrooms, to allow children from the neighbouring orphanage and communities to attend English classes at PKH Centre. The construction work should be completed in time to receive new student enrolments by March 2023. We invite Cathedral

members to consider joining the annual PKH Alumni Tour resuming in 2023, to visit the students, staff and trainers at PKH Centres and to hear testimonies from the former graduates.

In November 2022, during the annual Missions Gathering, Cathedral members had the opportunity to hear about the various ministry works in the Deanery countries. The Missions Department will be exploring missions opportunities in Nepal and Thailand, and we look forward to sharing more about the work Cathedral will be involved in, in 2023. May we invite all Cathedral members to pray alongside us as we explore new mission fields, while continuing to build upon the ministries entrusted to us.

The Medical Outreach to the Myanmar Community on Cathedral grounds was postponed to 2023, and we look forward to organising activities and providing healthcare services to bless the Myanmar nationals.

As we enter into 2023, we invite all Cathedral members to prayerfully consider joining us, to bring the Gospel to the unreached, to share God's love with those who have yet to know of His amazing grace, and to serve alongside us in the mission fields where the harvest is plentiful, but the labourers few.

REACHING OUT

LOCAL
OUTREACH

Ms Adeline Hee

In 2022, as Singapore grew accustomed to living with COVID-19, Cathedral's Outreach ministries slowly regained momentum throughout the year, resuming most of its local work and ministries. We give thanks to God for the lives transformed through these ministries and many other unnamed efforts of Cathedral members:

- **Adopt-a-Block in the Community (ABC)** continued its monthly outreach to the residents at Bukit Merah, and in Dec 2022, Cathedral had the great privilege of inviting the residents to the Christmas celebrations at the Pavilion. The response from the residents were positive and encouraged volunteers that their outreach efforts were not in vain. Cathedral members who gathered to organise and host the Christmas lunch were likewise encouraged through their experience to join the monthly outreach.
- In another initiative, Cathedral members who were volunteers at SAC Home distributed Christmas gift packs to the rental block near SAC Home in Clementi. We thank God for the many ground-up initiatives of Cathedral members to bless the communities around us.
- The **Alpha course** fully resumed its two onsite runs in the year. With relaxed COVID-19 restrictions, we could cater food for participants once again and it was a welcome addition, which enabled participants and facilitators to connect over meals. Some Alpha participants went on to attend the Baptism and Confirmation courses.
- The Lazarus Ministry (LM) continued its work reaching out to rough sleepers in the City Hall area. We thank God for the persistent effort of LM volunteers who, through their friendship with rough sleepers, had the opportunity to accompany some to our church services.

- The **Befriending Migrant Workers (BMW)** Ministry partnered with the Cathedral's Mandarin Congregation to bless the migrant workers at the Nave Restoration worksite. Special lunches were catered for them, and volunteers put together Christmas gift packs which included items the workers had requested, to thank and bless them. The year ended with the team, together with the Myanmar Worship Service, in discussion to restart the English Classes for Myanmar nationals in 2023.

The annual Missions Gathering with the theme leading into 2023, "Will you be My Witness", was organised in November, where Cathedral members had the opportunity to hear from a returning missionary, the missions work in the deanery countries, as well as participate in the interactive booths and be blessed with sponsorship towards a mission trip. We invite members to join the 2023 Missions Gathering, as we share more mission opportunities to the deanery countries.

We thank God for the location that Cathedral is in, surrounded by various industries and easily accessible, right in the heart of our nation. We are excited to share that our Outreach work is expanding to include Alpha@Workplace, to reach the marketplace professionals within the vicinity of City Hall.

As we look forward to 2023, may we invite all Cathedral members to join us in sharing the Gospel through the various outreach ministries, and to join us in prayer for the Cathedral to be a beacon of light to those around us, and for us to be His witnesses in our local communities, wherever He has called us.

WESTSIDE ANGLICAN CENTRE

Rev'd Kelvin Koo

The year 2022 was an eventful one for Westside Anglican Church (WAC).

Place of Worship

WAC's lease at the former venue (Bestway) ended in July 2022 after three years. The decision to move was due to the high rental which was not sustainable. The original plan to grow the church was curbed by the presence of COVID-19 for more than two years.

Several options were explored. Our initial plan was to move into the premises of St Andrew's Mission School (SAMS) at Bukit Batok. However, the approval from the Ministry of Education was pending right to the end of Dec 2022. Eventually, with the support of Canon Lewis, both WAC and Jurong Anglican Church Mandarin (JACM) moved to St. John's - St. Margaret's Church (SJSJ). We are grateful to God who is our faithful provider for all these years.

Preaching Theme

In the year 2022, our preaching series was focused on Discipleship. The series covered:

- Relationship with God
- To be like Christ
- Empowered by the Holy Spirit
- Spiritual Discipline

It aimed to equip the members with what it meant to be a follower of Jesus Christ and how to live it out in our daily lives. The sermons also served as discussion materials for the cell groups. It was beneficial for cell members to go through and reflect on what was preached during the Sunday Service. Before the cell meetings, the pastors would meet with the cell leaders to go through the materials, and to respond to questions. This also provided a platform to train existing and new cell members on the facilitation of cell groups.

Children and Youth Board (CYB)

The year 2022 also saw the birth of a new ministry: the Children Youth Board (CYB). The objective was to integrate all children's ministries under one umbrella, and to equip members with the necessary training. Our children are the future generation. In view of the challenges and threats degrading our moral values, it is important that we anchor our children on the Word of God. CYB is still undergoing

a period of refining and adjustment. We thank God that many members have stepped forward to serve in different capacities.

Chaplaincy Works

a.SAMS

We have completed one year of chaplaincy partnership with St Andrew's Mission School (SAMS). Our involvement included:

- Full time Associate Chaplain (Ps Michael Yeong) based in SAMS
- Weekly Friday chapel service
- SAMS's Outing at the Jurong Lake Gardens
- Participated in SAMS's Children Day and Discovery Week
- WAC Childrens' 3 days 2 nights camp in SAMS, where parents and students of SAMS were invited to join in some of the activities
- Donation to support the setting up of after school daycare centre

We look forward to deepening our relationship with SAMS, which is vital to the success of our chaplaincy works.

The Ministry of Education (MOE) has yet to respond to our request to move into SAMS's premises. Once the approval is given, we will need to manage the transition sensitively, so as to provide our church members with ample time to reorganise their schedule.

b.St Andrew's Nursing Home (Taman Jurong)

We thank God that we were able to resume the weekly chapel services at Taman Jurong Nursing Home (TJNH) after two years. The one hour of praise, sharing of God's Word and prayer, brings tremendous joy and peace to the residents in TJNH. In addition to the weekly chapel, WAC's befrienders also ministered to the residents weekly on a personal basis. Both WAC and JACM participated in TJNH's Christmas Celebrations.

c.Little Seeds Pre School

WAC is the chaplain to Little Seeds Pre-School. We meet the teachers for devotion and prayer on a bi-monthly basis, and we meet the little children for

REACHING OUT

stories and praise on a weekly basis. The parents and children were invited for major Church's events like the Christmas celebrations and the Childrens' Camp.

Integration of WAC and JACM

WAC and JACM are now more integrated than one year ago. Apart from the traditional Covenant Renewal Service, we had combined services (bilingual) on Good Friday, Easter, Mothers' and Fathers' Day, Childrens' Day and Christmas Day. WAC and JACM members served together to support major events like SAMS' outing and the Children's Camp.

Parish Status

WAC needs to fulfil three requirements, in order to achieve parish status: we must have (a) an electoral attendance of more than 100, (b) a permanent place of worship, and (c) three consecutive years of financials in the black. WAC is on track, having fulfilled all the requirements for the first year. We pray for God's favour to be upon WAC in achieving parish status.

New Church Building

We are in the early stage of discussion with SAMS and MOE regarding our requirements, and we will share more information in due course.

Going Forward

We continue to be reminded of what Jesus said to his disciples in the gospel of John 15:5, *"I am the vine; you are the branches. Whoever abides in me and I in him, he it is that bears much fruit, for apart from me you can do nothing."* It is my conviction that our personal relationship with Jesus surpasses all other concerns.

Regular Activities

- English language Service: Sundays, 4.00 pm–6.00 pm
- Mandarin language Service: Sundays, 4.00 pm–6.00 pm
- Children-In-Action: Sundays, 4.00 pm–6.00 pm
- Destiny Impact Encounter: Saturdays, 2.00 pm–5.00 pm
- Boys' Brigade, 95J Coy: Saturdays, 7.30 am–9.30 am
- Cell Groups: 1st and 3rd Fridays, 8.00 pm
- Corporate Prayer Meeting: 2nd Friday of every month
- Council Meeting: Last Sunday of every month, except June and December

Upcoming Events in 2023

- Baptism Service
- Confirmation Service
- Missions Sunday
- AGM
- CIA Camp (Dec 2023)
- Church Camp (June 2023)

REACHING OUT
MANDARIN
CONGREGATION
Rev'd An Yuejin Priest-in-Charge

Grace and peace to you from God the Father and the Lord Jesus Christ. We ought always to thank God for you, brothers and sisters, and rightly so, because your faith is growing more and more, and the love all of you have for one another is increasing.

— 2 THESSALONIANS 1:2-3

The Apostle Paul's praise of the church in Thessalonica is also very appropriate when applied to the brothers and sisters in St Andrew's Cathedral Mandarin Congregation (SACM) for their service in the past two to three years. Indeed, it is remarkable how quickly normal church life and activities have resumed as we transition to post-pandemic life. The faith and love of our brothers and sisters have withstood the test of the pandemic and achieved commendable results.

A large church requires the support of a strong organisational structure and suitable operations management model. Under the leadership of the pastoral staff and Chinese Council (CC), all five domains of the church have experienced development and progress.

Worship: We are most encouraged by the fact that physical worship attendance rates have gradually recovered to nearly 70% of pre-pandemic numbers. The church continues to encourage our brothers and sisters to commit to attending prayer meetings, as this remains a crucial aspect of the church's spiritual formation.

Fellowship: The 11 fellowships and 69 cell groups in the church have maintained an average attendance rate of 51.3% in the past year. This year, we will be holding our church camp in Johor Bahru. We hope that through this wonderful opportunity, the fellowship amongst our brothers and sisters can be strengthened.

Education: We continue to equip and build up our brothers and sisters in their Biblical knowledge

and leadership through Diocese night classes and Sunday school lessons (at the adult, youth, children and kindergarten levels), be it online or in-person.

Outreach: Last year, the church organised the 2022 "Seeking" course, the Mid-Autumn Festival Evangelistic Service, as well as a series of evangelistic events by other ministries (Christmas evangelism by the Youth Ministry and Elderly service, the Chinese New Year evangelistic event by the Migrant's Ministry etc). As a result, 44 people were baptised in Christ and joined SACM.

Service: In the past year, our brothers and sisters have benefitted immensely from the many workshops organised, which addressed practical concerns and needs of life. We have also done substantial work in laying the ground for visitations, pastoral care and holistic care for church members, and hope to see progress and breakthrough in these areas in the year ahead.

As a result of the pandemic, as well as shortages in manpower, materials and funding on the contractor's end, restoration of the Nave has been delayed. Do continue to pray for the restoration works and we eagerly await the day of its completion. We also look forward to having more space available for worship and fellowship once the Nave is ready.

Furthermore, for the growth and development of a church to be sustained, there needs to be a new generation of believers who will take on the mantle of leading the church. Thus, we have an important task before us – to motivate and enthuse our youths to serve, both in full time ministry and as laity.

We are, however, also very aware that there remain many areas in which the church is lacking and requires continual improvement. There are still aspects in which the congregation and church leadership may not be on the same page. This would thus require greater unity in coordination and continued efforts from all the church leaders and members to address.

In the new year, SAC Mandarin will continue to work closely with the English congregation as we seek to realise the vision of a single parish. Under the leadership of the Vicar, the pastoral team, the Parochial Church Council (PCC) and the Chinese Council (CC), we will strive to bring the church's ministries and plans to fruition. May all glory be to the Lord!

In closing, I would like to use the Apostle Paul's teaching to encourage my fellow brothers and sisters: "But one thing I do: Forgetting what is behind and straining toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus." (Phil. 3:13-14)

ADMINISTRATION & OPERATIONS

Mr Lim Chong Wei

2022 was a year for consolidating and transiting to normal operations as the country eased out of the pandemic. From April 2022 onwards, more activities were held onsite including more participants at the weekly services. With the ongoing Nave Restoration, members' understanding of space constraints was appreciated as all users were affected by the limited shared space.

The staff team worked together to ensure that onsite activities were able to be carried out with adherence to the prevailing regulations stipulated by the Ministry of Culture, Community and Youth (MCCY) and the Crisis Preparedness for Religious Organisations (CPRO). Service Personnel, consisting of committed members, were briefed and worked alongside the staff team to allow regular services and activities to be held in a safe manner.

Fire Evacuation Drills were conducted to familiarise the Emergency Response Team and Service Personnel with the standard procedure in the event of an emergency. Car park operations resumed in Sep 2022.

15 February 2022 marked the 80th anniversary of the Fall of Singapore. During this dark period, St Andrew's Cathedral served as a symbol of hope, uniting men and women from different nations and backgrounds in a time of crisis. The Cathedral's Heritage Committee commissioned a video: Unity of Faith: The Story of St Andrew's Cathedral During World War II, to document this important story.

We thank God for His provision and protection during a year of transition and look forward to seeing His hand at work in the coming year.

STAFF MOVEMENT IN 2022

NEW JOINERS OR TRANSFERS

Date	Name	Ministry
1 Jan	Michael Ian Forbes	CITY Befriender
11 Jul	Koh Zhi Yong Joshua	Youth Pastoral Worker
1 Nov	Stanley Hung	AV Coordinator
1 Nov	Dena Jessica Robert	Children Pastoral Worker

RETIREMENT, RESIGNATIONS & TRANSFERS

Date	Name	Ministry	Reason
31 Mar	Lim Chok Kim	Cleaner	End of Contract
31 Mar	Foo Jiayong Shaun	Missions Staff	Resigned

BEHIND THE SCENES

20 Apr	Jonathan Santolorin	Estate Staff	Resigned
15 Jun	Ds June Tan	Auxiliary Deaconess	End of Contract
30 Jun	Priscilla Loh Yeow Lye	Pastoral Worker	Resigned
23 Aug	Chia Kum Meng	Pastoral Worker	Resigned
31 Aug	Matthew Peter	AV Coordinator	Resigned
31 Dec	Goh Siok Kim	Missions Staff	Transferred to PKH

MAJOR EVENTS IN 2022

Date	Event / Development
2 Mar	Ash Wednesday Service
26 Mar	Baptism Service
11-13 Apr	Holy Week Meditations
14 Apr	Maundy Thursday Service
15 Apr	Good Friday Service
17 Apr	Easter Sunday Services
24 Apr	SAC Annual General Meeting
8 May	Confirmation Service
21 May	The Boys' Brigade 106J Singapore Company Enrolment Service
2-3 Jun	Holy Spirit Seminar
18 Aug	National Day Thanksgiving Service
8 Oct	Baptism Service
5 Nov	Diocesan Day of Prayer and Fast
11 Nov	Ordination Service
13 Nov	Confirmation Service
16 Nov	St Margaret's Schools 180th Anniversary Services
19 Nov	Missions Gathering
3/10 Dec	Adopt-a-Block this Christmas
18 Dec	Lessons & Carols
24 Dec	Christmas Eve Service
25 Dec	Christmas Day Service
31 Dec	Covenant Service



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cathedral.org.sg