



ST ANDREW'S CATHEDRAL

ANNUAL REPORT 2 0 2 2

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AGENDA FOR AGM 2022

- Opening Prayer
- Dean's Address
- Vicar's Address
- Report from the Vicar's Warden
- To receive the nomination for the Vicar's Warden
- Announcement of the Acceptance of the Financial Statements for the year 2021
- Announcement of the Acceptance of the Annual Report for the year 2021
- Announcement of the Acceptance of the Budget for the year 2022
- Announcement of the Re-Appointment of the Auditor
- Announcement of the Results of the Elections
 - a. The People's Warden
 - c. 12 members of the Parochial Church Council
- Date of next AGM
- Any Other Business
- Closing Prayer

MINUTES

ANNUAL GENERAL MEETING 2021

ST. ANDREW'S CATHEDRAL, SINGAPORE

Minutes of the Annual General Meeting
held on Sunday, 25 April 2021, 1.00pm
via Zoom Webinar

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>

Apologies

Rt Revd Dr Titus Chung	<i>Bishop of Singapore and Dean</i>
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151 proxy voting forms were received, and 100 Members on the Electoral Roll and five (5) observers logged in to observe the meeting.

1.0 Opening Prayer

Canon Lewis opened the meeting with a word of prayer. Canon Lewis 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.

1.1 Dean's Address

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

It is my great joy to address you at this AGM for the first time as your Dean and Bishop. I want to begin by thanking you – the members and the lay leadership of the Cathedral for your commitment and dedicated service in working alongside the Clergy, Deaconesses and the pastoral team to see the church through one of the most challenging times in our history.

2020 was a challenging year for us – COVID-19 has brought the whole world to her knees, and for the first time in our history since World War II, the doors of the church were shut for a brief period of 2 plus months, and even now, our onsite services are still very much restricted. Like me, I am sure many of you are looking forward to the day when we can sing our praises to the Lord without our masks and worship without restrictions.

While we can acknowledge that there are minor inconveniences, we need to be thankful that Singapore is spared from severe outbreaks. Today if you walk the street or walk into the mall, besides the masks and SafeEntry stations, you can hardly tell that we are living in the midst of a global pandemic. God has watched over and protected Singapore, and God has watched over Cathedral. But if we were to look outside of Singapore today, you would know that the battle is far from over. Until the pandemic is brought under control with vaccinations, we will continue to face different challenges as a nation and as a church.

But instead of focusing on the challenges, I urge you to focus on, "What does God want us to learn from this pandemic?" One lesson that I believe is important for Cathedral is the lesson on – UNITY – unity! Ecclesiastes 4 tells us, "And though a man might prevail against one who is alone, two will withstand him – a threefold cord is not quickly broken" (Eccl 4:12). Scripture is so clear, if we work alone, we set ourselves for failure, but if we choose to work together, we can do more extraordinary things for the Lord.

In this new season, I am confident that you will do greater things for the Lord because you have a team of very able, committed and dedicated Clergy, deaconesses and staff. I want to encourage you to work hand-in-hand with them under the leadership of your Vicar to fulfil God's purpose for Cathedral first as a parish and then as the mother church of the Diocese. So, may the Lord bless and keep you; may the Lord's presence be with the whole proceeding of this AGM, and may the Lord pour out His Spirit of revival into our church. Amen!

1.2 Welcome and Explanation on the Form of Virtual 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 a quorum, as Canon Lewis (as Vicar) had received a total of 151 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, 100 ER members and five (5) observers had also logged into the meeting. Canon Lewis acknowledged the electronic presence of the 100 ER members.

Canon Lewis brought the meeting through the special arrangements for the AGM, in view of the COVID-19 situation. He expressed his appreciation to all involved, including our members, for their patience and understanding, in view of the very different way we were conducting the AGM.

He explained that all voting had taken place through the submission of proxy voting forms, and we had received a total of 151 proxy voting forms. The Q&A process had been completed before the meeting, and before the deadline for the submission of the proxy voting forms. Following the publication of the Notice of AGM, members could write in with their queries between 25 March 2021 and 7 April 2021. We had not received any AOB or questions on our Financials before the 7 April deadline.

Canon Lewis thanked the Secretariat team for assisting in the collection and count of the proxy voting forms. The meeting noted that Revd Daniel Lim had been appointed as the Returning Officer, and Mr Charles Leong had been appointed as an Independent Observer over the vote-counting process. He also thanked Revd Daniel and Mr Charles Leong for presiding over the counting of votes cast. Canon Lewis then gave thanks to God, for watching over the AGM and vote counting process, and guiding the team through the different stages.

Canon Lewis informed the meeting that the AGM proceedings were being recorded, and that the minutes would be issued for confirmation at the AGM the following year.

2.0 Vicar's Address

Canon Lewis agreed with Bishop Titus's speech, that 2020 was indeed a challenging year. Many had to make adjustments at work, as a family and with our lifestyles. The church had to adjust the pattern of services, limit the number of worshippers onsite, and adjust the way we conducted our ministries. Despite the challenges, we were thankful for God's leading and protection over us, our families and the Cathedral in the past year. The year 2020 was not all unpleasant – many had shared with Canon Lewis about their encounters with God, and we had witnessed first-hand how the Lord led us as a church and provided for all our needs.

Canon Lewis reminded everyone to continue to discern the heart and will of God for this season. In the last few months, the Lord had repeatedly given Cathedral His prophetic Word from John 15:4-11, 2 Chron 7:11-22, Isaiah 43:18-19 and Isaiah 54:1-4.

He focussed his address on Isaiah 54:2-3, "Enlarge the place of your tent and let the curtains of your habitations be stretched out; do not hold back; lengthen your cords and strengthen your stakes. For you will spread abroad to the right and the left, and your offspring will possess the nations and will people the desolate cities."

Canon Lewis compared the Middle Eastern tent with the growth of the Cathedral building. He explained that these tents were designed to be enlarged to accommodate guests, more inhabitants, or growth in the family. As the Lord was preparing the Cathedral for a season of growth, the church needed to go back to the fundamentals – to strengthen our spiritual stakes. To enlarge the tent, we needed to reinforce the stakes that were holding up the tent. Although Cathedral was 160 years old since her formation, everyone needed to drive our spiritual stakes even deeper in anticipation of the growth that God was preparing. The strength of a building laid not in its facade or size, but in its foundation. The bigger or the taller the building, the stronger the foundation that was required. The depth of the foundation ultimately determined the strength of a building.

The church had embarked on "Building a Deeper Life in Christ", to strengthen our spiritual stakes. We would do so by focussing on two (2) essential aspects: Personal revival and People. On personal revival, we would prioritise the following three areas: Spirit, Word and Prayer. We would carry these through our pulpit series, cell groups and discipleship training. For our focus on People, we would

move from being service-centric to becoming small group-centric. COVID-19 had proven that the small group was essential and critical as part of the church's life to help members grow spiritually and in maturity, do life together, and care for one another as a community.

Canon Lewis expressed his concern that with the current restriction on our onsite services, it might take a while before all members could return to worship onsite. Canon Lewis called on everyone to live out our Lord's command to love one another truly, by taking responsibility for reaching out to those members who could not worship onsite and were not part of a cell group, and who might be neglected and need encouragement.

Canon Lewis reported that more information on the Cathedral restoration project would be shared with members after the formation of the new PCC. In addition, a study group would be formed to look into the use of the welcome centre.

Canon Lewis urged everyone to continue to work together through this challenging season, when it might take months or years for the nations to recover from the pandemic.

Canon Lewis exhorted members to be patient, to persevere and to 'build deep'. The church needed to be UNITING at every level (Staff and Lay), just as the Israelites united themselves to rebuild the walls in Nehemiah Chapter 3 (Neh 3:1-32). We needed to INTENSIFY our Prayers as God reminded us in 2 Chron 7:14, "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 Chron 7:14). We needed to TRUST God wholeheartedly (Psalm 46:1-10) in every aspect of our personal and church life.

In closing, Canon Lewis assured the meeting that with God's help, we would build deeper and grow stronger, and we would surely experience God's amazing growth for Cathedral.

3.0 Announcement of the Nomination of the Vicar's Warden

Canon Lewis announced the appointment of Mr Keith Chua as the Vicar's Warden for the current year.

4.0 Vicar's Warden's Report

Mr Keith Chua thanked Canon Lewis for appointing him to serve as the Vicar's Warden for another year.

Keith shared that since the last AGM, the church had progressively returned to onsite Services in the Cathedral. We had started with 50 attendees per Service and were currently at 250 persons per Service, following the guidelines of keeping to clusters of 50 persons and with no intermingling before and after Services. The return to physical Services allowed members to partake of Holy Communion and hear the preaching of the Word.

He rejoiced that the church was recently allowed to sing with masks on. Many of our members were returning to the onsite Services, resulting in some Services being fully booked very quickly in our booking system. Therefore, Canon Lewis had requested members to consider attending Services twice a month to allow more members to attend physically and partake of the Holy Communion.

Keith shared that the current guidelines limited the Clergy from presiding at Holy Communion to no more than one Service per day. The cluster arrangements also required mobilising more of our members to serve in various areas during the services. The church would continue to keep the members updated as the guidelines evolved.

Keith thanked the entire team, including the Vicar, all the Clergy, pastoral staff, and our members serving in the many Services scheduled weekly.

Since our last AGM, there had also been leadership changes. The Right Revd Dr Titus Chung had taken over as the Bishop of Singapore and the Cathedral's Dean, from the Right Revd Rennis when he retired in October 2020.

Keith thanked Bishop Rennis for his leadership of the Diocese and the Cathedral as its Dean and prayed for Bishop Rennis' ministry in his next chapter of life. On behalf of the meeting, he welcomed our new Bishop and Dean, the Right Revd Titus Chung, and looked forward to his wise counsel and leadership.

There were also leadership changes within our Cathedral ministry. Keith thanked the previous Vicar, Revd Canon Terry Wong, Revd Calvin Wee, Revd Hambali Leonardi and Ds Bessie Lee, who had taken up new postings from 1 January 2021; and Revd Bertram Cheong, from 1 May 2021.

On behalf of the Church, Keith welcomed the new team: the Vicar, Revd Canon Lewis Lew; Revd Christopher Chan; Revd Daniel Lim, and Revd William Chee, to our Cathedral. Keith then assured each of them of the support of the church in building the Cathedral ministry.

In closing, Keith read Philippians 4:8-9 and the concluding paragraph of what he had shared in the annual report.

"Nevertheless, the Good News must still be proclaimed, and this is where each one of us will be channels of hope and love. The past year will have enabled many of us to spend time in prayer and the Word. It is my prayer that we will all continue to lift the Name of Jesus High, in our families, in the Cathedral, in our workplaces and schools and our neighbourhoods."

Philippians 4:8-9, "Finally, brothers, whatever is true, whatever is honourable, whatever is, whatever is pure, whatever is lovely, whatever is commendable, if there is any excellence, if there is anything worthy of praise, think about these things. What you have learned and received and heard and seen in me – practice these things, and the God of peace will be with you."

5.0 People's Warden's Report

A/Prof Joseph Thambiah referred the meeting to the report of the People's Warden on page 16 of the Annual Report.

Joseph reported that the total electoral roll members as of 31 December 2020 stood at 3,671; the number of members confirmed, but not on the electoral roll was 1,737; the number of members baptised but not confirmed was 1,690, which made for a total membership of 7,098.

Joseph recalled the old song titled "What a difference a day makes" by Dinah Washington. He commented that it should read as "What a difference a year made in 2020", for the Cathedral and the nation". He acknowledged that God, in computer terminology, reset the world, particularly the church. The church could no longer function as usual, and its activities halted – church meetings and events, even weddings, were held virtually. The business of the world was no more running as expected.

As the people of God, we needed to heed what God wanted us to learn from this. He acknowledged that it was only by the grace of God that we were slowly returning to everyday life. We should not treat COVID-19 as a one-off event, but should learn what message God had for us: for us to stop, reflect and search our hearts, cast off everything that hindered our worship to Him, and know our hope was in Him

Joseph encouraged the meeting to learn from the situation of World War Two when the church then was under tremendous danger – there was death and persecution, yet the church emerged after the war stronger than before. He urged members to come together as one, united behind our new team of leaders, to engage in fervent prayer for a season of revival, and to set aside everything that hindered, and keep our eyes fixed on Jesus.

Joseph urged the meeting to pray for God's anointing upon the new leadership of the Right Revd Dr Titus Chung as our Bishop and Revd Canon Lewis Lew as our Vicar, for God to grant them vision and wisdom in their pastoral duties and in the mission of making Christ known to the nation.

6.0 Announcement of Acceptance of the Audited Financial Statements for the Year Ended 31 December 2020

The audited financial statements for the year ended 31 December 2020, upon the proposal by Mr Robin Tan and seconded by Mr Patrick Lau, was accepted with 96% majority voting in favour of the resolution.

7.0 Announcement of Acceptance of the Budget for the Year 2021

The budget for the year ended 31 December 2021, upon the proposal by Ms Felicia Ma and seconded by Mr Andy Wong, was accepted with 94% majority voting in favour of the resolution.

7.1 Honorary Treasurer's Report

The Honorary Treasurer, Mr Chan Kheng Tek, reported that the Lord had continued to bless the church with a substantial surplus despite the challenging pandemic year.

Kheng Tek reported that a significant reduction of 20% or more in members' tithings and offerings had been expected. The 2020 budget for income was \$5.6 million compared to 2019, when the church received \$7.1 million for tithings and offerings. He thanked members for their faithful giving as tithing decreased by 13%. With the government's Job Support Scheme and generous donations from a few members, we achieved a surplus of more than \$700,000 compared to our budgeted deficit of \$400,000. Spending was tightly monitored and kept within the operating budget.

Kheng Tek referred the meeting to Luke 12:48, where Jesus said, "to whom much was given, much will be required". As the Lord had blessed us, so we must do the same. Towards the end of 2020, the PCC had approved the allocation of an additional \$325,000 to our outreach and mission fund, to support our sister parishes in need and our six (6) deaneries. The surplus remained in our reserves, to be drawn upon as necessary.

The 2021 economic environment remained uncertain. The church had budgeted \$6m for tithes and offerings in 2021, comparable to what had been received in 2020. Overall, total income was budgeted at \$6.6 million as the government's support was reduced. We would maintain our staff costs in line with Diocese of Singapore policy. The budget for operating and ministry expenses had increased slightly, as we had assumed that there would be a slight easing in restrictions in the second half of 2021, when the government would open up and ease restrictions further to allow us to return onsite for Worship Services and other events. We were ready to increase our spending on ministry expenses as we ramped up physical activities in the church.

Kheng Tek concluded his report by thanking members again for their generous support of the work of our church.

8.0 Announcement of Acceptance of Re-appointment of Baker Tilly TWF LLP as Auditor

The re-appointment of Baker Tilly TWF LLP as the auditor for the ensuing financial year, upon the proposal by Mr Chan Kheng Tek and seconded by Mr Jonathen Chan, was accepted with 93% majority voting in favour of the resolution.

9.0 Announcement of Acceptance of the Annual Report for the year ended on 31 December 2020

The Annual Report for the year ended 31 December 2020, upon the proposal by Mr Adrias Tan and seconded by Ms Karen Chua, was accepted with 95% majority voting in favour of the resolution.

10.0 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 them had continued to offer their service while some had asked to step down. He recorded his vote of thanks to Ms Dora Cheok Yiu Suan, Ms Chin Min Yee, Mr Andy Wong Yuen Chern and Mr Lau Choon Sam Patrick for their service in the PCC.

Canon Lewis announced the results of the election.

10.1 Election of 9 members of Parochial Church Council

Mr Jonathen Chan Yik Seng, Ms Karen Chua, Ms Felicia Foong, Mr Andrew Goh Kia Teck, Mr Eric Lee Siew Pin, Dr Lim Khong Jin Michael, Mr Tan Hock Soon Adrias, Mr Robin Tan and Mr Lim Liok Keong Philip were elected to be the nine (9) members of the Parochial Church Council.

10.2 Election of the People's Warden

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

11.0 Date of next Annual General Meeting (AGM.)

The date of the next AGM was tentatively set for 24 April 2022.

12.0 Closing Prayer

A/Prof Joseph Thambiah ended the meeting with a closing prayer. The Meeting ended at 1.45 pm.

VICAR'S REPORT

Revd Canon Lewis Lew

GIVE THANKS TO THE LORD, FOR HE IS GOOD,
FOR HIS STEADFAST LOVE ENDURES FOREVER.

GIVE THANKS TO THE GOD OF GODS,
FOR HIS STEADFAST LOVE ENDURES FOREVER.

GIVE THANKS TO THE LORD OF LORDS,
FOR HIS STEADFAST LOVE ENDURES FOREVER.

PSALM 136:1-3

Psalm 136:1-3 was my thanksgiving prayer to the Lord when we closed 2021. Indeed, there's so much to give thanks for and to rejoice in the Lord. 2021 was a year of transition for St Andrew's Cathedral, where an almost completely new leadership team took over the leadership of the Cathedral parish. Given any leadership transition during normal time would be tough, the pandemic brought the challenges to a new level for the new team. In a season where we were largely restricted from socialising, getting to know members, and building relationships became extraordinarily tough. While we are thankful for technologies that enabled us to meet online, there are limitations and certain things about the church that cannot be achieved online – building of relationships. Despite the limitations, we are indeed thankful for the steadfast love of the Lord that endures forever.

We started 2021 with the focus on "A Deeper Life in Christ". Jesus says, "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" (ESV, John 15:5). We were called to build a deeper life in Christ, by focusing on two key elements: PERSONAL REVIVAL (by focusing on Word, Prayer and Holy Spirit), and PEOPLE (by moving from being Service Centric to Small-Group Centric, with discipleship as the staple, and to bless the needy in our community). We have stepped up Word through our centralised sermon series and DCBS through our Christian Education, and we have stepped up Prayer through our intercessory ministry and our weekly leaders' prayer time. We still have much work to be done in the area of the Holy Spirit. We have completed the training for all our Cell Leaders, and we are preparing to embark into the next phase to further strengthen our small group ministry. Our cell groups are an important component of the church. They are they 'engine-room' of our Cathedral church, where lives touch lives and a place where discipleship takes place. We have also streamlined our outreach ministries and launched a new initiative where members could be engaged to bless the needy in our

community. Our launch to reach the residents in Henderson through our Adopt-a-Block Christmas outreach was a sweet end to 2021, where we could be a blessing to the community. At the same time the care to our members were not neglected. I am extremely thankful to the many lay leaders and members who volunteered to accompany the clergy, deaconesses, and staff team on the many house visitations, counselling, ministries to the sick and elderly at home. I am so humbled and blessed by our many unsung heroes, who make this community so special.

Throughout the year, we had to deal with many changes and guidelines imposed by the authorities on the safe management measures to hold worship services onsite. We are thankful for the quick response of our volunteers in ensuring that Cathedral remains a safe place for our members who returned for either worship services or for courses onsite. While we were stretched at times, I am thankful for the many hands and happy hearts for faithfully serving at our services week after week. A special shout-out to our sidesmen, ushers and all the volunteers. Thank you for your service to the Lord. I am also extremely thankful for a very supportive staff team and lay leaders who stood by the new team throughout this whole journey. "Behold, how good and pleasant it is when brothers dwell in unity" (Psalm 133:1).

2021 was no doubt a difficult year for many. We were tested in every aspect: financially, socially, mentally, and spiritually. Some of us have lost loved ones. Some have had to adjust to new job scopes. Others have had to cope with additional demands both at work and within the family. Regardless of how much we were tested, I am certain that we can all look back and "Give thanks to the Lord, for he is good, for his steadfast love endures forever." As you look back, be proud of yourself because you have braved through one of the most challenging years in our human history, and you have experienced the sovereign and divine grace of our Lord Jesus Christ. To God be the Glory!

REPORT OF THE VICAR'S WARDEN

Keith Chua

I WILL GIVE YOU THANKS, O LORD, WITH MY WHOLE
HEART; BEFORE THE GODS I SING YOUR PRAISE; I
BOW DOWN TOWARD YOUR HOLY TEMPLE AND GIVE
THANKS TO YOUR NAME AND FOR YOUR STEADFAST
LOVE AND YOUR FAITHFULNESS, FOR YOU HAVE
EXALTED ABOVE ALL THINGS YOUR NAME AND YOUR
WORD. ON THE DAY I CALLED YOU ANSWERED ME; MY
STRENGTH OF SOUL YOU INCREASED.

PSALM 138:1-3

2021 was another year of COVID-19, with further cycles of increased infection rates and containment measures. We also braced ourselves for new variants, and as we begin 2022, we are currently facing the more infectious though less debilitating Omicron. While more and more governments are heading toward an endemic state, the battle with COVID-19 is not quite over.

The most recent development to hit our fragile world has been the political and economic uncertainties caused by Russia's invasion of Ukraine. Seen together, these were highlighted by our Lord and Saviour Jesus Christ as He spoke about the last days. While COVID-19 impacts us directly in Singapore, the war in Ukraine may seem distant though the fallout has already been higher electricity tariffs and petrol prices.

In the past year I have treasured the times of corporate prayer within our community. I do believe that the words in the Psalm ring true: that as we call upon the Lord, he answers and our faith rises, our fears subside, His Peace surrounds us. More now than ever, prayer is essential to face the onslaught of uncertainties and to guide the steps we embark on to return our beloved Cathedral ministry toward an endemic COVID-19 world.

We have to rebuild and restore relationships with each other as a Cathedral community. I believe as in the words from Isaiah the Lord is doing a new thing in our midst. Whether we call this a reset or a cleansing or even a rebirthing we need to be able to hear His voice and then as we hear, we need to respond.

"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." Isaiah 43:18,19

The Cathedral leadership decided that it would be the right time and step to complete the Nave restoration in 2022 and agreed to the closure for the works to be carried out. In the Lord's divine plan, we completed works on the Pavilion in early 2020, just before COVID-19 struck and caused disruption in physical services. This Pavilion has now become a helpful addition as an interim place of worship. My appreciation to all our members for your understanding and adjusting to the interim service arrangements for 2022.

2021 was a year of leadership transition along with balancing the uncertainties of COVID-19. We thank the Lord for seeing us through and for granting wisdom and strength to the Vicar and the pastoral team and to the PCC. We thank the Lord for His continuing provisions despite the limitations of physical services. We thank the Lord for protection whenever we attended on site services.

Let us continue in 2022 to make prayer the centre of our worship. We are exhorted to pray without ceasing, to pray at all times and to give thanks to Him in every circumstance.

"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." Psalm 138:7,8

REPORT OF THE PEOPLE'S WARDEN

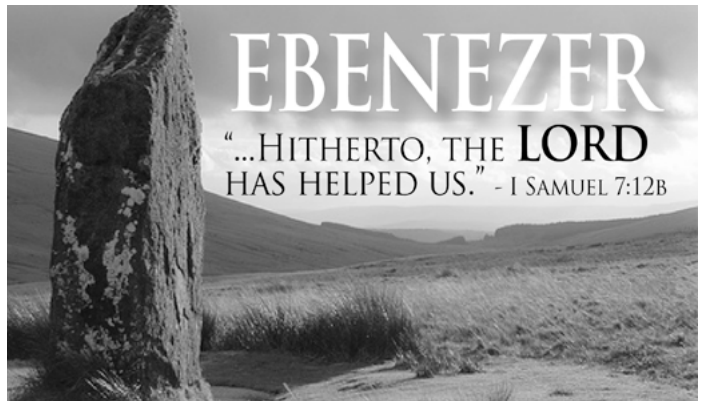
Assoc Prof Joseph Thambiah

As we prepare in to usher in a new Church year in St Andrew's Cathedral, we need to now pause and reflect, with thanksgiving, on the awesome provision of our Almighty God. The COVID-19 pandemic took several twists and turns over the last year, and, at the time of writing, we are experiencing the highest daily numbers of infections since the pandemic started more than 2 years ago, albeit of a strain that is less deadly.

Why, then do I say that we ought to be thankful? We need to have this posture of gratitude because God has provided protection, assurance and resources beyond all that we could ask for or imagine. Our members and staff have stayed healthy, our finances have never been better, we have managed a major staff transition and there is a spiritual roadmap clearly laid out for us as Christian disciples in the Cathedral. Alleluia! And Alleluia!

Concomitantly, 2022 also marks the 80th anniversary of the Fall of Singapore and the beginning of a traumatic period in both Church and National history. And yet, even this was cause for thanksgiving as we reflected on how God enabled the Anglican Church at that time, and particularly St Andrew's Cathedral, to rise to its role as the mother church of the Diocese in providing spiritual, moral and physical comfort to, not just its own flock, but to the wider church and the people of Singapore. This has been commemorated in print, in the media and in a documentary made for the occasion. We ought to consider it a deep honour and a privilege that God has given us the opportunity and considered us worthy to shine His light in the world.

We continue, at the present time, to remain in constrained circumstances, partly due to COVID-19



restrictions but also partly due to space constraints brought about by the Cathedral restoration works. As your Peoples' Warden, I am truly proud of all of you. You have stood united and resolute through all of this and you have provided unstinting material and spiritual support to the Cathedral leadership in these challenging times. You are indeed a credit to the Church and the God whom we serve.

As we enter this new Church Year, may I encourage all of you to join me in collectively declaring "Ebenezer", meaning "Thus far has the Lord helped us" (1 Samuel 7:12). Thus far has our Almighty God helped us through the storms and trials of recent times. And so, we enter the next phase with confidence that He, who is Faithful, will continue to walk with us. The future, while still challenging, presents to us many opportunities to do the work of the Kingdom and so let us rouse ourselves, gather in prayer, gird our loins, prepare our hearts and WALK ON.

FOR WE ARE HIS WORKMANSHIP, CREATED
IN CHRIST JESUS FOR GOOD WORKS, WHICH
GOD PREPARED BEFOREHAND, THAT WE
SHOULD WALK IN THEM.

EPHESIANS 2:10

REPORT OF THE HONORARY SECRETARY

Dr Stanley Lai

Greetings in the name of Christ. Following the last AGM, which was held on 25 April 2021, the following members were duly elected to the PCC:

- A/P Joseph Thambiah (People's Warden)
- Mr Jonathen Chan
- Ms Karen Chua
- Mr Andrew Goh
- Mr Eric Lee
- Dr Michael Lim
- Mr Philip Lim
- Ms Felicia Ma
- Mr Adrias Tan
- Mr Robin Tan

Mr Keith Chua was appointed as the Vicar's Warden.

At the first PCC meeting, Mr Chan Kheng Tek was appointed Hon Treasurer, and Dr Stanley Lai was appointed Hon Secretary, for 2021-22.

The PCC also co-opted two additional members, Ms Samantha Foong and Mr Mark Kumar. We are thankful to God that Samantha and Mark came forward to serve on the PCC, as they were also very busy in their ministries and other areas of service.

Mr Lee Chi Kuan and Mr Lou Wei Xin were welcomed as Mandarin Congregation Representatives. We were also pleased to welcome Revd Kelvin Koo and Mr Jason Tan as representatives of Westside Anglican Church.

The current Synod Representatives (elected in 2020) for St Andrew's Cathedral are Mr Keith Chua, A/P Joseph Thambiah, Mr Chan Kheng Tek and Dr Stanley Lai.

For this past year, the PCC resolved to reduce the number of PCC Sub-committees, and as a result of this re-organization, the following PCC Sub-committees were constituted for 2021-2022:

- Finance and Property Committee
(Chair: Mr Andrew Goh)
- Cathedral Social Welfare Committee
(Chair: Ms Karen Chua)
- Personnel Committee
(Chair: Dr Stanley Lai)

Other important functions, such as those carried out by the Heritage Committee, Welcome and Integration, Cathedral Home for the Aged and

Medical Fellowship, are now directly managed under the Vicar's Office. Key decisions and updates are still tabled before PCC for consideration.

For 2021-22, the PCC would have met, on a monthly basis (except for June and December 2021) for a total of 10 times. This past year has been a busy one for the PCC, the clergy and staff team. The COVID-19 pandemic has continued unabated, and we remember and continually pray for our members (and their family members) who have fallen ill this past year. The church leadership has had to develop, modify (as necessary) and revise plans for the implementation of safe management measures, vaccination differentiated measures, and the safe zoning of services. On-line services are expected to continue for the foreseeable future. We pray for God's guidance, wisdom and understand as we confront the uncertainties ahead, always relying on His strength and love.

One of the most significant decisions of the PCC implemented in this past year has been the commencement of restoration works to our beloved Nave in January 2022, with a consequential closure of the Nave for the calendar year of 2022. This restoration project was previously approved by our Parish AGM on 28 April 2019. With the closure of the Nave, the PCC also had to approve and support the conduct of existing services in alternative venues, namely the Pavilion and Cathedral New Sanctuary. The implementation of the restoration project was also undertaken in joint consultation with the SAC Mandarin Congregation Church Council. We give thanks to God for the unity of the church leadership in being able to forge a God-honouring consensus on this issue, and also for our parishioners who have adjusted to the alternative venues and timings for worship services on Sundays.

This year's AGM will also be conducted online, and this is the third year since alternative arrangements were first implemented in 2020. Thank you to all SAC members for abiding and participating in this AGM process.

We thank the Lord for his providence, and for the realization of our personal inadequacies as leaders, we have to submit to a process of refinement and purification (Malachi 3:2-4), so that we may attain the unity of faith and the knowledge of the Son of God, ultimately aspiring to the stature of the fullness of Christ (Ephesians 4:13).

FINANCE & PROPERTY COMMITTEE

Andrew Goh *Chairman*

We give thanks to the Lord for His continuing provisions and blessings for the year 2021/2022. We, in turn must be good stewards of the resources given to us and seek His wisdom and guidance on the use of these resources.

The Cathedral financials continue to be healthy, and we are expected to ensure that we have the funds to fulfil the various projects that we have planned. Each year, our financial report is prepared 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 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% (increased back in Nov 2021 from 20%) of our income for mission and outreach.

In the area of giving, the Cathedral gave \$200,000 to our sister church, the Church of the Epiphany, for their redevelopment project. This was in addition to the \$600,000 we gave in 2018 for the same project. We also gave \$50,000 to the Church of the Province of Myanmar for COVID-19 medical relief. An additional \$18,700 was given to the Deanery of Nepal to purchase land for a church building.

We continue to look carefully at properties under our care. The property at Sophia Road called "Fairhaven" was sold on an en-bloc basis. Completion was in August 2021 and the

total amount received was \$2.69m (market valuation was \$1.83m in Jan 2020). We have another property at Essex Road known as "Lion Towers" (which is currently tenanted) and we have been informed that steps are taken for it to be sold en-bloc. We have two properties at Sennett Estate. One is currently housing one of our clergymen. The other property, though not in an ideal tenatable condition, is tenanted to one of our contractors for a nominal sum.

We give thanks to the Lord for being able to obtain the \$6m required for the restoration project. This is to restore various parts of the Cathedral's historic building that have succumbed to environmental wear and tear. The tender for the main restoration works was awarded in July last year and preparation works such as interior testing, subcontractor works, co-ordination with M&E contractors etc took place almost immediately till the end of 2021. The Nave was closed since early this year and restoration is expected to be completed by end 2022.

We would like to express our appreciation to members of FPC and Cathedral staff for another year of committed and dedicated service especially during this trying period. In addition, we would like to thank all those who help and support our Cathedral in giving their time and experience in all financial, property and related matters. May we continue to walk closely with our Lord, and may He continue to grant favour upon us as we serve Him faithfully and with humility.

PERSONNEL COMMITTEE

Dr Stanley Lai *Chairman*

The Personnel Committee (2021-2022) comprises the following members:

1. Dr Stanley Lai (Chairman)
2. Mr Keith Chua (Vicar's Warden)
3. A/P Joseph Thambiah (People's Warden)
4. Dr Michael Lim
5. Ms Heng Siow Ing
6. Revd Christopher Chan (Associate Vicar)

The Personnel Committee (PC) has presided over an eventful year of re-organization for the staff of St Andrew's Cathedral. The PC will work with the church leadership to continue to re-define and rationalize various job roles, whilst assessing the needs of various ministries. This is an ongoing exercise, and we seek the Lord's guidance in stewarding all resources for the betterment and advancement of his Kingdom. We are very blessed to have in our midst Ms Heng Siow Ing, who is an experienced HR professional, to provide guidance and input on HR practices.

The PC is happy to announce that a total of 2.3 months of bonus was paid out in 2021 following an announcement by the Diocesan HR Board.

This comprised 0.3 months (paid in October 2021), 13th month salary paid in the form of annual wage supplement and 1 month bonus.

Following a Diocesan-wide announcement that was made towards the end of 2021, the PC was pleased to lift the salary freeze that had been in place since January 2021. Increments and merit increments have been reinstated to all applicable staff.

As part of its work this year, the PC also worked with the leadership to develop a Training Policy, which describes financial and other support that is available to members of the SAC staff team as well as active lay leaders who aspire to and are considered suitable to undertake theological training and other training that is relevant to their work and/or ministry.

As we move into 2022-23, the PC looks forward to working with the church leadership to implement best practices for all staff who work in the Cathedral.

WHATEVER YOU DO, WORK HEARTILY, AS FOR
THE LORD AND NOT FOR MEN, KNOWING
THAT FROM THE LORD YOU WILL RECEIVE THE
INHERITANCE AS YOUR REWARD. YOU ARE
SERVING THE LORD CHRIST.

COLOSSIANS 3:23-24

CATHEDRAL SOCIAL & WELFARE COMMITTEE

Karen Chua *Chairperson*

2021 could be said to be just as challenging as 2020, even as Singapore is recovering from the socio-economic impact of the pandemic. The Cathedral Social & Welfare Committee (CSWC) is thankful to God for His continual guidance and favour that,

- we were able to serve the needs of our members and the community through welfare financial support; and
- despite the challenging times, the CSWC had enough financial resources to support our members who were in need.

We are reminded of the purpose and scope of work of the CSWC.

Purpose of the CSWC:

- To demonstrate love and care for SAC church members and the community who are in dire 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.

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 respective 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, for example, COVID-19.

CSWC is committed to provide not just welfare or financial support to those in need, but also strives to provide holistic and sustainable care.

This includes practical help, emotional and spiritual support for every person in our care, and to always explore a more sustainable approach to helping every person in need.

With this in mind, in 2021, the CSWC organised a series of Marketplace Workshops (conducted online), to equip those whose jobs were affected by the pandemic to get back into the job market, as well as to discuss the important topic of Biblical Self-Care. About 10 to 25 people attended each workshop.

Marketplace Series Workshops - Empowering for the Next Season

- 10 Mar 2021 – Develop an Antifragile Mindset
- 23 Mar 2021 – Optimising LinkedIn for Career Success
- 6 Apr 2021 – How to Prepare an Effective Curriculum Vitae
- 20 Apr 2021 – How to Prepare for a Job Interview
- 4 May 2021 – Biblical Self-Care

With God's help, we will continue to work in cohesion with the Church pastoral team and the Member Care Ministry to explore different channels to care for and help our members.

It is our prayer that every person in our care would be able to experience God's love and hope through practical help and more importantly, emotional support and strength, and spiritual nourishment to overcome adversities, and to grow deeper in Christ.

RESTORATION WORKS COMMITTEE

Vivien Chen

In January 2022, the 160th anniversary of the Cathedral, the on-site work to restore the Nave building finally started.

However, the need to undertake restoration works was recognised as early as 2010 in view of the age of the Cathedral, and in 2018, the Restoration Works Committee (RWC) comprising members and staff from both the English and Mandarin congregations was formed. The RWC is chaired by Mr Lee Chi Kuan, and Prof Yeo Kang Shua is our Conservation Advisor.

The approval for the Nave Restoration was given at the AGMs of both the English and Mandarin congregations on 28 April 2019, and SYNOD approval was received in November 2019. Fund-raising began in November 2018, pending finalization of the scope of works and budget. The RWC initially planned to call tender in early 2020, and for work to start soon after. However, Singapore implemented "circuit-breaker" measures in April 2020, which were followed by successive phases of safe management restrictions and health protocols, to deal with the COVID-19 pandemic.

It was not until November 2020, when 8 contractors were invited to tender for the Proposed Upgrading Works to St Andrew's Cathedral Main Building. All the invited firms had prior experience in the restoration of older buildings and monuments. 6 of the 8 tenderers were subsequently called for the first interview with the RWC to assess their technical competency, understanding of the scope of works and cost implications. Two further tender interviews and reviews were conducted, as we narrowed the choice down to 3 contractors. Members of the RWC, including the Conservation Architect and the Quantity Surveyor were present at these interviews.

The project was eventually awarded to Shanghai Chong Kee Furniture & Construction Pte Ltd as the main contractor. The firm has significant experience in undertaking restoration of cathedrals in Singapore.

Restrictions imposed by on-going COVID-19 safe management measures, and concerns about supplies and availability of labour were important risk factors that the RWC took into account.

After considering the safety and health of the congregation during the restoration works, the desire to complete the restoration works in the shortest possible time, the challenges to maintaining the sanctity of worship under restoration conditions, and possible continued restrictions to physical worship due to COVID-19, the RWC proposed that the Nave should be closed for the duration of the restoration works. This proposal was accepted by Parochial Church Council and the Mandarin Council.

We give thanks to the Lord, that in spite of delays and uncertainties, we were able to go ahead with the project within the parameters that were set before the start of the COVID -19 pandemic.

We covet your prayers for the following :

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

OUR WORSHIP SERVICES

Revd Canon Lewis Lew

The COVID-19 pandemic made the transition of the new leadership team into St Andrew's Cathedral challenging in the early months. Without any reference to how services were carried out pre-COVID-19 days (2019), the new team relied on the Lord for wisdom on how best to shape the liturgical and contemporary services, and to continue to engage our members both onsite and online meaningfully in a time of pandemic.

Our approach to the pandemic – safety for members worshipping onsite was the paramount priority, without compromising worship. Additional measures were put in place to cope with the shortage of manpower when the authorities recommended members above 60s to worship from home. Nevertheless, that did not stop our members from serving faithfully. Unfortunately, with the tightening of safe management measures, we were unable to bring live-singing and worship back to our services for most part of 2021. While our nation battled the pandemic, we were extremely thankful for the Lord's protection over our members worshipping at our services.

Some new things we introduced during the pandemic – we centralised our sermon series and introduced a central service planning team to better coordinate the use of resources. We had surveyed the needs of the congregations, and trainings were conducted in early 2022 for the officiants, lesson readers and intercessors. We will continue to work closely with the respective service teams, especially in recruiting volunteers.

We are thankful for the wider exposure from our services being broadcast online, and we welcome those who joined the Cathedral community after visiting us online. We look forward to engaging our new members, and introducing them to cell groups.

While we expect that hybrid services will continue to be the norm for a while more to come, we hope members will make intentional efforts to join our onsite services.

Lastly, please join me in showing our appreciation to all those who have served so faithfully at our onsite services, and those who have served to facilitate our online services. You have enriched the experience of our worship services. Thank you!

Service Pastors:

- | | |
|--|------------------------------------|
| • Wednesday 12.30pm | Rev. Soon Soo Kee |
| • Saturday 2.30pm
(Hokkien Service) | Tony Tan |
| • Saturday 4.00pm | Rev. Daniel Lim |
| • Saturday 5.30pm | Rev. Christopher Chan |
| • Sunday 7.30am | Rev. William Chee
/ Ds June Tan |
| • Sunday 8.30am
(Tamil Service) | Rev. Joshua Raj |
| • Sunday 9.30am | Rev. Christopher Chan |
| • Sunday 11.30am | Rev. Moses Israeli |
| • Sunday 2.30pm
(Myanmar Service) | Rev. Moses Israeli |
| • Sunday 4.30pm | Ds June Tan |

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

NEXTGEN MINISTRY

Revd Daniel Lim

We praise God for the formation of the NextGen Ministry in 2021, with the Children Ministry, Youth Ministry, and Young Adult Ministry under one centralized structure. The aim is to strengthen the partnership among these ministries in building up every child towards spiritual maturity as they grow from toddlers to young adults. We hope that this will also provide better support for the young people as they transition from the Children Ministry to the Youth Ministry at the age of 15yrs, and for the young adults aged between 25-30yrs as they transition from the Youth Ministry to the main congregation. The Boys' Brigade 106 Junior Company also came under the pastoral oversight of the NextGen Ministry.

1. CHILDREN MINISTRY

2021 was a challenging year especially when the weekly programme for the children had to be conducted online due to the pandemic. However, we were thankful that this did not affect the attendance. We were also very encouraged by the commitment and adaptability of our superintendents and teachers, as well as the active participation and support from the parents.

The decision was made to continue with the online children programme in 2022 after considering the fluidity of the COVID-19 situation and the limitation of space due to the restoration of the Nave. Nevertheless, a monthly Holy Communion Service for children and their family members was introduced during the 1st quarter of 2022, to provide an opportunity for them to gather in church and to worship and serve the Lord together. At the start of 2022, we also regrouped ourselves in order to better manage our resources.

Day & Time (Online)	Remarks
Shalom Friends Sat 2.30 pm	Shalom Friends reaches out to children and youths with Autism Spectrum Disorder (ASD).
CITYKids Sat 4 pm	Parents who wish to attend an onsite service on Saturday in the future should register their child for this session.
FaithKids 1 Sun 10.30 am	Parents who wish to attend an onsite service on Sunday in the future should register their child for this session.
FaithKids 2 Sun 11 am	Parents who wish to attend an onsite service at the Nave on Sunday in the future should register their child for this session.

2. YOUTH MINISTRY

A core team comprising of youth leaders from different youth groups across SAC was formed in 2021 to work on restructuring the Youth Ministry where every youth could belong to. The new Youth Ministry was introduced at the start of 2022, with two key areas of focus:

a. Youth Service

The Youth Service is an important place of gathering for the youths:

- to cultivate a culture of vibrant and gospel-centred expression of worship to God;
- to be rooted in God's Word as a community supporting one another towards spiritual maturity; and
- to be commissioned as the next generation to continue God's mission wherever they may be in their current and future vocation.

The Youth Service is conducted on Sunday at 1.30 pm at the Prayer Halls. There is no Youth Service on the last Sunday of every month, so that the youths may join their families at the main services.

b. Cell Groups

We believe that Youth Service and cell groups both play an important role in the spiritual formation of our young people which must go hand in hand. In 2021, we contacted all the youths aged 14yrs and above who were either attending Sunday School or an existing youth group concerning their interest to join a cell group under the new structure. We praise God that, based on the responses, 9 youth cell groups were started in 2022 with an average of 10 members in each group.

3. YOUNG ADULT MINISTRY

The Young Adult Ministry plays an important role in providing further support to our young adults who may already belong to a cell group and/or a service. This quarterly gathering for young adults was started in 2022 with the following goals:

a. Foster deeper friendships

We hope to connect young adults across SAC where the sharing of personal testimonies and struggles may encourage and help one another to persevere in their faith. We pray that this may also be a platform for some to be connected to a cell group.

b. Strengthen faith-life integration

We hope to address specific topics or issues that may affect young adults today by looking at God's Word so that young adults may anchor their faith in Christ as they respond to all the uncertainties, temptations and worldliness surrounding them. This may be conducted as a talk, workshop or forum.

Apart from the quarterly gatherings, the Young Adult Ministry hopes to organize events/ activities where young adults may work together and use their talents and skills for a common cause and to serve the Lord.

4. BOYS' BRIGADE 106J COMPANY

We are thankful for the support given by the teachers from the school which has enabled the programme to continue via Zoom in 2021 in spite of the pandemic. We pray for opportunities this year where the BB boys may be involved in our church activities, eg. Adopt-a-Block community outreach. We hope to recruit more volunteers, especially during this period when we face a lack of manpower.

5. CLOSING REMARKS

We are thankful to God for those who have devoted themselves to this ministry of discipling the next generation. We are grateful for the continuous support and prayer from all our stakeholders. It is our prayer for every young person from SAC to have a personal relationship with God and a single-minded pursuit of the things of God. We pray also for more people from SAC to join this ministry of raising the next generation to be faithful followers of Christ.

CELL GROUP MINISTRY

Rev'd Christopher Chan

The church leadership firmly believes in the importance of cell groups in SAC, and we see them as integral to fulfilling the Great Commandment and the Great Commission: making disciples of all nations out of love for God and neighbour. Fresh emphasis was placed on the cell group ministry in 2021, and much thought was given to enabling 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 2022, we will move away from a service-based cell group system to a zonal system. In the new structure, cell groups will be grouped in clusters, and clusters will be grouped in zones under the leadership and care of one of our pastors (for the time being, the zone leader will be either a clergyman or a deaconess). This new arrangement takes into account the fact that many of our cell groups have members who worship in different services, and it also provides for more consistent pastoral care for our many cell groups. Furthermore, the departure from a service-based structure is in line with the church leadership's thrust to bring our services together with a deeper appreciation of our identity as members of one church.

Building up the cell group ministry is a mammoth task, and we took a slow and steady approach that gave significant attention to training. Following a re-envisioning meeting with our cell group leaders

in May 2021, we launched our Cell Group Leaders Training Programme (CGLTP), consisting of 6 monthly sessions from July to December 2021. The CGLTP presented the vision we have for the cell group ministry and our foundational ministry philosophy, and these will guide our cell groups to move in the same direction in the days ahead. The sessions were held online, and breakout rooms allowed for the cell group leaders to interact and share with one another. We received much positive feedback on the CGLTP, and this was a great encouragement to the CG ministry team. Henceforth, the CGLTP will be conducted yearly, and completing the programme will be a requirement for new cell group leaders.

A key component of the new ministry structure will be the revised role of cluster leaders, and the shortlisting process took place over many months. By the end of 2021, we had prayerfully appointed 18 cluster leaders, and these brothers and sisters will play a critical role in building up our cell groups. We are very grateful that they have availed themselves to serve.

Moving forward, we will emphasise leadership development and cell group multiplication as we seek to bring more church members into cell groups, whether existing or newly formed. Although the journey has been challenging, we are on track to launch the new cell group ministry structure in July 2022. We believe that healthy cell groups will lead to a healthy church. May God use the cell group ministry to strengthen SAC for the glory of his name. Amen!

CHRISTIAN EDUCATION

Ds Grace Tan

By God's grace, the Christian Education (CE) department carried on with its training/ equipping programs online despite the COVID-19 restrictions. Courses offered include the Membership Courses, Biblical Studies program (DCBS), Marriage Preparatory Courses and Family Life Matters program. Response to all these courses was encouraging.

Courses	Jan - Jun 2021	Jul - Nov 2021	Remarks
Membership (Baptism-Confirmation) courses	1st run (28 Feb - 16 May) Baptism cohort: 19 Confirmation cohort: 44 Transferred members: 15	2nd run (05 Sep - 14 Nov) Baptism cohort: 20 Confirmation cohort: 34 Transferred members: 18	The transferred members came from 30 different churches.
Marriage Preparatory Courses	1st run (02 Feb - 16 Mar): 18 couples, with 3 support couples	2nd run (07 Jul - 17 Aug): 22 couples, with 4 support couples	The Alpha MPC materials were successfully used. The Prepare-Enrich Assessment tool is now integrated into the course, enabling couples to gain insights into their strengths and weaknesses and make the necessary changes for a successful marriage.
Family Life Matters (FLM) courses	The Parenting Teenagers Course (Mar - Apr): 29 participants	DivorceCare (Jul - Dec): 8 participants The Marriage Course (Jul - Aug): 10 couples The Parenting Children Course (Oct - Dec): 20 participants	DivorceCare was a new program started for those seeking healing from the pain of separation and divorce. From Jan 2022, this program has been placed under the Member Care Ministry.
Diocesan Certificate of Biblical Studies (DCBS)	The Minor Prophets: 230 participants The Pentateuch I: 155 participants The Gospels I: 102 participants The Gospels II: 139 participants	The Pentateuch II: 151 participants The Former Prophets: 177 participants The Book of Acts: 206 participants Romans & Galatians: 139 participants	Average weekly attendance for OT: 178 participants Average weekly attendance for NT: 146 participants

Going Forward

Since the start of 2022, the CE program has been streamlined to cover the following areas:

1. Membership courses
2. Biblical/ Doctrinal courses (including the Diocesan programs, DTS & DCBS)
3. Family Life Matters courses
4. Spirituality & CE courses
5. Leaders' Equipping program

The Cathedral's oversight of the Diocesan Certificate of Biblical Studies (DCBS) program has been moved to St Peter's Hall (under the Anglican Lay Training Program) with effect from 1 Jan 2022. We thank God for the fruitfulness of this bible program these past 5 years and pray that it will continue to flourish in the years ahead.

Family Life Ministry will now include the marriage preparation component. In 2022, a team of Marriage Mentors will be developed to disciple courting and married couples through their journey together. Our special thanks to the support couples and the Prepare-Enrich Assessment facilitators who had given their time sacrificially to walk alongside the couples in the different stages of their journey.

We appreciate your prayers for the CE team as we look into the equipping needs of the church. May God be pleased with all that is done.

WORSHIP AND CREATIVE ARTS MINISTRY (WCAM)

Rev'd Daniel Lim

2021 has not been eventful for the Worship and Creative Arts Ministry due to the COVID-19 restrictions imposed on the onsite services and church activities. Nevertheless, we are still thankful to God for every small opportunity that we have been given in 2021 to serve and praise the Lord. We are especially thankful for the choir members' commitment to attend the choir practices conducted virtually and for their attempt to learn new music. We also thank the Lord for the collaboration between the Creative Arts Ministry and other ministries/ groups where online and onsite activities were conducted.

We praise God that our choir and worship bands were able to resume their involvement at the onsite services during the first quarter of 2022. This has definitely made a positive impact in our services and for our congregations even though congregational singing is still not permitted. The change of worship venue in 2022 due to the restoration of the Nave has also given our choir and worship bands a new experience. We plan to focus on strengthening the spiritual and technical aspects of our members in the ministry. At the same time, we also hope to be more intentional in our recruitment of new members into the ministry during the 2nd half of 2022.

For the dance team and visual arts team, we are focusing on strengthening the spiritual foundation of the team members through a monthly book study and prayer session. We encourage the members to look into their personal development by attending external courses and by working together on a set of materials that they can use to train and equip others in the future. We hope to have more collaboration with other departments, eg. NextGen, Missions, CWF, SMF etc. in 2022 so that there can be greater understanding and appreciation of the relationship between creativity and Christianity. We believe that such collaboration will also provide the opportunity for church members to explore their gifts and God's call for them to be in this ministry.

We seek your prayer for greater clarity on where the Lord may be leading the ministry during this unique season and for the recruitment of more staff and members into this ministry. We are looking forward to every opportunity in 2022 where the ministry is able to engage the congregation once again in lifting our voices and our hands to adore the Lord our God.

PASTORAL CARE

Revd Joshua Raj

Cathedral Women's Fellowship (CWF)

The CWF seeks to unite women in worship and service to the Church.

We give thanks to God for enabling us to meet online in 2021. We were blessed through talks by Mrs Priscilla Tay and Mr Charles Leong. Some teams met regularly on Zoom. CWF also ministered to the home-bound through phone calls, and to the SAC Home residents in monthly Zoom worship sessions.

In 2021, the CWF continued to serve in Flowers, Sewing & Embroidery, Church Linen and Caring & Sharing. In addition, we made Palm Crosses and contributed a craft item to the ABC Project. We also provided care packs to nursing staff at St Andrew's Community Hospital and specially designed cushions to the SAC Home residents.

In 2022, we seek to deepen fellowship and reach out to more ladies. We seek to help the ladies grow spiritually and address issues of self-care and caregiver support. We pray that we can resume physical meetings and visits soon and for more creative ways to engage online and offsite.

*"As each has received a gift, use it to serve one another, as good stewards of God's varied grace."
(1 Peter 4:10, ESV)*

Men To Men (M2M) Ministry

The objective of the Men2Men's Ministry is to build a safe community for men to develop healthy spiritual growth.

In 2021, we held the following zoom talks, and we give thanks for the speakers and the attendees:

- Vocation and discernment
- Gambling
- Christian Perspectives on Martial Arts
- "Hey bro, I'm gay"
- Ignatian Spirituality

Men2Men fellowship talks are strictly for men, providing a safe place to speak their minds about gambling, adultery, pornography, job loss, LGBT, loneliness, and others.

In 2022, we plan to organize the following talks:

- February – "Hey bro! I'm gay" Part 2
- March – Climate Change: A Christian Perspective
- April – Meeting God at the Movies
- May – Infidelity: A Christian Response
- June – Return to Orthodoxy: What does it mean?
- July – Singlehood is a Blessing
- August – Dying
- September – Single Fathers
- October – Remarrying
- November – Andropause

We have also initiated building community through our 3:2:1 initiative. The 3:2:1 initiative encourages men to form groups of three, meeting for two hours for one time per month.

Inner Healing

The Inner Healing Deliverance Ministry were not able to meet for ministry in 2021. As the nature of the ministry requires in-person ministry time, the pandemic has disrupted our activities.

PRAYER & INTERCESSION

Ds Ti Lian Swan

Prayers remain a key focus of our Cathedral. In the words of our Vicar, Canon Lewis, "We will build this church on our knees." The Prayer & Intercession Ministry supports all key prayer initiatives in Cathedral, as well as those at the Diocesan and National levels.

In the beginning of 2021, we produced the 40-day digital Lent Prayer Guide, working with the Media & Communications Department. The Guide provided Scriptural content and prayer foci for church members' meditation and prayers during the season of Lent. It started at the level of personal prayer (with reflections on the Lord's Prayer) and branched into prayers for the Cathedral, the Diocese and the Nation. This was well received by our Cathedral members.

The Ministry is involved in writing the weekly prayer highlights for the Cathedral's e-bulletin and supports the Cathedral's online monthly Prayer & Praise led by our Vicar, Clergy and Deaconesses. The attendance at our monthly Prayer & Praise has grown to slightly more than a hundred, but this is still a small number relative to the size of our membership.

Cathedral intercessors are organized into teams which pray regularly for specific church ministries and for different sectors of our nation (eg. Education

& Schools, Family & Homes, etc). In 2021, we had two retreats (in March and October) and conducted one training session (in July), as part of our ongoing equipping for intercessors. We organized prayer walks around the Cathedral and in the Bukit Merah area to prepare the ground for the "Adopt A Block" initiative, and held overnight prayer meetings.

Over the years, we have participated in the annual 40-day Prayer & Fast (from 01 July to 09 August) organized by LoveSingapore and will continue to do so. We also support the annual Diocesan Day of Prayer. Due to COVID-19 restrictions, these were held online in 2021. It was an enriching experience to gather with other members of Christ's body across parishes and denominations.

Towards the end of 2021, the Ministry embarked on a restructuring exercise to prepare for the challenges in the new year. May the Lord continue to strengthen the personal and corporate prayer life of our members as we prepare for the coming revival.

COMMUNITY SERVICES

Rev'd Joshua Raj

CITY Community Services

CITY's mission is to build good character in school children, and to show Christian love by providing practical assistance to those in need. We work in partnership with schools and parents to help develop the character and potential of each child. We strive to provide assistance, training, mentoring, counselling, and organising activities and projects that will develop and inculcate good values in children.

- Befrienders Clubs in 10 primary schools. We thank God for His providence and protection over all our staff and children. Despite not being able to do onsite program, the team continued in their online follow up. We were able to reach out to a total of 230 from Befrienders Club and Befrienders Alumni in 2021. There are schools that are still looking at Career Fair, new schools (placed in waiting list) have made enquiries for our service, and we look forward to being able to provide.
- Befrienders Alumni (BFA) is held at Anglican High School (AHS). BFA activities continued, even though we were not able to use the BFA clubroom at AHS this year. We had a mix of online sessions, indoor and outdoor activities within the permitted numbers.
- Anglican Family Centre's key role is to provide support and follow up on discharged clients.

Our theme for 2022 is DIG DEEP and finding favour with God and man. Our prayer is for CITY to reach out to fellow Anglicans to come together and reaching out to new schools and new territories that God will open for us.

St Andrew's Cathedral Home

We thank God for the continuing support of SAC staff, the congregation members, the Cathedral Women's Fellowship, My First Skool and St Margaret's Ex-Students Association for their contribution of time and money in reaching out to our residents.

Home operations in 2021 had remain relatively smooth. Though COVID-19 restrictions meant that residents' on-site interaction with family was almost non-existent, online engagements via zoom from volunteer groups have helped to alleviate the negative effects of boredom and restlessness to some degree. The Home has also been blessed with on-going generous donation of food items and supplies from the public. In-house activities have also stepped up with additional daily exercise sessions, games, group activities and provision of individual engagement items to keep them occupied.

With the proposed collaboration with St John's - St Margaret's Senior Care Centre and renovation works coming up, an improved, more vibrant SAC Home, offering a more fulfilled sheltered home experience for residents can be expected.

Anglican Care Centre

Cathedral works in partnership with WAC where they have provided us with resources such as volunteers to facilitate festive celebrations and running of day rehab activities.

We thank God for the many volunteers who have offered their time – in the thrift shop, collecting good quality donated goods for the centre, being befrienders, teaching English and conducting social skills training.

COVID-19 has caused a lot of disruption. Pray for God's protection for staff, clients and their caregivers. Pray for God's strength, for staff to work cohesively and positively to be able to manage and support the increase in clients from the current 65 to 85 in line with the new KPI set by AIC.

MISSIONS

Adeline Hee

Digital platforms have now become very much part of our daily life, and technology has vastly improved how we remain connected with one another. It has also been a vital tool for us to keep in touch with our Missionaries, Mission Ministries and Partners overseas, especially during these couple of years while affected by the pandemic and travel has been halted.

The Cathedral's ministry in Cambodia, **Project Khmer H.O.P.E. (PKH)**, faced many disruptions in 2021, having to close its vocational training centres and reopen them again several times within the year. Local teachers took to giving online lessons to guide students in their learning, while volunteers in Singapore continued to provide weekly online Technical English lessons, and to meet with the local staff and trainers for weekly online devotion sessions to encourage them during the lockdown in the Centres.

The **289 Fellowship of the Manger (289 FOTM)** ministry, serving the community in Batam, persevered in organising video recordings of skits and programmes to share Bible stories with the children there. While the church was not able to continue our regular visits to Batam during this time, our local partners have been providing support for the work on the ground. Volunteers also kept in touch with the local community and provided prayer support to those with specific needs.

Medical outreaches were put on hold in 2021, but the **Cathedral Healthcare Fellowship** took the opportunity to organise Conversations in Health talks, discussing relevant issues, including the implications of COVID-19 for the church, mental health issues in the young and ageing gracefully.

These bi-monthly talks held online provided a platform for attendees to learn more about and put forward their questions on the topical issues.

Our ministries are reviewing the programmes offered to ensure that they remain relevant in meeting the changing needs of the communities we serve, and encouraging them to become self-sustaining. As we wait for borders to reopen to resume visits to our missionaries and ministries, online tools have been helpful to facilitate these discussions and keep in constant touch.

The pandemic has taken a toll not only on our missionaries in the field, but their families back home. The Missions Department will be engaging our members to encourage and provide support to our missionaries and their families. The Missions Department also plans to organise training sessions for those looking to serve in the mission field, especially those exploring serving the Lord long-term as tent-makers overseas. Our missionaries will be sharing on their calling, and how they built their lives in the communities they have been called to serve.

Let us invest in equipping and preparing ourselves to build upon the ministries entrusted to us and be ready to explore new mission fields once travel resumes. Just as the Nave undergoes restoration, may we too be transformed to reflect Christ.

OUTREACH

Adeline Hee

Outreach in Cathedral has long been focussed on physical face-to-face interactions, but because of the COVID-19 pandemic, we have had to learn to make use of some of the digital tools available to us for our outreaches. While the response to online outreach has been encouraging, most of us are fast experiencing online/ Zoom fatigue, whether for work, classes or even church. There is something to be said about having physical interactions and gathering together! In 2021, once restrictions were lifted, onsite sessions and face-to-face meetings quickly resumed with the appropriate safety measures.

The **Alpha course** was conducted onsite, and the prevailing group size restriction worked favourably to keep the group small and encouraged more guest participation. While food was previously almost synonymous to Alpha, the absence of it did not deter our guests, who were happy to spend the time focussing on the discussion topics.

The **Lazarus Ministry (LM)** reorganised its teams to adapt to the prevailing safety guidelines, and LM volunteers faithfully continued to befriend the rough sleepers and guide them through the process of obtaining shelter.

The **Befriending Migrant Workers (BMW)** Ministry was put on hold in 2021, but plans are in place to reach out to our Myanmar friends at the Myanmar Worship Service in Cathedral.

A Missions Gathering '**New Wineskins for New Wine**' was organised in November 2021 and the keynote presentation, Publish Peace, was shared to encourage us to harness digital tools to share

the Gospel with a wider audience. This was a timely message in an era where so many things have gone digital, and where we spend most of our waking hours online on our devices. We look forward to the 2022 Missions Gathering, where we will be hosting some of our missionaries and sharing stories from the missions field through an interactive session.

One new outreach, **Adopt-a-Block this Christmas (ABC)**, was started in 2021 in partnership with Lifehouse SG. Preparations began in October 2021, to bless some 1,600 low-income elderly residents at a cluster of blocks in Bukit Merah with festive packs. Response was overwhelming, with many signing up to serve in one or more areas. It was such an encouragement to learn of the excitement and enthusiasm of members to come together as cell groups, families, friends and individuals to serve as one body. Renamed **Adopt-a-Block in the Community (ABC)** in 2022, the ministry has adopted 2 blocks and continues to befriend and bless the residents through regular monthly visits and activities.

Many of the Cathedral ministries were started through initiatives driven by members who are passionate about serving a particular community. As we look ahead to 2022, we invite you to dialogue with us, and join us as we explore new ways to share the timeless truth of the Gospel. Let us be His hands and His feet in our local communities.

WESTSIDE ANGLICAN CENTRE

Revd Kelvin Koo

Four major tasks were initiated in 2021:

(a) Parish Status

For WAC to achieve parish status, WAC is required to have: (1) an electoral attendance of more than 100, (2) a permanent place of worship, and (3) three consecutive years of financials "in the black". For this reason, it is of utmost importance for WAC to find an alternative worship venue that will lower our rental costs, as rental makes up a significant proportion of our total expenses. We are currently considering two options that we believe will allow WAC to be financially sustainable; the charges have yet to be agreed but are expected to be significantly lower than the rental for our current premises.

(b) Chaplaincy in St Andrew's Mission School

What an honour and privilege for WAC to be given the opportunity to serve the community with special needs. A townhall meeting was conducted before we accepted the chaplaincy role. Subsequently, a survey was carried out to gauge our church members' response to the new ministry, and the outcome was 85% acceptance. We pray that God will touch the hearts of more members to come forward and serve.

(c) Integration between WAC and JACM

While WAC and JACM remain separate congregations, there are potential areas of integration. The following were identified and implemented:

- Pastors preaching in both congregations;
- Progress towards an integrated praise and worship team;
- Increase frequency of combined services (for example, Covenant Service and Christmas Service); and
- Combined Church Retreat (planned for 2023).

Discipleship Focus

Pulpit preaching in 2022 will focus on teaching about discipleship. Four areas of discipleship will be covered:

1. Relationship with God
2. To be like Christ
3. Empowered by the Holy Spirit
4. Spiritual Discipline

The purpose is to educate each member on what it takes to be a disciple of Christ. The sermons will form the base for cell materials. The preacher will prepare cell materials covering the context and values, and including questions for discussion. Before the cell meetings, Revd Kelvin/ Justin will run through the cell materials with the cell leaders, to prepare the cell leaders to share with their cell members.

Going Forward

In Revd Kelvin's sharing with WAC/ JACM during our Watch Night Service, we were reminded 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."

We must not allow church activities to overtake our connectedness with Jesus. If we have a genuine relationship with Jesus, everything will fall into place. In the absence of it, we are serving for the wrong motivation. Let us strive not to receive praises from men but from our Lord Jesus, "Well done, good and faithful servant...." [Matthew 25:23](#)

MANDARIN CONGREGATION

Rev'd An Yuejin *Priest-in-Charge*

How time flies! It always feels like there is no way to keep track of the time. It's a fact! It has been twenty-five months since the first COVID-19 case was confirmed in Singapore on 23 Jan 2020. However, the shadow of COVID-19 still hangs over us. Despite the trying circumstances, we are still grateful for the grace of the Lord. Under the guidance of the pastoral team and CC leaders, SACM continues to work on the 3Gs ("Get direction, Get strategies, Get action") in 2021. Throughout the year, the church's spiritual life and the five ministries made some progress.

1. Worship

I believe that the COVID-19 pandemic has the greatest and most direct impact on worship life. In order to coordinate with the government, Diocesan and COVID-19 prevention policy adjustment, the church worship services also advanced with the times accordingly. At present, we have opened five physical worship services each week, with a total capacity of 650 seats. This is equivalent to 55% of the regular worshippers prior to COVID-19. Influenced by the Nave restoration project, the venues of the physical worship services have changed accordingly. Brothers and sisters in Christ have also been actively cooperating with the administrative adjustments made. In general, the order and quality of worship, implementation of preventive measures and digital technology, and other aspects went quite smoothly.

2. Education

In 2021, Sunday school and related teaching and training courses at all levels were carried out using online platforms. Fortunately, the children and nursery Sunday school children have adapted to the combination of online and offline learning under the guidance of their supervisors and teachers. In terms of the space usage, the "youth first" strategy adopted by the church has paid off. Many young people have now returned to physical worship services and small group fellowship.

3. Outreach

The sharing of the Gospel is the main purpose of the church. Despite the ups and downs during the COVID-19 pandemic, the local outreach events and overseas missions ministry has proceeded in an orderly fashion amid challenges. Through a series of online mission meetings and short mission trainings, brothers and sisters in Christ with a burden for missions continue to participate in the activities of the missions ministry. In terms of local evangelism, outreach activities continue to take place; such as

the "Seeker's Course", the Christmas evangelism event "Starlight, Source of Hope", the after-Christmas evangelism event "My Hope is in You" and the "New Year Evangelism Gathering" organized by new immigrants. As such the Ministry has attracted many new friends and non-believers who participated in these outreach activities.

Looking ahead in 2022, the Church will continue to focus on the "Seeker's course" as its main platform, and encourage church members to invite new friends to join. Moreover, the outreach ministry will also hold a large event during the mid-autumn festival this year.

4. Service

We have also made remarkable progress in serving both internally and externally, under the leadership of the Wardens and church leaders. The ministry successfully held a number of lectures that meet the special needs of brothers and sisters. At the same time, leaders are actively trying to find new ways and channels to adapt and meet the practical needs of members particularly in the area of family life. This is done through marriage counselling, the "Perfect Marriage course", the family ministry, and marriage supervision and accompaniment efforts. In 2022, we will also begin to get involved in two ministries in the community.

5. Fellowship

As we all know, fellowship is a major driving force and an important source for church life. Hence, it is a top priority for the church ministry in 2022. In light of the pandemic and the nave restoration project, the fellowship groups faced severe challenges. But as a whole, the 12 fellowships and 76 groups still managed to overcome many difficulties under the guidance of group leaders. This allowed the church life to still be able to function effectively. In order to further strengthen the momentum of fellowships, the church also encourages all members to carry out various activities, as well as return to physical worship life under strict adherence to the COVID-19 safety measures and policies. We hope that such measures will help further improve the quality of fellowship life.

Reflecting back upon 2021 and looking ahead to 2022, on behalf of SACM, I would like to express our sincere gratitude to our brothers and sisters for their faithful service in all positions and fields in Church and send this clear message to them: the Church will continue to work on the building of the pastoral staff team, the equipping of leaders, theological equipping, fellowship and evangelism, the care of elders, and the

commitment of necessary manpower and material resources by the guidance of God the Holy Spirit. Through the grace of the Lord, we will rule out the difficult challenges and forge ahead, while striving to equip and nurture brothers and sisters, so that the church may be built up in the glory of God for the sake of His name!

Paul said, "Brothers and sisters, I do not consider myself yet to have taken hold of it. 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) May the words of our Lord be our encouragement and help. Amen!

*"until we all attain to the unity of the faith and of the knowledge of the Son of God, to mature manhood, to the measure of the stature of the fullness of Christ."
(Ephesians 4:13)*

OUR STAFF

Priest-in-Charge

Rev'd An YueJin

Clergy

Rev'd Wong Kum Lum

Rev'd Lui Choo Huat

Rev'd Loy Chun Teng

(Until 31 Jul 21)

Rev'd Christopher Ho

(Joined on 7 Jun 21)

Rev'd Kelvin Khoo

(Ordained on 7 Nov 21; As Pastor in-charge, joined on 1 Jun 21)

Rev'd Ang Soo Sung

(Retired on 26 May 21)

Parish Worker

Ps Amos Pang Niew

Ps Wong Kwai Wing

Ps Neo Soh Bee

Ps Zhou Jue Jing

(Joined on 13 Oct 21)

Ps Chay Gah Yan

(Until 31 Dec 21)

Ps Chen Zirong Joann

Ps Tang Wei Sin

Ps Lin Wen Jie

Ps Lee Li Ping

(Until 31 Oct 21)

Ministry / Finance / Admin Staff

Mr Neo Kok Thye

(Joined on 1 Feb 21)

Ms Fong Poh Lam, Pauline

Ms Lo Lee Wei

Ms Lin Xiao Ying

Mr Yu Jia Xi

Mr Darius Yan Yi Jun

(Joined on 11 Aug 21)

Ms Low Ling Ming

(Joined on 8 Oct 21)

BRIEF OVERVIEW

According to the changes of the COVID-19 pandemic and the government's pandemic prevention strategy, the church always adjusted its worship service strategy in a timely manner. At present, there are 5 physical worship sessions each week. The total capacity is 650 seats, and the actual average attendance is about 85%.

Holy Communion / Morning / Evening Prayer Services

Sat 11.30 am, Sun 9.30 am (live-streaming),

Sun 11.30 am, 2.30 pm, 4.30 pm

Even in the midst of the serious COVID-19 pandemic, we remained focused on evangelism, pastoral care, fellowship and bible study.

Sunday School

9.30 am Children (physical onsite and virtual online)

9.30 am Youth (physical onsite)

Youth Fellowship

2.30 pm Every Sunday (physical onsite)

Senior Fellowship

Temporary suspension

Small-Group Fellowship (Physical Onsite & Zoom Online)

Approximately 676 members (70% of total 966 fellowship members) attend their respective weekly or monthly individual small groups Physical Onsite/ Zoom Online meetings in the following fellowship groups: Joshua Fellowship, Joseph Fellowship, Ezra Fellowship, Nehemiah Fellowship, Zerubbabel Fellowship, Paul Fellowship, Stephen Fellowship, Andrew Fellowship etc.

Choir

9.30 am Service Choir (all songs pre-recorded)

Children Choir – Temporary suspension

Elderly Fellowship (Every Friday)

Temporary suspension

New Migrants Chinese Fellowship in 2021 & 2022

7.30-9.30pm - Fellowship (on 4th Friday) Zoom Online

EVANGELISM AND MISSIONS (onsite / online)

Two evangelistic events were held, on Easter Day and after Easter Day –

- Seeking Course (Alpha)
- Mission Education training

TRAINING / COURSE

Adult Sunday School (A few courses via Online learning)

Disciple training from 2022 onwards – A codification of "Four Stages of Discipleship" (Faith-Knowledge-Growth-Maturity) is ongoing.

FINANCE

For the year ended 31 Dec 2021 (unaudited)

Income (General Fund)	\$2,529,446
Expenditure (General Fund)	\$2,288,860
Surplus/(Loss)	\$240,586

CONCLUSION

We truly praise God for His provision and faithfulness. Without His abundant grace and mercy, we will be unable to bear fruit in our ministries, especially under the serious COVID-19 situation!

ADMINISTRATION & OPERATIONS

Lim Chong Wei

2021 was a year of consolidation and transition: from Phase 3 back to Phase 2 Heightened Alert, from restricted to limited capacity activities, and eventually to the largest congregation onsite on Christmas Weekend. Our Service Personnel and staff team worked closely together at all times, to ensure that worship services and other onsite activities were carried out in a safe manner with adherence to the prevailing regulations stipulated by the Ministry of Culture, Community and Youth (MCCY) and the Crisis Preparedness for Religious Organisations (CPRO).

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

STAFF MOVEMENT IN 2021

NEW JOINERS		
Date	Name	Ministry
1 Jan	Grace Huang Tianrui	AV Staff
26 Jan	Sharon Tan Choon Mui	WAC Admin Staff
1 Mar	Catherine Mah Suik Ching	Temp HR Executive (3 months)
16 Jun	June Tan	Auxiliary Deaconess
16 Jun	Lim Chong Wei	Head, Administration
1 Jul	Lee Lilian	Head, Secretariat & Special Projects
1 Jul	Esther Leong Woon Loon	Temp Cell Group Admin (6 months)
1 Sep	Yeong Thim Chuen Michael	Associate Chaplain, St Andrew's Mission School
16 Sep	Ng Shih Chi Alvina	Pastoral Worker
1 Oct	Wong Chee Koh Jonathan	Verger
1 Nov	Koh Boon Chian Leocadia	Missions Administrator

RETIREMENT, RESIGNATIONS & TRANSFERS

Date	Name	Ministry	Reason
31 Jan	Mirabelle Tessa Goh	WAC Admin Staff	Resigned
28 Feb	Mabel Tan Choon Hui	Head, Sect/HR	Transferred to DOS
15 Mar	Lim Wei Inn	Missions Staff	Resigned
27 Mar	Jothi Kumar S/O Sasitaran	Verger	Resigned
17 May	Monica Lee	Welcome Centre Manager	Retirement
17 May	Hwang Yea Huang	Verger	End of Contract
29 May	Johnny Wong Chee Wei	IT Manager	Resigned
2 Jun	Esther Leong Woon Loon	Clerical Officer	Retirement
2 Jun	Joyce Natividad Carino	Missions Staff	Transferred to PKH
17 Jul	Kenneth Edwyn Ernest	Pastoral Admin Officer	Pursuing Full-Time Studies
30 Jul	Lawrence Wee Hian Seng	Missions Staff	Resigned
31 Aug	Geraldine Lau Pey Ling	Pastoral Worker	Resigned
3 Sep	Steven Wong Pi Leong	Pastoral Admin Officer	Resigned
6 Nov	Kelvin Koo Chee Yong	WAC Pastoral Worker	Transferred to DOS
8 Dec	David Panadiya S/O Savannapava	AV Technician	Resigned
31 Dec	Sie Wei Sen Wilson	Associate Chaplain	Transferred to St Andrew's Nursing Home (Buangkok) / St Paul's Church

We give thanks to God for all committed servants of the Lord. We pray for those who have left service in SAC, and we thank them for their steadfast service to SAC. We ask the Lord to bless them and keep them in their future endeavours and/or retirement. To new joiners, we welcome you to the family of our Lord and may the Lord bless the work of your hands in this new season.

MAJOR EVENTS IN 2021

Date	Event / Development
17 Feb	Ash Wednesday Service
21 Mar	Service for the Collation of Honorary Canons of St Andrew's Cathedral and Institution and Installation of Revd Lewis Lew as Vicar of St Andrew's Cathedral
27 Mar	Baptism Service
1 Apr	Maundy Thursday Service
2 Apr	Good Friday Service
3/4 Apr	Easter Sunday Services
25 Apr	SAC Annual General Meeting
9 May	Ordination Service
10 July	Confirmation Service
9 Oct	Baptism Service
6 Nov	Diocesan Day of Prayer and Fast
7 Nov	Service for the Institution of the Archdeacon of Singapore and Ordination of Priests and Deacons
11 Nov	Diocesan Missions Evening
27 Nov	Missions Gathering
28 Nov	Confirmation Service
3/4 Dec	Adopt-a-Block this Christmas
19 Dec	Lessons & Carols
24 Dec	Christmas Eve Service
25 Dec	Christmas Day Service
26 Dec	Christmas Sunday Services



ST ANDREW'S CATHEDRAL
11 St Andrew's Road, Singapore 178959

cathedral.org.sg