



ST ANDREW'S
CATHEDRAL



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AGM2024

ST ANDREW'S CATHEDRAL ANNUAL GENERAL MEETING

Notice is hereby given that the Annual General Meeting (AGM) of the Parish of St Andrew's Cathedral will be held on 21 April 2024 (Sunday) at 2pm at the Cathedral New Sanctuary (CNS), St Andrew's Cathedral.

ELECTORAL ROLL

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

The Electoral Roll membership for the purposes of AGM 2024 shall be the prevailing enrolled members on the Electoral Roll at the date of the AGM. If you are not on the Electoral Roll but are eligible, please submit your ER Application Form (available by request from membership@cathedral.org.sg) before 11:59am on 14 April 2024 (Sunday) if you wish to be eligible to vote at the AGM 2024.

AGM ATTENDANCE

The quorum for the AGM may be formed only by members on the Electoral Roll who are *physically present* at the AGM.

Members are encouraged to pre-register their attendance at the AGM by submitting the [AGM 2024 Registration Form](#) before 11:59am on 18 April 2024 (Thursday), to allow checks on ER status to be conducted beforehand in order to facilitate faster registration and entry into the AGM.

Members who do not pre-register will be able to attend and vote at the AGM, subject to verification at the door prior to their entry into the AGM that they are on the Electoral Roll. We seek members' patience and understanding for any wait and delay due to the need to conduct the ER checks at the door for members who have not pre-registered their attendance at the AGM.

ANNUAL REPORT, FINANCIAL STATEMENTS AND BUDGET

Members may download the [Annual Report](#) directly from the Cathedral website.

Members who are on the Electoral Roll and who submit the [AGM 2024 Registration Form](#) before 11:59am on 18 April 2024 (Thursday) will receive *soft copies* of the Annual Report, Financial Statements and Budget before the AGM.

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

NOMINATIONS FOR ELECTION TO THE PAROCHIAL CHURCH COUNCIL

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

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

[PCC Nomination Forms](#) are available from the Cathedral website and during office hours from the Cathedral staff office at the South Transept, Level 2. The nomination forms shall be submitted by electronic means, or by hand/post to Secretariat, St Andrew's Cathedral, 11 St Andrew's Road, Singapore 178959, before 11:59am on 06 April 2024 (Saturday).

IMPORTANT DATES TO NOTE

23 March 2024 (Saturday)	Issuance of this Notice of AGM 2024
06 April 2024 (Saturday) @ 11:59AM	Deadline for submission of PCC Nomination Form
14 April 2024 (Sunday) @ 11:59AM	Deadline for submission of ER Application Form
14 April 2024 (Sunday) @ 11:59AM	Deadline for submission of questions for Q&A time at AGM 2024
14 April 2024 (Sunday) @ 11:59AM	Deadline for raising AOB for discussion at AGM 2024
18 April 2024 (Thursday) @ 11:59AM	Deadline for submission of AGM 2024 Registration Form
21 April 2024 (Sunday) @ 2PM	AGM 2024 at the Cathedral New Sanctuary (CNS)

AGENDA FOR AGM 2024

1. Opening Prayer
2. Dean's Address
3. Vicar's Address
4. Confirmation of Quorum
5. Confirmation of Minutes of the Annual General Meeting held on 23 April 2023
6. Matters arising from the Annual General Meeting held on 23 April 2023
7. To receive the reports of:-
 - 7.1 The Vicar's Warden
 - 7.2 The People's Warden
8. To receive the nomination for the Vicar's Warden (2024/25)
9. To elect:
 - 9.1 The People's Warden (2024/25)
 - 9.2 Twelve (12) members of the Parochial Church Council (2024/25)
10. Report by the Honorary Treasurer & Financial Matters
 - 10.1 To consider and adopt the audited statement of accounts for the year ended 31 December 2023
 - 10.2 To consider and adopt the budget for the year 2024
 - 10.3 To appoint the auditor for the year 2024
11. Q&A

Members may submit their questions using the [AGM 2024 Q&A Form](#). The Cathedral leadership will answer questions that are substantial and relevant to the AGM agenda, and received from members before 11:59AM on 14 April 2024 (Sunday).

If there is opportunity and time *after* the questions received from members before 11:59AM on 14 April 2024 (Sunday) have been dealt with, the Chairman may open the floor for questions that are substantial and relevant to the AGM agenda.
12. To announce the results of the elections
13. Any Other Business

According to the St Andrew's Cathedral Constitution, a written notice of any motion for discussion at the AGM shall be submitted to the Honorary Secretary not later than 07 days before the AGM date. All written notices shall be sent to secretariat@cathedral.org.sg or by hand/ post to Secretariat, St Andrew's Cathedral, 11 St Andrew's Road, Singapore 178959, before 11:59am on 14 April 2024 (Sunday).
14. Date of next AGM
15. Closing Prayer

AGM 2024 ON THE CATHEDRAL WEBSITE

Forms and information about AGM 2024 may be found on the [Cathedral website](#).

ENQUIRIES AND REQUESTS

Members who have questions and/or require help in relation to the AGM 2024 may email secretariat@cathedral.org.sg or call +65 6337 6104.

Mr Chan Kheng Tek
Honorary Secretary

Notice issued on 23 March 2024



Scan QR code for
AGM 2024 Forms
& Information.

MINUTES

ANNUAL GENERAL MEETING 2023

ST ANDREW'S CATHEDRAL, SINGAPORE
Minutes of the Annual General Meeting
held on Sunday, 23 April 2023 at 2.00pm at
St Andrew's Cathedral, Cathedral New Sanctuary

Present

Rev'd Canon Dr Lewis Lew	<i>Vicar/Chairman</i>
Mr Keith Chua	<i>Vicar's Warden</i>
A/Prof Joseph Thambiah	<i>People's Warden</i>
Mr Chan Kheng Tek	<i>Hon. Secretary & Hon. Treasurer</i>
Rev'd Christopher Chan	<i>Associate Vicar</i>
131 Members on the Electoral Roll and 04 observers	

In Attendance

Rt Rev'd Dr Titus Chung	<i>Bishop of Singapore and Dean of St Andrew's Cathedral</i>
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1 Opening Prayer

Canon Lewis welcomed all to the St Andrew's Cathedral AGM 2023. He invited the Dean of St Andrew's Cathedral and our Diocesan Bishop, Rt Rev'd Dr Titus Chung, to open the meeting with a word of prayer and to deliver the Dean's address.

Bishop Titus Chung opened the meeting with a word of prayer.

2 Dean's Address

Bishop Titus' address –

"Good afternoon brothers- and sisters-in-Christ, it is such a joy that we are able to be here for this important occasion, an important part of the church's life. I believe this is the first time we have an onsite AGM after the Covid-19 pandemic, and therefore may I offer on behalf of the Diocese and the pastoral leadership of the Cathedral, our heartfelt thanks to you, the Cathedral members, the community, for your support to the leadership and your unwavering commitment to the Cathedral as we struggle with the effect of the pandemic and its aftermath.

There are many precious lessons for the church to learn from the pandemic and we should not be too quick to pack up and dismiss those experiences, and simply expect to return to business as usual. Business will never be the same or "as usual" because our world has changed since the pandemic started. And our world is in the process of being refined with the new challenges that we are facing today, both inside and outside the church. Inside the church certainly, more so with the development in the Church of England. Outside the church, since the beginning of the Ukraine war, the world has never been the same.

As the Cathedral and the mother church of the Diocese, we are not exempt from facing these challenges and we need to overcome them and adapt ourselves quickly with the word of God as our foundation and cornerstone. Our value is from the bible, and as we adapt to the change and make decisions accordingly, we have to be certain that undergirding all these decisions is the bible, the word of God. A key question that we need to ask ourselves is, as we adapt to the new norm, how can we be faithful in carrying out the unchanging task that the Lord has given to us, the bread and butter of the church, the mission work. How do we, as individuals, as families and as a church, obey our Lord's calling to live out the New Commandment and also to fulfil the Great Commission the Lord has given to us?

In my presidential address at the Synod in November 2022, I emphasized the need to strengthen our Diocese which comprises 27 parishes, 6 deanery countries, 36 healthcare and community services by SAMH and SACS, 11 schools, and 19 childcare and kindergartens under APS. The urgency to strengthen our Diocese is felt strongly across all levels of leadership and ministries, and in the mission field as well. I wish to remind you, as members of the Cathedral and the mother church of our Diocese, that every individual plays an important part in these objectives. May I therefore encourage you to work with your Vicar, Associate Vicar, PCC and lay leadership to discover how you,

as a member of the Cathedral, can support not just the work and ministry of the Cathedral but the Diocese as well, so that the unity of God's body can be strengthened and His glory can shine forth in Singapore and beyond.

I am sure you have heard about the impending leadership changes in the Cathedral. Your Vicar, Revd Canon Dr Lewis Lew, will transfer out of the Cathedral to assume the appointment as the Vicar of St George's Church and concurrently serve as the Dean of the Deanery of Laos. Revd Christopher Chan will be appointed as Acting Vicar on 1 January 2024. I would like to record my personal appreciation to Canon Lewis Lew for his excellent leadership and stewardship of the Cathedral over the last 2 years, and his efforts to steer the Cathedral through the challenging times brought about by Covid-19. Certainly, it was not easy. Let's put our hands together and thank our Vicar, Canon Lewis Lew.

I am especially impressed with Canon Lewis's unwavering willingness to take on new challenges for the Lord. I know when this was announced at the worship services last weekend, Canon Lewis exhorted you to consider his posting as the Cathedral sending him to the mission field of St George's and Laos. Indeed, I find these analogies very apt and true. As the mother church, you are truly sending him out into the mission field, and he will need your prayers and support as he takes up these new roles in the Diocese. Canon Lewis will continue to be the Vicar of the Cathedral until the end of the year. During this time, Revd Christopher Chan, your Associate Vicar, will gradually take over the Vicar's responsibilities, and he too, will certainly need your prayers and support as well because these are big shoes to fill.

Before I close, let us be reminded that unless the Lord builds the house, the labourers labour in vain (Psalms 127:1). Apart from God, we can do nothing, so let us continue to seek God earnestly. Pray for a mighty outpouring of His spirit so that we can become the spiritually vibrant Cathedral that God has called us to be. May the Lord renew and transform us to fulfil his purpose in our Cathedral and our Diocese for His glory. Amen.

Thank you."

3 Vicar's Address

Canon Lewis' address –

"Thank you very much, Bishop, for bringing us the Dean's address. This will not be my farewell speech, but as this will be my last AGM with you, I will take the liberty to say a bit more.

It is a great joy that we can come together for our first onsite AGM after 3 years. The fact that we are here is testimony to God's mercy and faithfulness, in watching over our nation, our church, our families, and certainly in watching over us individually here. Shall we give the Lord a clap offering, my friends?

In 2022, we saw the easing of community and border measures which allowed people to return to normalcy at work. We saw how businesses were able to resume operations, and for the Cathedral, the easing of measures allowed more members to return onsite and our ministries to resume. First, let me mention the Children's Ministry. Many of you have stepped up to volunteer to care for and provide ministry for our children. We saw a substantial number of members sign up for our CE courses, and cell groups were able to transit from meeting over Zoom to meeting physically.

In 2022, we saw 74 baptisms. Amen, and I think we can do more. Given the size of the Cathedral, we certainly need to be reaching out more, to see more coming to faith and being baptized. In 2022, we also saw 94 members being confirmed and added to our membership.

Looking back, you will agree with me that Covid-19 has changed us in many ways: socially, economically, psychologically and spiritually. But we have emerged stronger and more resilient as individuals, as families, and as a church. And with the resilience we have built, I am confident we are better prepared for the season ahead of us. No matter how challenging we think it will be, God will watch over us. Amen.

Bishop Titus has reminded us that the Cathedral has a vital role to play in our Diocese and our Deaneries. This is not a cross to be borne by anyone alone; it is a cross to be borne together as the

Cathedral family. The only way for us to fulfil our calling in this season is for us to unite our hearts, work together as one family, one church and with one voice, for His glory. On this note, I would like to add to what Bishop has mentioned: for us to give our fullest support to Revd Christopher Chan as he prepares to take up the role of Acting Vicar from 1 January 2024.

As we look ahead, I am excited to see younger members being nominated to the PCC team. We will see who they are shortly, but now allow me to thank all the PCC members who have served for the 2022 – 2023 term. Church, please put our hands together to thank them. Together, with their help, we have steered the Cathedral through the difficult season, and thank you, PCC, for your strong support and commitment, for which I am really indebted. Thank you.

Leadership succession will continue to be something important for the Cathedral, not only because we are aging, but we also want to prepare well for the next generation. As we focus on leadership succession, we are thankful that God has added new and younger members to the Cathedral staff team. We saw Revd Andrew Yap who was posted into the Cathedral in 2022, we have Revd Alvin Toh who joined us in 2023, and we also have 3 younger pastoral staff who joined us in the recent months. I will tell you who they are but they are serving outside so I can't introduce them to you physically. We have Dena who is taking care of the children ministry, Cheryl Yeow who is serving in the 11:30am pastoral team and also supporting the JOP programme, and Joshua Koh who is serving with the Youth Ministry. Please get to know them because it is exciting to have younger members join us. I would like to also mention that we are so blessed, I am so blessed, to have a dedicated and very committed staff team: our pastoral workers, our admin staff, our operations staff, and our hardworking, dedicated Vergers, who keep this engine running from day to day. Amen? Let's put our hands together to thank them.

Now allow me to draw your attention to God's words from Ezekiel 36. My dear friends, we are living in troubled times. We read about it every day, we heard about it from our Prime Minister in his address to Parliament. The war in Ukraine. The tensions between the superpowers that have resulted in adverse global impact. The escalating cost of living. Global shortages of supplies, from food to basic necessities. People are still trying to make sense of life, and the disasters that have taken place, such as the earthquakes in Turkey and Syria, which took more than 50,000 lives. The repeal of section 377A and the recent decision by the Church of England General Synod to allow priests to give their blessings to same sex couples in civil partnerships. All these demonstrate the troubled times we are living in, but Ezekiel 36 gives us a glimpse of hope through the holy remnant. Let me read for you Ezekiel 36:22-28:

²² "Therefore say to the house of Israel, Thus says the Lord God: It is not for your sake, O house of Israel, that I am about to act, but for the sake of my holy name, which you have profaned among the nations to which you came. ²³ And I will vindicate the holiness of my great name, which has been profaned among the nations, and which you have profaned among them. And the nations will know that I am the Lord, declares the Lord God, when through you I vindicate my holiness before their eyes. ²⁴ I will take you from the nations and gather you from all the countries and bring you into your own land. ²⁵ I will sprinkle clean water on you, and you shall be clean from all your uncleannesses, and from all your idols I will cleanse you. ²⁶ And I will give you a new heart, and a new spirit I will put within you. And I will remove the heart of stone from your flesh and give you a heart of flesh. ²⁷ And I will put my Spirit within you, and cause you to walk in my statutes and be careful to obey my rules. ²⁸ You shall dwell in the land that I gave to your fathers, and you shall be my people, and I will be your God.

This is the season that we have embarked on: the focus on being passionately committed to Christ. The leadership has decided that this is important, because God is calling us to be his holy remnant. This is a journey through which God will bring revival to the Cathedral and to our land: by stepping up discipleship and evangelism both locally and overseas over the next 2 years. In the months to come, you will hear from the church leadership on these 2 key themes.

As I bring my address to a close, I want to bring us back to Ezekiel 36, to give us a picture of what revival looks like. From verses 33-36:

³³ "Thus says the Lord God: On the day that I cleanse you from all your iniquities, I will cause the cities to be inhabited, and the waste places shall be rebuilt. ³⁴ And the land that was

*desolate shall be tilled, instead of being the desolation that it was in the sight of all who passed by. ³⁵ And they will say, 'This land that was desolate has become like the garden of Eden, and the waste and desolate and ruined cities are now fortified and inhabited.'
³⁶ Then the nations that are left all around you shall know that I am the Lord; I have rebuilt the ruined places and replanted that which was desolate. I am the Lord; I have spoken, and I will do it.*

My dear friends, these 4 verses speak for themselves. Church, what do we need to do if we want to see revival in our time? We need to unite as one people and we need to earnestly seek God through our prayers for His glory in the Cathedral, in the Diocese and in our land, because we are called to be a light to the nations. Amen."

4 Confirmation of Quorum

The Honorary Secretary, Mr Chan Kheng Tek, confirmed the quorum. There were 131 Electoral Roll members present at the AGM, exceeding the required quorum of 100 Electoral Roll (ER) members. There were also 04 observers present.

Mr Chan informed the meeting that members had received electronic copies of the annual report, as well as the church financial statements and budgets, and that these documents formed part of the record of the AGM proceedings. The annual report on the proceedings of the PCC was contained in the Honorary Secretary's report on page 15 of the annual report.

Mr Chan then informed the meeting that following recent developments with the Nave Restoration project, the Cathedral leadership felt it was important to include an update on the Nave Restoration project in the AGM Agenda, and as such, the Cathedral leadership proposed to amend the previously circulated Agenda to include an Update on the Nave Restoration Project as item 12 of the Agenda. The original items 12 to 15 of the Agenda would be renumbered as items 13 to 16. The meeting voted in favour of the amendment to the Agenda by show of hands; there were no objections and no abstentions.

5 Confirmation of Minutes of the Annual General Meeting held on 24 April 2022

Mr Chan Kheng Tek, Honorary Secretary, brought the meeting through the Minutes of the 2022 AGM found on pages 03 to 07 of the Annual Report. There were no comments by the members on the Minutes.

Mr Atticus Ting proposed a motion to confirm the minutes of the 2022 AGM, and Ms Karen Chua seconded the motion. The Minutes of the 2022 AGM were confirmed by the meeting by a show of hands as a correct record of the proceedings; there were no objections and no abstentions.

6 Matters arising from the Annual General Meeting held on 24 April 2022

There were no matters arising from the 2022 AGM.

7 To receive the reports of:

7.1 Report from the Vicar's Warden

Mr Keith Chua's address:

"Good afternoon, everyone. Much of what has been on my heart has been shared by the Bishop as well as the Vicar. With all that is going around, the time is urgent and we need to bring the good news out to the many who have yet to hear, and that was the basis as I reflected on the Vicar's Warden's report that I shared on page 13 in our Annual Report.

I would like to take this opportunity to give a personal testimony on the goodness of God. Some of you may be aware of my personal health situation which started at the end of 2021, through 2022 and into early 2023. God has indeed preserved me and watched over me. At the end of 2021, I was diagnosed with 2 growths that had to be removed. The first procedure took place in 2022, just before our AGM. From our last AGM till today, I have had a further 2 procedures, and 4 hospitalisations as a result. I would like to testify and thank the Lord for his hand of healing, restoring me both physically and spiritually.

With that, I am open to continue to serve, depending on how He leads and how the leadership of the Diocese and the Cathedral feel I can still be helpful. I give Him all the thanks, and also thank all of you. I want to thank my fellow PCC members, for their prayers through the various stages of my health condition, and for their understanding and stepping in when appropriate and necessary. I would also like to thank Vicar for his support during the recovery process, when I had to take time-off, we worked things out and I could still carry out some of my responsibilities. I now have a clean bill of health, and I ask for your continued prayers as the healing process continues. I give the Lord thanks and praise, for his wonderful hand of healing and his grace and mercy. I look forward to serving in the Cathedral and the Diocese, as the Lord leads. Thank you very much."

7.2 Report from the People's Warden

A/Prof Joseph Thambiah's address:

"A very warm greeting to Bishop, Vicar and all of you. This is truly a great joy because last year when we had our AGM, the same panel was seated and talking to a TV screen. We couldn't see anyone beyond that screen, so it is wonderful to see your smiling faces this afternoon. My report will be brief, most of it is contained in the published report that you have. I just want to add a few things to that.

We are in a period of transition. There is a physical transition taking place, with the restoration work that is going on in the Nave, but there is also a transition of people, of leadership. We can see that the committees that are being formed and the entities we have in the Cathedral now feature a blend of youth and experience. This bodes well for the future because we see leadership succession, and the next generation will eventually take over from the grey heads who sometimes dominate, and that is a good thing for the Cathedral.

In this period of transition, there will be a great deal of uncertainty about what the future holds. But one thing is certain: we serve a God who is faithful and mighty, and we trust completely in that God. We need to refocus. This is not just the work of the leadership, but of every member of the church, to look forward in unity at what lies before us, for the work and the transition. I encourage all of you to consider prayerfully what your role might be in the church.

Now, on the leadership transition, we wish to place on record our deep appreciation and gratitude to Canon Lewis Lew, for his excellent leadership of the Cathedral in the short time that he has been with us. He was parachuted into a ship that was sailing in stormy seas, we were in the midst of Covid-19 and things were really uncertain, and he steadied that ship. Bishop in his wisdom has decided that there is another ship that requires steadying and has directed our missionary Vicar to that ship. In the time he has spent with us, he has impacted the Cathedral in a really wonderful way. We need to record that in the minutes of this meeting as well. I would like all of you to extend a warm round of applause to Canon Lew, for his warm leadership of the Cathedral.

We need to stand behind Revd Christopher Chan, as he takes over as Acting Vicar from 1 January 2024. I would like to assure Revd Chan that we stand firmly behind him and will extend to him the same level of support that we have given to Canon Lew. Let us also give a warm round of applause to Revd Christopher Chan to welcome him.

I would like to report some encouraging numbers. The Lord did not only protect us during Covid-19, but he also strengthened our numbers. I am pleased to report that the Electoral Roll for 2022 has 3,075 members. We have 1,568 who are confirmed but not in the ER yet. We have 1,384 who are baptised but not confirmed in the Anglican Church. We have a total membership of 6,027. We had 52 adult baptisms, 22 child/ infant baptisms, and 94 confirmations into the church. This is a point of thanksgiving as well.

I would like to end with a quotation from Isaiah 43:19: "19 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."

So thank you all, and may God bless us all."

8 To Receive the Nomination for the Vicar's Warden (2023/24)

Canon Lewis announced the re-appointment of Mr Keith Chua as the Vicar's Warden for 2023/24.

To elect:**9.1 The People's Warden**

Canon Lewis announced that A/Prof Joseph Thambiah was the sole candidate standing for election as People's Warden.

Standing for Election as Peoples' Warden

<i>Candidate</i>	<i>Proposer</i>	<i>Second</i>
A/Prof Joseph Thambiah	Mr Charles Leong	Mr Low Chung Guan

9.2 Twelve (12) Members of the Parochial Church Council (2023/24)

Canon Lewis announced the names of the candidates standing for election as Lay Representatives, and that all elected Lay Representatives would serve on the PCC for a term of 01 year from the AGM.

Standing For Election as Lay Representatives

<i>Candidate</i>	<i>Proposer</i>	<i>Second</i>
Mr Jonathen Chan	Mr Leong Yan Hao Keith	Dr Christie Kamala
Ms Daphne Gan Ruiqi	Ms Karen Chua	Mr Soh Kim Seng
Ms Doris De Souza	Mr Soh Kim Seng	Mr Low Chung Guan
Ms Felicia Ma	Mr Chan Kheng Tek	Mr Goh Kia Teck Andrew
Mr Goh Kia Teck Andrew	Mr James Tan Tor Yeow	Mr Robin Tan
Ms Karen Chua	Mr Laurence Lim Kee Liat	Mr Soh Kim Seng
Dr Reuben Wong Kong Min	Mr Alvin Yin Teck Meng	Dr Benjamin Tai
Mr Robin Tan	Mr Goh Kia Teck Andrew	Mr Soh Kim Seng
Ms Samantha Foong Chi Yeng	Dr Shih Kim Chwee	Ms Wong Yin Kheng, Jessie
Mr Tan Hock Soon Adrias	Mr Goh Kia Teck Andrew	A/Prof Joseph Thambiah

9.3 Four (04) Synod Representatives (2023/26)

Canon Lewis announced the names of the candidates standing for election as Synod Representatives, and that all elected Synod Representatives would serve on the PCC for a term of 03 years from the AGM until 2026.

Standing For Election as Synod Representatives

<i>Candidate</i>	<i>Proposer</i>	<i>Second</i>
Mr Chan Kheng Tek	Mr Mark Kumar	Ms Liew Shin Dee
Mr Chua Tiang Choon Keith	Mr Goh Kia Teck Andrew	Dr Steven Lim Hoon Chin
A/Prof Joseph Thambiah	Mr Charles Leong	Mr Low Chung Guan
Mr Low Chung Guan	A/Prof Joseph Thambiah	Dr Benjamin Tai

Canon Lewis explained the election and voting process to the meeting:

1. Members would have received a green ballot paper as they entered the venue.
2. The voting process was necessary because, according to the Cathedral constitution, a candidate must obtain at least 30% of the votes from members voting at the AGM, in order for the candidate to be elected.
3. Members should use a pen to put an "X" in the box below the name of each candidate they wanted to vote for, and members could choose not to vote for any candidate.
4. After members have indicated their votes, they should fold the ballot papers, and drop the ballot papers into the ballot boxes that the staff would be passing around.
5. Thereafter, the meeting would proceed with the rest of the AGM Agenda, while the votes were being counted in Classroom A.

Canon Lewis thanked Revd Moses Israeli and Mr Charles Leong for presiding over the counting of votes cast: Revd Moses as the Returning Officer, and Mr Charles Leong as an Independent Observer over the vote counting process.

10 Report by the Honorary Treasurer & Financial Matters

10.1 To Consider and adopt the Audited Statement of Accounts for the Year Ended 31 December 2022

Mr Chang Kheng Tek, Honorary Treasurer, informed the meeting that as the electoral roll members would have received the soft copies of the annual report, as well as the church financial statements and budgets, he would present only a summary of the 2022 financials for the Cathedral, excluding Westside Anglican Church and SAC Home.

1. The Cathedral had a strong surplus for 2022 because of faithful giving by members. Tithing, offerings and donations exceeded the budget by \$1.47 million.
2. With this strong surplus, the PCC approved an additional \$1.15 million allocation to the Cathedral Outreach and Mission Fund (OMF), to support our outreach and ministries locally and in our deaneries.
3. The Cathedral staff costs were lower due to a lower headcount in 2022.
4. There was a small increase in operational costs due to rising costs, as well as higher spending as the church held more events on-site.
5. Even with the additional allocation of \$1.15 million to the OMF, the Cathedral finished 2022 with a \$45,000 surplus.

Mr Jonathen Chan proposed a motion to adopt the following Resolution 1, and Ms Daphne Gan seconded the motion.

Resolution 1: To accept the audited financial statement of accounts for the year ended 31 December 2022.

The meeting voted in favour of the Resolution 1 by show of hands; there were no objections and no abstentions.

10.2 To Consider and adopt the Proposed Budget for the Year ending 31 December 2023

Mr Chan Kheng Tek, Honorary Treasurer, gave a brief summary of the Cathedral budget (excluding Westside Anglican Church and SAC Home) for the year ending 31 December 2023.

1. The income had been set at an approximately 2.5% increase from the 2022 actuals.
2. There was an increase in the budget for expenses and staff costs, taking into account the expected higher ministry and operating expenditures with more onsite activities, and increase in staff headcount.
3. Overall, a budget surplus of \$153,000 was expected for 2023.

Question from ER member, Mr Gilbert Tan

- Mr Tan inquired about other sources of income for the Cathedral, as there was significant increase in the budget.
- Mr Chan responded that the detailed budget with a breakdown of our income sources was contained in the soft copy of the church financial statements and budgets provided to Electoral Roll members, and then gave the following examples: interest income from cash in fixed deposits, as well as income received from users of the Cathedral's facilities, donation boxes and carpark charges.

Mr Eric Lee proposed a motion to adopt the following Resolution 2, and Mrs Doris de Souza seconded the motion.

Resolution 2: To adopt the budget for the year 2023.

The meeting voted in favour of the Resolution 2 by show of hands; there were no objections and no abstentions.

10.3 Announcement of Acceptance of Re-appointment of Baker Tilly TFW LLP as the Auditor for the year ending 31 December 2023

Ms Samantha Foong proposed a motion to adopt the following Resolution 3, and Ms Felicia Ma seconded the motion.

Resolution 3: To accept the Re-appointment of Baker Tilly TFW LLP as the Auditor for the Year 2023.

The meeting voted in favour of the Resolution 3 by show of hands; there were no objections and no abstentions.

11 Q&A

Canon Lewis informed the meeting that as part of the preparations for the AGM, members had been invited to submit their questions in relation to the Agenda for AGM 2023. He then invited the Honorary Secretary to facilitate the Q&A segment.

Mr Chan read each of the questions received from members, and invited the specific panel member to answer the question.

QUESTION 1 by Mr Atticus Ting Shi Ern

Regarding the mode of the AGM this year, why has the AGM this year been moved onsite? Even though the standing order permitting online AGMs have not lapsed until 1st July this year according to the Ministry of Law? Is this moving of the AGM onsite part of the wider move from the church to move all activities onsite past the online part of the cathedral offerings?

Answer by Mr Chan Kheng Tek, Honorary Secretary

Although the Ministry of Law has given organisations the option to hold electronic meetings until 1 July, we have opted to hold our AGM physically in line with Cathedral's plans to move more Church activities back onsite.

QUESTION 2 by Mr Atticus Ting Shi Ern

Regarding the financial sustainability of the church, what financial plans has the church set out such that there is financial stability of the church during adverse conditions such as a drop in tithes or an unexpectedly large expense that the church has to incur and if the church has set aside a reserve fund for this purpose?

Answer by Mr Keith Chua, Vicar's Warden

The Cathedral has been tremendously blessed by the generosity of our members, and the prudent financial stewardship of past and present generations. Our sole trust is in the Lord, and the Lord will move through His people. As shown in our financial report, we have reserves of about \$24.5 million. Our yearly expenses range from \$7 million to \$8 million. Although our income declined during Covid-19, we were able to moderate our expenses to closely meet our yearly income, without compromising our ministry. If adverse conditions return, we will apply the lessons from Covid-19 where appropriate, while ensuring our primary ministry is not compromised. We have drawn on our reserves in the past. One recent instance was to build this Cathedral New Sanctuary (CNS), where the church leadership agreed to allocate about \$2 million from our reserves to start the project while the church raised funds for the project. At the completion of the project, we had raised all the funds necessary to complete the building of the CNS, and the Lord had also led a member to give a generous gift to replenish the reserves that we had drawn on. Such generosity is a valuable gift the Lord has placed in our midst, and we give thanks for the infinite goodness of God.

QUESTION 3 by Mr Atticus Ting Shi Ern

Regarding the 2 major accounts that the church has, the PCC fund and the Cathedral Heritage fund, this electoral roll member would like to ask if the funds in the two accounts are interchangeable or are they separate and cannot be used for a shortfall in one account? Additionally, this electoral roll member would like to ask if the Cathedral Heritage fund is specifically for major renovation purposes or also minor renovation such as flooring and light changes?

Answer by Mr Chan Kheng Tek, Honorary Treasurer

I believe the member's reference to "PCC fund" is to the Property, Plant and Equipment Contribution Fund (PPE Fund) referred to in note 15 to the financial statements. This fixed asset fund relates to specific assets and is set up when expenditure has been incurred for them. For example, when the Cathedral New Sanctuary was completed, we set up a fixed asset fund for the building. This is only for accounting purposes.

The Cathedral Heritage Fund was set up for donations received specifically for the current Nave restoration, as well as future heritage and building works relating to the historic Cathedral building. Once the Nave restoration is completed, the total cost incurred for the Nave restoration will be transferred from the Cathedral Heritage Fund to the PPE Fund for accounting purposes.

QUESTION 4 by Mr Atticus Ting Shi Ern

Regarding the co-opted PCC members in the year 2022, this electoral member noted that there were 6 people who were co-opted into the PCC last year. This electoral member would like to enquire on the process of how and why the 6 members were co-opted into the PCC and if there is a difference between the powers of which these co-opted PCC members and the elected PCC members, given that these PCC co-opted members were not elected at the AGM.

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

The Cathedral Constitution provides for the co-option of members. Members may be co-opted into the PPC because they have a special expertise which may be lacking in the PCC, or to encourage leadership renewal. The co-option of new members brings new blood and fresh perspectives into the PCC, and gives the co-opted members a chance to experience serving on the PCC. It is not a means to bypass the electoral process, and co-opted members are strongly encouraged to stand for election the following year onwards.

QUESTION 5 by Mr Atticus Ting Shi Ern

Regarding the phase 2 restoration and expansion of the CNS, this electoral member would like to enquire regarding the legality of the original resolution of the phase 2 expansion passed in 2019, would the phase 2 expansion project need to be re-tabled and voted on again or will the original resolution passed be carried out when the appropriate time comes?

Answer by Mr Keith Chua, Vicar's Warden

The Cathedral AGM in 2019 passed the following resolution:

Resolution passed at the 2019 AGM

That this AGM (convened on 28th April 2019) grants to the Cathedral PCC

- i. Approval to undertake the proposed Building Project as set out in the proposal entitled "Proposal for Phase 2" tabled before the AGM dated 28th April 2019 that will create an additional meeting space of 40,000 sq ft ("Phase 2") for a project sum of S\$25 million and***
- ii. Fund-raising Approval for Phase 2.***

The resolution is shown on the screen for us to recollect. The resolution remains valid until a future meeting amends it. Following the AGM resolution (similarly passed by the Mandarin Congregation), we sought Diocesan approval at the November 2019 Synod to commence fund raising for a project totalling \$25m. The Synod granted approval valid for 3 years. When Covid-19 hit, the Cathedral leadership under our Bishop and Dean agreed that it would not be timely to start the project and any related fund-raising. The Synod approval for fund-raising lapsed in November 2022, and we did not request a renewal.

The Cathedral established a Masterplan Committee following last year's AGM, co-chaired by the English congregation Vicar's Warden and the Mandarin congregation Priest's Warden. The first scope of evaluation for the Masterplan Committee has been the optimisation of existing space, including the Nave when restoration is completed. While our members have begun to return to physical services, with the exception of one or two services, we still have room to grow our attendance and we are not

facing seating constraints. The exception may be the breakout rooms for Sunday school, and we will find suitable interim solutions.

QUESTION 6 by Mr Atticus Ting Shi Ern

Regarding policy planning of the church, this electoral member would like to ask about the implementation of policies that have been shaped through the experience of Covid-19. Of which, what good practices has the church adopted, what has the church stopped and what does the church need to improve on?

Answer by Revd Christopher Chan, Associate Vicar

Responding to Covid-19 increased our adaptability: we became more open to making necessary changes to our work and ministry arrangements. We underwent a shift from onsite to online activities. While we are thankful to have resumed onsite worship services, the online platform has proved useful for some activities, such as meetings, training sessions, Christian Education classes, etc. Increasing our online presence has also enabled us to extend the reach of our ministries, and we have retained the use of online platforms where they continue to be effective. We have established that many of the staff will be able to remain effective while working from home for a period of time. Some of our admin and finance processes are now handled electronically, resulting in increased efficiency. We are better placed to respond swiftly in the event of another pandemic. More importantly, we believe that, through this experience, we will be able to adapt more readily to future challenges.

QUESTION 7 by Mr Atticus Ting Shi Ern

Regarding the livestreaming of services in the cathedral, this electoral member would like to ask if the live streaming of services is a permanent measure that will be implemented or will it be stopped at some point?

Answer by Revd Canon Lewis Lew, Vicar

We recognise that the livestreaming of services is particularly helpful for the homebound and those who are overseas. Also, as the Cathedral church, members of other churches do tune in to our online services. However, we do not want the availability of livestreamed services to result in members staying at home instead of coming onsite. Online services can also dilute our understanding of the church's worship. We are therefore evaluating whether to continue our online services in their current form, and for how long. This decision is not an easy one, but it is unlikely that our current format of live streamed services will continue indefinitely. Do pray for us as we weigh the different factors involved in this decision.

12 Update on Nave Restoration Project

A/Prof Joseph Thambiah, People's Warden, gave an update on the Nave Restoration work that had started in January 2022.

- The Nave Restoration works were major works: the walls had water damage, some plaster was falling, and there was unsightly exposed wiring and air-conditioning ducts. The Cathedral decided to embark on this major restoration process to address faults, ensure usefulness and improve worship spaces.
- The main contractor appointed was Shanghai Chong Kee (SCK), a well-respected company with experience in the restoration of churches and historical buildings. Their previous projects included the restoration of St Joseph's Church and The Cathedral of the Good Shepherd. A restoration works committee was set up to oversee the project, and an FPC core team was subsequently set up after SCK encountered difficulties. All the teams had put in a lot of effort into every aspect of the restoration project.
- However, progress was much slower than expected. This was due to a number of factors, including Covid-19, which put a strain on the financial condition of contractors around Singapore including SCK. As a result, SCK experienced cashflow issues and signs of other problems emerged. SCK became overburdened handling multiple major projects, there was pressure from creditors, and they filed for court-ordered bankruptcy protection after one of SCK's creditors filed a winding-up petition on 11 March 2023. At the court hearing on 19 April 2023, the court granted a moratorium for six months, until September 2023, to safeguard SCK from creditors' claims.

- It was expected that SCK would request an extension of the moratorium after September 2023, and our legal counsel had indicated that the courts were likely to view such a request for an extension favourably.
- In the meantime, SCK was continuing the restoration of the Nave, and the Cathedral team was working to ensure that the project kept moving, with the philosophy that in helping SCK, Cathedral was also helping ourselves. The project was estimated to be 40% complete.

A/Prof Thambiah requested members to pray fervently for the continuation of the project, and led a prayer for the project, acknowledging God's sovereignty and reading Psalm 127:1 – *"Unless the Lord builds the house, those who build it labour in vain. Unless the Lord watches over the city, the watchman stays awake in vain."*

Questions from ER member, Mr Tony Tan

- Mr Tony Tan referred to the upheaval in the building construction industry, and asked about the project completion date. He also asked about the application of the Heritage Fund.
- A/Prof Thambiah responded that the contractor had previously given project completion dates which had subsequently shifted, and the latest projected completion date was in November 2023. All of the people working in the various groups were doing their best to move the project along responsibly.
- Mr Keith Chua, Vicar's Warden, informed the meeting that the Cathedral had taken legal advice from skilled legal counsel, and consulted the Diocesan Development Board, the Chancellor, the Registrar, practitioners, and property development experts.
- In response to Mr Tan's question about the Heritage Fund, Mr Chan Kheng Tek, Honorary Treasurer, informed the meeting that the Heritage Fund was a restricted fund, and when members indicated that any giving was for the "Heritage Fund", it would be recorded as such and only expenses for the Nave restoration, or heritage and building works relating to the historic Cathedral building, would be approved for withdrawal from the Heritage Fund.
- In response to Mr Tony Tan's question whether the Heritage Fund could be applied for purposes relating to Cathedral New Sanctuary (CNS), Mr Chan Kheng Tek advised that donors had been informed that the Heritage Fund was primarily for the Nave Restoration works, and if there were excess funds at the end of the Nave Restoration project, the excess funds would be applied to other buildings and capital works.

Question from ER Member, Ms Catherine Chua

- Canon Lewis requested Mr Chan Kheng Tek to follow up with Ms Catherine Chua on her question after the AGM as the question did not relate to the AGM Agenda.

13 Announcement of the Results of the Elections

Canon Lewis acknowledged the faithful and committed service of the PCC members over the past year, and he was thankful that most of the PCC members had continued to offer their service for the coming year, while some had asked to step down for personal and family reasons. He then recorded his thanks to Mr Eric Lee, Dr Jeremy Gwee, Mr Mark Kumar, Dr Michael Lim and Dr Stanley Lai for their substantial contributions to the PCC and their continued steadfast service to God's church.

Canon Lewis announced that all the candidates who stood for election in the AGM had garnered more than 30% of votes from members voting at the AGM, as required by the Parish Constitution, and were thereby elected to serve for 2023/2024.

He then presented the Cathedral Parochial Church Council for 2023/24 to the AGM:

- **Synod Representatives (2023 – 2026):** Mr Chan Kheng Tek; Mr Chua Tiang Choon Keith; A/Prof Joseph Thambiah; and Mr Low Chung Guan
- **Vicar's Warden (2023 – 2024):** Mr Chua Tiang Choon Keith
- **People's Warden (2023 – 2024):** A/Prof Joseph Thambiah

- **Lay Representatives (2023 – 2024):** Mr Chan Yik Seng Jonathen; Ms Daphne Gan Ruiqi; Ms Doris de Souza; Ms Felicia Ma; Mr Goh Kia Teck Andrew; Ms Karen Chua; Dr Reuben Wong Kong Min; Mr Robin Tan; Ms Samantha Foong Chi Yeng; and Mr Tan Hock Soon Adrias

14 Any Other Business

Mr Chan Kheng Tek informed the meeting that there was no other business to be dealt with at the AGM.

15 Date of next Annual General Meeting (AGM)

Mr Chan Kheng Tek informed the meeting that the date of the next AGM was tentatively set for 21 April 2024.

16 Closing Prayer

Revd Christopher Chan closed the meeting with a prayer. The AGM ended at 3.35 pm.

VICAR'S REPORT

Revd Christopher Chan

"Give thanks to the Lord, for he is good, for his steadfast love endures forever" (Psalm 136:1). This verse was impressed upon my heart as I reflected on the past year, a year in which we saw the goodness of God in manifold ways.

2023 was the year when church life returned significantly to normal. All Covid-19 restrictions were finally lifted, and more and more worshippers were able to come back for onsite services. Fellowship over food resumed, to the delight of many. We launched a new church theme "Passionately Committed to Christ" — a call for us to step up in discipleship and evangelism — that will be unpacked over 3 years. Praise be to God!

Our parish-wide church camp was held from 6-9 June in Thistle Hotel, Johor Bahru. This was a wonderful opportunity for us to get to know each other better across different services. The theme was "One Family, One Church, One Voice", and camp speaker Revd Dr Tan Soo-Inn encouraged us to embrace unity in diversity, and shared on how different generations can appreciate and learn from one another to maximise our kingdom potential. A group of members composed a song with the camp theme as its title, and a music video was released later in the year. The camp was a significant step forward in building church unity, though we still have a long way more to go.

June 2023 marked the beginning of a leadership transition process in the Cathedral, as our former Vicar, Revd Canon Dr Lewis Lew, was appointed as the Vicar of St George's Church while remaining as the Vicar of SAC till the end of the year. Over a 7-month period, Canon Lewis entrusted more and more responsibilities to me to prepare me to take over from him. I would like to record my thanks to him for his leadership and service as the Vicar of SAC from Dec 2020 to Dec 2023, and for his support and guidance over the past three years. He has left me with large shoes to fill, and I will endeavour to build on the good work he has done.

One of the highlights of 2023 was the completion of the Nave restoration project after two years. The delay was painful, but I am sure many of us would agree that it was worth the wait. It is not a stretch to say that the restored Nave looks resplendent! The completion of the project was a testament to the Lord's goodness, and we will continue to trust in His goodness in 2024. May He be pleased to pour out His favour upon us and enable us to bear much fruit for the glory of His name. Indeed, let us "give thanks to the Lord, for he is good, for his steadfast love endures forever!"

REPORT OF THE
VICAR'S WARDEN

Mr Keith Chua

Bless the LORD, O my soul, and all that is within me,
bless his holy name! Bless the LORD, O my soul,
and forget not all his benefits, who forgives all your iniquity, who
heals all your diseases, who redeems your life from the pit, who
crowns you with steadfast love and mercy, who satisfies you
with good so that your youth is renewed like the eagle's."

— PSALM 103:1-5

2023 was the first full year where we returned to worship without any restrictions. Though the Nave restoration was delayed, we were still able to gather in the Cathedral New Sanctuary and the Pavilion for our main services, sharing the venues with the Mandarin congregation.

May I record our appreciation to our former Vicar, Revd Canon Dr Lewis Lew, for his leadership at the Cathedral until 31 December 2023. From July to December 2023, he was serving in 2 Vicar appointments: as the Vicar of St Andrew's Cathedral and St George's Church. During this period, Revd Christopher Chan led the Cathedral staff team as the Associate Vicar.

May I place on record our thanks to Mr Andrew Goh, Chairperson of FPC, and his team, for diligently guiding the restoration project, particularly the critical decisions in the financial aspects. The Lord heard our cries and our prayers, and we were finally able to gather on Christmas Eve 2023 to give thanks for the safe completion of the Nave restoration.

*"For I know the plans I have for you,
declares the LORD, plans for welfare and
not for evil, to give you a future and a hope.
Then you will call upon me and come and
pray to me, and I will hear you. You will
seek me and find me, when you seek me
with all your heart."
(Jeremiah 29:11-13)*

Yes the Lord has always been watching over our Cathedral, each one of us along with our families. This was evident as we worked through 2023, and it holds true as we continue in the days ahead. I am reminded of how the Lord blessed us with the

Cathedral New Sanctuary, then more recently the Pavilion, which enabled us to continue our services during the Nave restoration.

*"May the God of endurance and
encouragement grant you to live in such
harmony with one another, in accord with
Christ Jesus, that together you may with
one voice glorify the God and Father of our
Lord Jesus Christ. Therefore welcome one
another as Christ has welcomed you, for the
glory of God."
(Romans 15:5-7)*

It is my prayer that as we join hands in this new year to serve the Lord, as we work to welcome back our community of worshippers, as we lift the Name of Jesus high and bring more into the Kingdom, that we continue to serve and meet together as one Body.

It was a joy to see members return to services as we resumed our services at the Nave. There will be rejoicing in Heaven as we see our family and friends come to know Jesus as Lord and Saviour.

Please join me in welcoming Revd Christopher Chan as Acting Vicar from 1 January 2024. May we support him in prayer as he leads our Cathedral ministry.

To God be the Glory.

REPORT OF THE PEOPLE'S WARDEN

A/Prof Joseph Thambiah

The Church year which is now concluding has been an eventful one. It was marked very much by the anxious wait for the Nave restoration works to be completed so that the community of St. Andrew's Cathedral could return once more to worship in this magnificent edifice that God has blessed the nation and the Church with in Singapore. The manner in which it was completed might, in the light of the events that preceded it, be described as being close to miraculous. It was, for all, a display of the awesome power of God at work. The restored structure has had many hidden architectural gems revealed and many damaged areas fully restored.

At its heart, however, it is still just a building and what may be more important than the physical renewal of the Cathedral is its spiritual renewal. The people are returning to onsite services, post Covid-19, albeit in smaller numbers. We need to build up once more, the fellowship (koinonia) amongst the people but we should now take our eyes away from the beautiful building and towards the world outside its walls as, with renewed purpose, we strive to fulfil God's purpose for the

Cathedral and bring His message of hope and salvation to a world that so desperately is in need of it. Let us then be *"renewed in the spirit of your minds, and to put on the new self, created after the likeness of God in true righteousness and holiness"* (Ephesians 4:23-24).

There is a sense within the Cathedral of a new season that is taking shape particularly with the change in leadership with the departure to St. George's Church of the Revd Canon Dr Lewis Lew with the mantle of leadership passing onto the shoulders of Revd Christopher Chan. May I, as the People's Warden, exhort all of us to get firmly behind this team of leaders that God has provided so graciously for us and work shoulder to shoulder for the advancement of the Kingdom, with each member seeking to discern their own place in the work of the Kingdom.

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

REPORT OF THE HONORARY SECRETARY

Mr Chan Kheng Tek

Dear Brothers and Sisters in Christ, after 3 years of conducting our AGM online, we were finally able to hold our first AGM in-person on 23 April 2023 at the Cathedral New Sanctuary. At the AGM, Mr Keith Chua was re-appointed as the Vicar's Warden, and the following members were elected to the Parochial Church Council (PCC) for the 2023/24 term:

- A/Prof Joseph Thambiah (as the People's Warden)
- Mr Jonathen Chan
- Ms Karen Chua
- Ms Doris de Souza
- Ms Samantha Foong
- Ms Daphne Gan
- Mr Andrew Goh
- Ms Felicia Ma
- Mr Robin Tan
- Mr Adrias Tan
- Dr Reuben Wong

The 4 new Synod Representatives for St Andrew's Cathedral, who were elected in 2023 for a 3 year term to 2026 were Mr Keith Chua, A/P Joseph Thambiah, Mr Low Chung Guan and Mr Chan Kheng Tek.

During the year, the PCC also co-opted 2 additional members, Ms Selena Ling and Ms Stephanie Magnus, to assist in various areas of service.

At the first PCC meeting, Mr Chan Kheng Tek was appointed as Honorary Secretary, and Ms Felicia Ma was appointed as Honorary Treasurer. In December 2023, Ms Stephanie Magnus took on the role of Assistant Honorary Secretary. We also welcomed Mr Ivan Chin and Mr Steven Fong who acted as the Mandarin Congregation Representatives, and Mr Henri Ngoh who continued as the representative from Westside Anglican Church (WAC). We thank God for their service.

For 2023/24, the PCC met a total of 9 times on a monthly basis (except June, September and December 2023). As in the previous year, 3 subcommittees were constituted for 2023/24:

- Finance and Property Committee
(Chair: Mr Andrew Goh)
- Cathedral Social & Welfare Committee
(Chair: Ms Karen Chua)
- Personnel Committee
(Chair: Ms Doris de Souza)

Given the continued delays in the progress of the Nave restoration works, a Special Core Group comprising PCC members from both the Cathedral English and Mandarin Congregation was constituted to oversee the progress of the restoration. The Special Core Group worked closely with the main contractor Shanghai Chong Kee to accelerate the completion of the Nave. Despite the challenges caused by Shanghai Chong Kee's financial difficulties, it was by God's Grace that the Nave restoration was finally completed in December 2023. *Unless the Lord builds the house, those who build it labour in vain.* (Psalm 127:1)

We thank the Lord for His perfect timing that we all had the opportunity to celebrate Christmas and to also witness the installation of the Rt Revd Dr Titus Chung as the 7th Archbishop of the Province of South East Asia, at the beautifully restored Nave.

This year our AGM will be held on 21 April 2024. Information on the relevant procedural matters and timelines relating to the AGM 2024 is set out together with this Annual Report. We pray for a smooth AGM. Thank you SAC members for your continued engagement and support.

May the Lord bless us and keep us. May the Lord make His face shine upon us and be gracious to us. May the Lord lift up His countenance upon us and give us peace.
(Numbers 6:24-26)

FINANCE & PROPERTY COMMITTEE (FPC)

Mr Andrew Goh *Chairperson*

We give thanks to the Lord for His continuing provisions and blessings for the year 2023/2024. In turn we must be good stewards seeking His wisdom and guidance.

The Cathedral financials continue to be healthy. Although we budgeted for a surplus of \$153,000 (unconsolidated general fund), we ended the year with a much larger surplus of \$1,467,000. It was a difficult period as we just came out of the Covid-19 pandemic. This surplus was due principally to two key factors, the sizable donations of \$580,000 and interest income of \$292,000.

The role of the Finance and Property Committee is to advise and oversee the management of the Cathedral's finances, investment assets and properties of the Cathedral. It has the additional task to manage our givings to our churches and agencies both within and outside the diocese.

Our financial report is prepared every year and circulated to all members for their review and comments. Members can seek clarification, if they have queries on the financial report. Tithes, pledges and freewill offerings continue to be the main income sources to fund the Cathedral's operating expenses. We continue to receive gifts for various ministries, mission work and charitable initiatives. We review our operating expenses carefully and continue with our practice of setting aside 25% of our income for missions and outreach. We had in addition to this, given \$1,150,000 out of the surplus of \$1,195,000 generated in 2022.

In the area of giving, the Cathedral decided to give to the Lat Krabang Church in Thailand for church extension, St Margaret's Primary School, Chapel of Christ the King, the Deanery of Nepal for the Nazarene Church, the Deanery of Indonesia for the Anglican Theological College in Bali, the Westside Anglican Church for its relocation to Bukit Batok, the Relief Support for Cyclone MOCHA in Myanmar, and the SAMH Chaplaincy Fund, and other organisation and causes.

The Committee continues to look carefully at the properties under our care. We have a property in Lion Towers at Essex Road which has been tenanted since April 2023 at a higher rent than previously. We also have two properties at Sennett Estate.

We have just completed the Nave restoration works project in December 2023. This was to restore various parts of the Cathedral's historic building that had been affected by environmental wear and tear. The project was delayed by almost a year. We are thankful that we were able to complete it in time for the Christmas services, as well as the installation of the 7th Archbishop of the Province of the Anglican Church in South East Asia.

We would like to thank our members who helped and supported our Cathedral by giving their time and experience in financial and property related matters. In addition, we would like to express our appreciation to members of the FPC and Cathedral staff for their committed and dedicated service to the church. 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. All glory to God!

PERSONNEL COMMITTEE (PC)

Ms Doris de Souza *Chairperson*

"Serve wholeheartedly, as if you were serving the Lord, not people, because you know that the Lord will reward each one for whatever good they do, whether they are slave or free."

— EPHESIANS 6:7-8

The Personnel Committee (PC) oversees the employee life cycle for non-clergy staff at St Andrew's Cathedral, Westside Anglican Church and CITY Community Services. This includes matters relating to recruitment, hiring, training, job progression, cessation of contract and retirement. This annual report highlights the Committee's activities over the past year.

Bonus and Inflationary Support

The PC is pleased to announce that, as recommended by the DOS HR Board, eligible staff received a total of 1.9 months of bonus payout in July and December 2023. Employees who had not completed their full year of service received a pro-rated bonus quantum. In addition, Admin and Pastoral Staff (grades equivalent to Admin Scale II, Pastoral Scale I,II) received an additional one-time payment of \$400. Those on Vergers Scale and Admin Scale I, received a higher one-time payment of \$800.

Following recommendation by the DOS HR Board, a One-Time Advance Inflationary Support Payout of \$600 was given to eligible staff in January 2024. Part-time staff received a prorated payout. Probationary staff received this payout after confirmation as full-time employee.

We are thankful to God for His provision.

Staff Strength and Staff Movement (Non-Clergy)

At the time of writing, St Andrew's Cathedral has 47 staff, Westside Anglican Church has 4 staff and City Community Services has 7 staff. We give thanks to God for calling a number of people to full

time ministry over the last few months. Please continue to pray with us for more people to harvest the plentiful field.

Training and Development for Staff and Members

Training opportunities and resources were provided for 9 staff to enhance their skills and knowledge in areas relevant to their roles. Support for theological training was provided to a Cathedral member and a staff.

The church leadership and SAC core team attended a one-day leadership workshop to hone their leadership skills.

Expression of Gratitude

In the last quarter of 2023, A/Prof Joseph Thambiah stepped down as Chairman to focus on his role as People's Warden. Mrs Doris de Souza took over as PC Chairperson. The PC Committee, together with the Cathedral community, would like to express our deep appreciation to A/Prof Joseph Thambiah for his invaluable contribution, including initiating a major revision of the Retirement and Re-employment processes for retiring employees of the Cathedral. We thank God for his service.

Plans for the Future

The PC is committed to work with the church leadership to find best practices to support the church staff in fulfilling their roles effectively.

We express our gratitude to all committee members for their dedication and service and the church staff for their hard work and sacrifice.

CATHEDRAL SOCIAL & WELFARE COMMITTEE (CSWC)

Ms Karen Chua *Chairperson*

From the beginning, the main thread of God's plan was to bring us His love, joy and peace. God has shown us throughout the Bible that there is joy in response to God's blessings and fulfilment of His promises. In the Old Testament, the Israelites found joy and hope when God brought them out of slavery to the Promised Land. In the New Testament, Jesus promises joy and fullness of life to those who follow Him. The Apostle Paul reminded us to consider it all joy when we face trials of many kinds (James 1:2) for we know that the source of all joy comes from God, despite our circumstances.

The **purpose** of the Cathedral Social & Welfare Committee (CSWC) is 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
- pray for and provide emotional and spiritual support to church members and the community under our care

The **Scope of Work** of the CSWC includes:

- 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 e.g. the pandemic.

The CSWC is thankful to God for His continual provision, that:

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

The challenge for the CSWC is to provide financial help to members who are in financial need and, at the same time, to know how to share the Lord's message of joy and hope when the days ahead seem bleak. We are reminded that when the storms of life hit us, all the more do we need the God of hope to fill us with all joy and peace as we trust in Him, so that we may overflow with hope by the power of the Holy Spirit (Romans 15:13).

The CSWC covets your prayers as we persevere in our Purpose by providing the needed financial assistance, and always seeking holistic & sustainable care for every person under our care. We will continue to work together with the Church pastoral team and the Member Care Ministry to care for and help our members.

It is our prayer that every person in our care will be able to find the joy and hope in our Saviour, Jesus Christ. And in every situation, to continue to trust in Jehovah Jireh, Lord our Provider (Genesis 22:14).

RESTORATION WORKS COMMITTEE

Mr Lee Chi Kuan *Chairperson*

In January 2023, the progress of the restoration works stood at about 55%. Internal scaffoldings were erected for the work on the internal walls to proceed. Repairs to damaged masonry were massive given the Cathedral's high and long walls, running from the East Windows to the West Porch. A large percentage of the walls surface area had to be repaired. Besides the removal of hollow plaster and the re-plastering in stages with different types of plaster materials, repairs and replacement to damaged bricks were also carried out. Painting works to both the external and internal walls followed.

M&E works commenced from January 2023 with the completion of the trench formwork and filling of concrete. Electrical, AV, IT and security systems cables were laid following the completion of the air-con piping works.

There was joy and relief among us when the scaffolding at the top section of the bell tower was removed in July 2023. It was a wonderful sight. We were progressing despite the strong headwinds we were facing.

All through this year, there were setbacks after setbacks. We had to deal with different situations – from technical issues, changes to work schedules and the effects of Shanghai Chong Kee's (SCK) moratorium, which brought on sub-contractors' concerns and affected workers' morale. Only by God's grace and together with the support of the Cathedral's Core Committee, were we able to continue with the works albeit at a slower rate as SCK began to cut manpower on site to reduce their financial strain.

The restoration team put in more time and effort on site, to try to complete the works completed the 3rd week of December – the deadline for SCK's moratorium. Nothing was certain then.

Scaffolds and hoardings were finally removed in mid-November 2023. M&E works were progressing and the pipe organ was attended to by the installers. The plaques that had been removed were gradually put back. Several rounds of cleaning were carried out before we could bring in the pews.

SCK went into voluntary liquidation on 21 December 2023. The restoration works team then took over the remaining works and with the assistance of another contractor, we managed to remove the site office, site materials, clearing and cleaning of external areas and had the Cathedral ready in time for the Christmas Eve service.

There is so much to be thankful for. Our Good Lord kept us going with His Loving Grace, His Mercies, His Provisions and His All-Encompassing Love. He provided us with caring members from both the Mandarin and English congregations, who stepped forward to provide workers with weekly meals, love gifts when it mattered, especially to the workers who were in need, and sharing God's love with them. To these members, we would say a Big Thank You. Your care and love for the workers has provided the motivation that the workers needed during a difficult time.

To God be all the Glory.

OUR WORSHIP SERVICES

Revd Christopher Chan

The highlight of our worship services in 2023 would surely have been the Christmas Eve service, which incorporated the dedication of the restored Nave — our first worship service in the Nave in two years. Although we understand that true worship does not depend on a geographical location, it was nevertheless wonderful for us to be able to return to the Nave for corporate worship. Praise be to God!

The restoration of the Nave has been regarded as a symbol of spiritual renewal in SAC, and this is particularly significant in the context of our worship services, which are a vital part of our church life. As we gather each week as the people of God to worship and serve Him, we are shaped through the act of corporate worship — expressed not merely in songs, but through the entire service and liturgy. We pray that our understanding and experience of this will deepen further, and that it will bring us closer together as one church: a united community of disciples, worshipping in different services but knit together in Christ.

Our sermon series for 2023 focused on Paul's letter to the Romans, through which we grappled with doctrines such as justification by faith, the work of the Holy Spirit, Israel's role in salvation history, and the impact of grace on practical living. We received feedback that the series was very helpful in guiding our members in the study of this remarkable book.

In February 2023, our government stepped down the remaining Covid-19 measures and established an endemic Covid-19 new norm. This allowed our worship services to move even further towards normalcy, and despite our venue restrictions we saw a small increase in attendance. Encouraging our members to return to in-person worship will continue to be a matter of priority.

We are grateful for the faithful service of our many volunteers, which include the following in no order of merit: AV teams (sound and projection), intercessors, prayer ministry teams, children ministry teachers and teacher aides, sidespersons and ushers, welcome/befriender teams and info desk teams, fellowship F&B teams, lesson readers, choir and worship teams, servers, lay readers, and wardens. We also acknowledge the hard work of our staff in leading and supporting our worship services — pastors, staff-in-charge, coordinators, core teams, admin and operations staff, AV staff, and vergers. May God unite

and use all of us to serve in a manner that glorifies and pleases Him!

Service Pastors and staff-in-charge

English Services

- | | |
|---|--|
| • Saturday 4.00pm | Revd Daniel Lim |
| • Saturday 5.30pm | Revd Andrew Yap |
| • Sunday 7.30am
(8am wef 1 Jan 2024) | Revd Moses Israeli |
| • Sunday 9.30am | Revd Christopher Chan
Revd Alvin Toh
(wef 1 July 2023) |
| • Sunday 11.30am | Revd Moses Israeli
and Ds Ti Lian Swan |
| • Sunday 2.00pm
(Youth Service) | Revd Daniel Lim |
| • Sunday 4.30pm | Revd Alvin Toh |
| • Wednesday 12.30pm | Revd Soon Soo Kee |

Services in other languages

- | | |
|---|--------------------|
| • Saturday 2.30pm*
(Hokkien Service) | Mr Tony Tan |
| • Sunday 2.30pm
(Myanmar Service) | Revd Moses Israeli |
- *SACM will take over Hokkien Service from 1 Jul 2024.

Senior Members' Fellowship (SMF)

(The SMF came under the 7.30am worship service.)

2023 marked the 17th anniversary of the SMF. Its activities were designed to promote personal growth, spiritual reflection, and community engagement. Our seniors took part in art classes, outings to local places of interest, overseas tours, and talks. We express our gratitude to God for the dedicated service of the working team, and for the loyal support of Cathedral leaders and members.



SMF visit to Christ Church, Malacca & St Peter's Church, Ipoh

NEXTGEN MINISTRY

Rev'd Daniel Lim

1. CHILDREN MINISTRY

In 2023, we had an average attendance of 121 children at our weekly children programmes and 57 teachers and teacher aides serving together. The Cathedral youth cell groups also took turns to conduct fellowship weekend programmes for the primary school children on the 5th weekend. This allowed the children to bond well with the youths.

We desire to see these children develop an intimate relationship with Jesus as they learn more about Him. In anticipation of more children joining us in 2024, we also pray for more teachers to join us in this harvest field.

2. YOUTH MINISTRY

We launched our vision statement at the start of 2023, which is to "Believe. Belong. Become".

- **Believe** – We are a chosen generation, a royal priesthood, a holy nation, God's own possession, called to proclaim the excellencies of God.
- **Belong** – We are Cathedral Youths, a gospel-centred community that serves together.
- **Become** – We are called to be disciple-making disciples.

Our pulpit series thus focused on "Divine Providence", where we covered the first half of the books of Romans and Daniel, and our youths dived deeper into understanding God's plan for salvation and for us as a people living in a fallen world.

One of the highlights in 2023 was the youth mission trip to Ban Chang, Thailand. A team of 8 youths and 2 pastoral staff was involved in the prison and school ministries. We had the chance to be involved at the worship service and the children's ministry in Christ Church Ban Chang. Another highlight was the youth leaders retreat in October. This is the first time in a long while that the youth leaders of both the English and Mandarin congregations came together.

3. YOUNG ADULT MINISTRY

We invited Mr Darius Lee to speak on "Friend, are you chasing after the wind?" and Ms Stephanie Magnus on "Workplace Evangelism". Two social gatherings were also organised. The first was held on our SAC grounds, where our young adults came for a BBQ and shared personal stories regarding their relationship with Jesus, thoughts and observations about the community in SAC, and their hopes for the young adult community. The second was a hike along the southern ridges followed by a lunch at Seah Im Food Centre. We are glad that through these activities, the young adults across different congregations in SAC were able to interact with one another.

4. BOYS' BRIGADE 106J COMPANY

We praise God for the opportunity to invite students, parents, teachers and the school principal for the BB enrolment ceremony conducted during the Saturday 4pm service at the Cathedral in April. We are thankful to God for His favour with the school leadership and for 13 new recruits in 2023.

5. SHALOM FRIENDS

Those who first joined us as children have now become youths and young adults. After prayerful consideration, the leadership team of Shalom Friends decided to focus our attention on youths aged 13yo to 25yo with Autism Spectrum Disorder (ASD). We thank God for the opportunities to share the gospel with 16 youths, and for the teachers and teacher aides who have served in this challenging but meaningful ministry. We pray for more teachers to come and serve in this ministry.

CELL GROUP MINISTRY

Revd Andrew Yap

Cell groups play a vital role in the life of our church, aiding us in fulfilling the Great Commandment and the Great Commission: making disciples of all nations out of love for God and neighbour.

We want our cell groups to experience and practise discipleship in community, with attention given to the following elements of biblical discipleship:

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

In 2023, our cell groups continued in the same cluster groupings that were introduced in 2022, with a number of new cell groups opening up. Cell groups developed a rhythm of meeting with their cluster and zone leaders throughout the year. The CG Ministry held two meetings to gather the cluster leaders to understand how to better support the cell groups in the respective clusters, and to provide pastoral care for members through the cell groups.

We also conducted a third run of the Cell Group Leaders Training Programme (CGLTP) over six Saturdays from 2 September to 7 October 2023, with a new series of training videos recorded by Revd Christopher Chan. Participants included

new and potential leaders, and existing leaders who wished to attend as a refresher course for themselves.

A CGL Conference was organised on 8 July, with invited speaker, the late Joseph Chean, who was spearheading the Antioch 21 movement at the time. He challenged leaders to think of "Cell Groups as Missional Communities", and encouraged us to step out of our comfort zones in bite-size steps. The conference was the launch pad for a number of cell groups to re-explore doing missions together, after Covid-19. Some CGs expressed interest and two are planning a mission trip to our mission station in Cambodia. Feedback received was positive, and many were encouraged and inspired by the personal stories shared during the session.

As we look to 2024, we will continue to emphasise leadership development and cell group multiplication as we seek to bring more church members into cell groups, whether existing or newly formed. Please pray with us for more cell group leaders to be raised up to be part of this important work. May God use the cell group ministry to strengthen SAC for His glory.

CHRISTIAN EDUCATION

Revd Alvin Toh

The Christian Education programme seeks to equip and grow the church in Christ (Eph 4:11-16) in the areas of Christian Spirituality, Christian Education, and Christian Membership. To this end, some of the courses conducted were as follows:

1. Christian Spirituality

- a. Holy Week Meditations over 3 evenings during Holy Week on Mon-Wed. An average of 76 participants came for the talks and meditations shared by Revd Andrew Peh, Ven Wong Tak Meng, and Mr Alfred Quah. These meditations have become an integral part of our spirituality as we prepare our hearts and enter into deeper reflections during Holy Week leading up to Good Friday and Easter Sunday.
- b. A special course was conducted by Revd Soon Soo Kee over 6 sessions on the *"The Gift of Being Yourself"*, based on a book of the same name. It is about the process of genuine self-knowledge that opens the door to knowing God and knowing who God created us to be, leading to a revitalised spiritual life. This was a very targeted and focused course and was limited to only 12 participants for closer journeying with Revd Soon.
- c. A Contemplative Prayer Retreat was conducted in partnership with Pastors Simon and Rinda Tan. 17 participants attended the 3-day stay-in retreat at Lifesprings Canossian Spirituality Centre.

2. Christian Education Talks

- a. A special talk on "The Biblical Debate on Homosexuality" was conducted by Revd Dr Jeremy-Joe Tan. There were 112 participants who participated actively in the presentation of biblical teaching on homosexuality and grew deeper in the understanding of the surrounding issues.
- b. Dr Leow Theng Huat taught on *"Discovering the Holy Trinity"* over 2 sessions. He dealt with the early heresies on this difficult topic, and subsequent doctrines that developed and its implications on life and ministry today. 61 participants attended this talk.

3. Christian Membership

- a. 2 runs of Baptism-Confirmation courses were conducted over 2023. It gives me great joy to report that we had 50 baptisms (including infant baptisms and home baptisms) and 75 members being confirmed in 2023.
- b. We continued to have good group facilitators who were able to engage deeply with the participants in group discussions to deepen their understanding and also prepare them for these important spiritual milestones of baptism and confirmation. We are also appreciative of all the clergy and deaconesses who took time to teach the various sessions of the courses.

Under **Family Life Matters (FLM)**, the family life ministry arm of SAC, 2 runs of Marriage Preparation courses were conducted to prepare 25 couples for marriage over 6 sessions using *"The Marriage Course"* by Alpha. We are grateful to the many marriage mentors who availed themselves to journey more personally with the couples preparing for marriage. 3 new marriage mentors were trained and received Prepare-Enrich certification so that they can journey more effectively with future couples.

FLM also focused on equipping parents in the area of parenting, running a *"Parenting Teenagers"* course for 7 participants, a *"Parenting Workshop: The Modern Family"* with 25 participants, and *"Art of Parenting"* course for 7 couples. These sessions offered deeper insight as well as skills and tips for parents to understand and engage with their children in order to parent more effectively.

For 2024, we will continue to grow the FLM courses, equipping more marriage mentors as well as group facilitators for *"Art of Parenting"*, so as to strengthen family life in SAC. We continue to identify good speakers and talks that will help our members grow deeper in the Lord and in the Word, so as to "present everyone mature in Christ" (Col 1:28). We hope to grow balanced disciples in head, heart and hands, and will continue to run a variety of talks and workshops in the areas of Christian spirituality, Christian growth, Christian living, and Christian formation.

WORSHIP AND CREATIVE ARTS MINISTRY (WCAM)

Revd Daniel Lim

Choir

We give thanks for new members joining the choir and for more opportunities to serve the Lord in 2023. One such opportunity was the trip to Bangkok, Thailand in August to collaborate with the Anglican churches there and to participate in their services. Another opportunity was the collaboration with the contemporary worship team in SAC for the music video recording of "One Family, One Church, One Voice". We look forward to having the Golden Voices back and the forming of a children's choir in 2024.

Contemporary Worship Team

We give thanks for the completion of the first level of training in 2023 for the worship leaders and vocalists led by Ms Eunice Wong and her team from the Church of our Saviour. We will continue to have such training and collaboration in 2024. Apart from the technical development, we also hope to strengthen the bond among the members of this ministry as well as the spirituality of the individuals in 2024.

Creative Arts Ministry

The Visual Arts Team was able to use our creative skills to engage the seniors at St Andrew's Cathedral Home for the Aged in meaningful activities and conversation, especially on festive occasions. We also had the opportunity to engage the Cathedral youths and helped them in expressing their emotions through visual art. In 2024, the Visual Arts Team will focus on caring for and journeying with people in need through the use of visual arts. As for the Dance Team, the focus will be on training and providing opportunities for the dancers to participate in worship services.

Bell Ringing Ministry

We give thanks to God for the resumption of practice at the Bell Tower in mid November after over a year's hiatus due to the restoration of the Nave. We are grateful for the privilege to join the celebrations in ringing at the Dedication of the Nave & Christmas Eve Service. For 2024, we look to the Lord for His grace, help and enabling as the Bell Ringing Ministry continues to develop its ringing capabilities and train up new ringers in the service and worship of the Lord.

PASTORAL CARE

Rev'd Alvin Toh

Cathedral Women's Fellowship

The Cathedral Women's Fellowship (CWF) seeks to build communities among women in the Cathedral and deepen fellowship ties by engaging women in areas of service (Flowers, Sewing & Embroidery, Church Linen, Caring & Sharing) and through talks and activities.

In addition, the CWF started a weekday Bible Study for some members who desired to meet and study God's Word together. This helped the ladies to engage together not just in service, but also in study. We pray that our ladies will continue to grow in their knowledge of the Bible, and grow deeper in the Lord as they serve and study together.

The ladies were also involved in making and donating scarves to the refugees in Ukraine in partnership with the Singapore Flower Club. They also made gift pouches which were used by Member Care in their visitations, and also given to bless the staff and nurses in our St Andrew's Nursing Homes as well as the Anglican Care Centre at Bukit Batok. We continue to actively support the monthly visits to St Andrew's Cathedral Home in Clementi. In addition, some of the ladies participated in running a Christmas party for St Andrew's Care Centre at Bukit Batok to bless the staff, volunteers and clients there.

In 2024, the teams will continue to serve in their respective areas of service. We give thanks for willing hearts and hands. We pray that new ladies will come forward to serve. As the ladies meet to serve, we pray that they will also enjoy meaningful fellowship and deepen relationships. There are plans to have more activities on Saturdays, to reach out to more working ladies. These activities are also a good way for us to reach out to pre-believers to share God's love.

We will continue to engage with the homebound, and we pray that we will be able to resume visits to the homebound in public homes and hospitals in 2024. We will also continue our monthly sessions with the St Andrew's Cathedral Home.

Men2Men Ministry

In 2023, the Men2Men ministry conducted two pilot mentoring sessions aimed at refining their content and providing mentor training, aligning with their objective of cultivating a mentor pool.

In the upcoming year, 2024, Men2Men has set forth an agenda for program expansion, forging collaborations with other church ministries, introducing a men's connect group, and organizing talks on men's health. These initiatives collectively seek to create a supportive environment where men can openly share their concerns and seek guidance.

MEMBER CARE

Ds Ti Lian Swan

The Member Care Department supports Service Pastors in caring for the needs of members. It is also the point of contact for ministry requests made through the Cathedral's website. Over the last two years, we have reached out to 58 people and are attending to 24 at present. We have much to thank God for in 2023. Here are some highlights:

1. We had the joy of celebrating a member's 100th birthday in July. When we visited, she was confused about the time of day and was a little upset that we had come so early, thinking it was 6.30am, when it was actually 10am. Her eyes lit up when she saw the flowers and the cake we brought. Counting the number of candles on the cake, she exclaimed, "Oh no, no, no. I am not 100 years old!" After the birthday song and cake cutting, she put her hands to her heart and expressed her heartfelt thanks for our visit. She said we could come visit her anytime. Seeing her full of joy touched us deeply.
2. We learnt new things and grew together as we worked enthusiastically to organise a youth support event, and a mental well-being workshop which was well received by our youths.
3. Ministering to sick members and journeying with them can be challenging especially when their illness is long term or terminal. Team members regularly visited a member with severe debilitations and in depression, to encourage him and pray with him.
4. The DivorceCare Program benefited members of the Cathedral, as well as from Roman Catholic, and other Anglican and non-Anglican, churches. A pre-believing participant started attending church and was encouraged to sign up for the Alpha course. The team continues to give support to those who need it, even after the completion of the course.
5. The "Spiritual Care for the Ageing" (SCA) course (our second run) saw 44 registrants from the Cathedral and other churches. There was enthusiastic participation in group discussions and role-play activities, eagerness to learn, and strong rapport with the SCA team. The facilitators created a safe and conducive environment for participants to learn and share personal experiences. We are thankful for how the course has transformed mindsets and changed the way participants relate to their elderly family members and loved ones.

In 2023, we stepped up publicity for our care teams and encouraged congregants to reach out to us. We also trained and equipped team members with relevant skills and competencies for the caring ministry. In 2024, care team members can look forward to the following training: Practical Handles for Elderly Care, Intentional Helping Skills, DivorceCare Program, Suicide Prevention, Journeying with Someone through Loss and Grief, Spiritual Care for the Ageing.

We thank the Lord for our team leaders and members who served God with dedication and commitment. Our prayer is that God continue to bless us with new members, and anoint and equip us by His Spirit, to be channels of His love and blessings to the church community and beyond. We look forward to more opportunities to serve Him in 2024.

PRAYER & INTERCESSION

Ds Ti Lian Swan

We thank God for the few young people who have joined the Prayer & Intercession Department in 2023. This is an answer to our prayer. There is an urgent need for renewal as many faithful stalwarts in the prayer and intercession ministry are getting on in age. The young people are a blessing and a joy and they bring us fresh perspectives. We will continue to look to God to raise up a new generation of intercessors and prayer warriors.

Our Cathedral intercessors prayed regularly in small groups for the different church ministries and for our nation. We gather as a big group once a month to share what God has laid upon our hearts and discern how He wants us to pray. We also wrote the prayer highlights for the weekly Cathedral church bulletin.

We thank God for His faithfulness and answers to our prayers – for the spiritual growth of members, for lives transformed through the preaching and teaching of God's word; and for souls added to the Kingdom through the bi-yearly Alpha courses and other evangelistic outreaches. We also thank God for strengthening the unity of the church and for ministering to members at our June church camp. During our prayer walk of the designated blocks

in Bukit Merah a week before the Adopt a Block in the Community event, we sensed a change in the spiritual climate over this area. We were glad to hear that on 2 December 2023, residents in these blocks warmly welcomed our volunteers during the distribution of Christmas goodie bags.

Our monthly prayer times with our former Vicar Canon Lewis Lew and current Ag. Vicar Revd Christopher Chan have helped us understand God's times and seasons, focused our prayers and aligned us to move in tandem with God's purposes. We are grateful to Canon Lewis and Revd Christopher for sharing God's word and ministering to intercessors at our bi-annual meetings. God has also enriched and refreshed us through the ministry of Ps. Rajan, Simon and Rinda in 2023.

As we move into 2024, we pray that God will bring a greater unity of heart and purpose to the prayer and intercession ministry team. We continue to look to Him for guidance and equipping especially in the area of the prophetic. We look forward to more collaborations with other departments in the Cathedral and for a mighty move of the Holy Spirit in our church. As we press on in prayer, we are trusting God to do new things, to bring renewal and revival to His church!

COMMUNITY SERVICES

Rev'd Christopher Chan

Anglican Care Centre (Bukit Batok) Chaplaincy

Anglican Care Centre is one of the community rehabilitation and support centres of Singapore Anglican Community Services. It has around 12 counsellors and some programme managers to visit clients and run daily engagement programmes. SAC extends our chaplaincy coverage to the centre by sharing a Bible Devotion each month at their staff meetings and availing pastoral support to staff and clients. The centre has highlighted a need for volunteers to man their thrift shop "Something Old Something New" together with their clients, and we are glad that some SAC members have agreed to help out. We pray that through these engagements with staff, volunteers, and clients we will be able to shine the light of Christ, and give hope and joy to the larger community.

CITY Community Services

CITY Community Services is a community service arm of St Andrew's Cathedral and Singapore Anglican Community Services, and a registered Social Service Agency with IPC status. C.I.T.Y. stands for "Character In The Young", and 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.

In 2023, CITY ran 9 Befrienders Club programmes in 8 primary schools, as well as the Ultimate Camp – an evangelistic camp in Anglican High School, organised in partnership with All Saints' Church English Congregation. Befrienders Alumni resumed their weekly activities for alumni students. CITY served 217 beneficiaries during the course of the year, including 156 through the Befrienders Club

and 61 through the Befrienders Alumni. CITY also partners with Anglican Family Centre, supporting residents with home visits, home furnishing, and a tuition programme. Through these efforts, contact was made with 89 families. May God continue to use CITY to bless many children and families.

St Andrew's Cathedral Home

We thank God that with generous individual and church donations, and a grant from the National Council of Social Service's Care and Share Movement, SAC Home was able to renovate its facilities in 2023 to better cope with infectious disease outbreaks and to optimise our resident care.

Much work was done to improve our documentation of standard operating procedures to ensure accountability, consistency, and sustainability. Our partnership with SAC is augmented by the faithful ministry of the Cathedral Women's Fellowship and other church members, who help to meet the physical, mental, and spiritual needs of our staff and residents. Engagement from various schools in our neighbourhood, partner corporations, and other volunteer organisations also complement our in-house programme. Increasing occupancy in the Home remains a priority.

We give thanks to God for His care and provision for SAC Home throughout 2023, and we pray for more volunteers to support this work. May SAC Home be a light for Christ in this nation as we serve Him in small but significant ways.

REACHING OUT

OVERSEAS

MISSIONS

Revd Andrew Yap

After weathering the Covid-19 storm, the Cathedral's overseas missions have blossomed anew in 2023, blooming with stories of service and expansion. In Batam, the **289 Fellowship of the Manger** ministry stretched its limbs beyond its familiar reach, embracing two new villages and partnering with a local church. Four times in the year, dedicated volunteers brought their compassion, ministering to the community and offering a lifeline to families in slum areas.

Across the sea, Cambodia witnessed the revival of **Project Khmer H.O.P.E.**, as its vocational training courses reopened with renewed hope. Two decades of dedicated work bore fruit as former graduates returned to become local staff, equipping poor youths with skills to break the cycle of poverty. The PKH Centre expanded its walls, transforming a former workshop into new classrooms that welcomed children from an orphanage and surrounding communities for English lessons. Sixty volunteers witnessed these transformations firsthand by joining the 2023 PKH Alumni Tour.

The spirit of exploration pulsed beyond familiar borders. **Nepal** and **Thailand** beckoned, their landscapes holding promise for new mission opportunities. The year saw intrepid teams embark on ground-breaking journeys to both countries, laying the groundwork for partnerships that could blossom in the years to come.

As we turn the page on 2023, the invitation remains open. Join us in prayer as we navigate uncharted territories, nurturing the seeds sown in existing ministries while venturing into new fields ripe for harvest. Consider lending your hand, your heart, your very presence to mission fields where the call for labourers far outstrips the number of willing hands. Pray also for our **Missions Intern** who joined the Missions Department in the last quarter of 2023, as she considers serving long term in the mission field.

Together, let's write new chapters in the Cathedral's mission story, a tapestry woven with threads of compassion, empowerment, and the transformative power of faith. Share the Gospel's light in unreached corners, let God's love resonate in hearts yet untouched by His grace, and answer the call to serve where the need is vast and the labourers few. In 2024 and beyond, let's co-create a world where hope blooms, communities prosper, and the love of Christ shines ever brighter.

REACHING OUT

LOCAL

OUTREACH

Revd Andrew Yap

In 2023, as Singapore moved beyond the challenges presented by the Covid-19 pandemic, the Outreach ministries at the Cathedral experienced a resurgence, resuming the majority of their local activities and projects. Gratitude is expressed to God for the positive transformations witnessed in lives attributed to these ministries, including the often overlooked efforts of Cathedral members.

The **Adopt-a-Block in the Community (ABC)** initiative continued its monthly outreach to residents in Bukit Merah. Notably, in 2023, the Cathedral had the honour of inviting these residents to participate in Christmas celebrations at the Pavilion. The residents' favourable response served as motivation, confirming to volunteers that their efforts were impactful. Cathedral members involved in organising and hosting the Christmas lunch were similarly inspired to participate regularly in the monthly outreach based on their experiences.

This year marked the complete resumption of the **Alpha Course** with two onsite runs and the introduction of Alpha@Workplace, targeting professionals in the marketplace near City Hall. Participants enjoyed the Alpha classes, characterised by discussions, honest conversations, and a focus on food. Several Alpha participants progressed to attend Baptism and Confirmation courses.

The **Lazarus Ministry (LM)** persevered in reaching out to some of the rough sleepers in the City Hall area. Gratitude is expressed for the unwavering dedication of LM volunteers who, through their friendships with the rough sleepers, had the opportunity to accompany a few of them to church services.

The **Befriending Migrant Workers (BMW)** Ministry blessed migrant workers at the Nave Restoration worksite with a Chinese New Year lunch to convey gratitude and goodwill. In collaboration with the Myanmar Worship Service, English Classes for Myanmar nationals were reinstated in 2023. Looking ahead to 2024, Ukulele classes and special modular sessions, such as cooking or financial stewardship, will be introduced to enrich the experiences of our migrant worker friends.

The annual **Missions Gathering**, themed 'Return to Me', took place in November. Cathedral members had the chance to hear and learn about missions work in deanery countries, and engage in interactive booths. Sponsorships toward mission trips further enhanced the experience. Members are encouraged to participate in the 2024 Missions Gathering for additional insights into mission opportunities in deanery countries.

As we anticipate 2024, we extend an invitation for you to join us in sharing the Gospel through various outreach ministries and to join us in prayer for the Cathedral to shine as a beacon of light in our local communities, wherever we are called to be witnesses for Him.

WESTSIDE ANGLICAN CENTRE

Rev'd Kelvin Koo Priest-in-Charge

After about two years of Covid-19, 2023 was a return to normality. As such, there was much catchup to be done during the year. We had the full weekly evening LENT services followed by Holy Week, Church Camp, Children's Camp, Leaders Retreat, Baptism, Confirmation and so on. It was also a year of anticipation moving into St Andrew's Mission School (SAMS) due to securing the fire safety approval for the civil defence bomb shelter. The approval was eventually granted and we had our first Sunday Service at SAMS on 04 February 2024.

Place of Worship

We thank God for His faithfulness in providing us a worship venue at St. John's-St. Margaret's Church (SJSM) before we secured the fire safety approval at St. Andrew's Mission School (SAMS). However, like in any moving and change of worship timing, some members had moved to another church for worship. We pray that the next few years will provide stability to grow the church before we move into the new premises in 2030 (estimated).

The worship venue at SJSM was a blessing as it represented a significant reduction in the monthly rental, and so is SAMS. The savings can be directed towards the ministries and chaplaincies.

Preaching Theme

1 Corinthians 13:13 says *"So now faith, hope, and love abide, these three; but the greatest of these is love."* Our preaching theme was focused on FAITH, HOPE and LOVE. We took reference from the gospels of John and Luke, the Epistle of John and the book of Genesis.

Indeed, if we do not have faith, hope and love, our good works will be in vain. May the word of God imparted in our hearts bear fruit in the coming year.

Children and Youth Board (CYB)

Our relatively new ministry, the "Children and Youth Board (CYB)" which started in 2022 was into its second year. To recap, the purpose is to integrate all related children's ministries under one roof and to equip members with the necessary training. Given that all our chaplaincy's works (Boys' Brigade, Little Seeds Preschool, St. Andrew's Mission School) and our own children's ministry (CIA) have to do with children, much communication and coordination are required. Without an overall view of the activities

taking place, we will miss the opportunity to tap the synergy across all entities and also the possibility of things falling between the cracks. The formation of CYB is intended to mitigate such risks.

A CYB Consolidation meeting led by Ps Joann was held in December 2023. Like any ministry, there are bound to be challenges and time needed to reap the benefits. We witnessed the transformation of individuals as they went through the CYB training and events. The transformation is the awareness that if the church does not care for the future generation's spirituality, what was mentioned in Judges 2:10 will become true for us, *"...And there arose another generation after them who did not know the LORD or the work that he had done for Israel."*

Chaplaincy Works

St Andrew's Mission School (SAMS)

We had completed two years of chaplaincy partnership with Saint Andrew's Mission School (SAMS). Our involvements in 2023 covered:

- Full-time Associate Chaplain (Ps Michael Yeong) based in SAMS
- Weekly Friday chapel service
- Beginning and End of Year School Terms
- SAMS's Outing at the Singapore Discovery Center
- WAC Children's 3 days 2 nights camp in SAMS (16 children from SAMS participated)
- Pastor-in-charge was invited to be part of the School Management Committee
- Appreciation of SAMS's teachers by contribution to the teachers' welfare fund.

Our relationship with SAMS is good and encouraging. We are looking forward to deeper involvement such as visiting of SAMS's parents together with the teachers. Relationship is of vital importance for both parties to be working together effectively.

St Andrew's Nursing Home Taman Jurong (TJNH)

Our involvement with the nursing home from the church staff team has been reduced due to our focus on Little Seeds Preschool and St. Andrew's Mission School. It has not affected the level of care provided to the elderly as more churches in the vicinity have come forward to serve. In addition,

our Befrienders continue to serve on a weekly basis. When there are special events like Christmas, WAC and JACM will mobilise volunteers to support the event.

Little Seeds Pre School (LSP)

We are the chaplaincy at Little Seeds Pre-School. We meet the teachers for devotion and prayer on a monthly basis. On a quarterly basis, we will lunch together with the English and Chinese teachers separately. WAC and JACM paid for the lunches. As for the little children, it is every week of stories and praise. In addition, the parents and children were invited to significant Church events like Christmas and Children's camp.

Integration of WAC and JACM

Looking back, the integration of WAC and JACM is timely due to the support required for our three chaplaincies (SAMS, LSP, TJNH) and the presence of only one pastor-in-charge. It also lays the foundation for the two churches to be a parish. We thank God for His perfect plan.

Parish Status

WAC is on track to achieve parish status. To achieve parish status WAC must fulfil three requirements: we must have an electoral attendance of more than 100, a permanent place of worship, and three consecutive years of financials in the black. WAC is on track for the past two years in fulfilling all the requirements. On top of the monthly tithes and offerings, we had received significant donations for the year 2023 from several individuals. We thank God for the willingness and generosity of our members to contribute towards the extension of God's Kingdom.

New Church Building

We are still in the early stage of discussing our requirements with SAMS and MOE. More information is expected to be reported in 2024.

Going Forward

We will continue to strive towards a personal relationship with Jesus and spreading the gospel to the community around us. May the stability of our worship venue and timing for the next six to seven years bring growth in spiritual maturity and more unbelievers into the church.

Regular Activities

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

Upcoming Events in 2024

- Baptism Service
- Confirmation Service
- Missions Sunday
- SAMS Sunday
- Leaders Retreat
- AGM
- CIA Camp
- Family Day (Church camp on alternate years)

Staff

- Priest-in-charge: Revd Kelvin Koo
- Associate Chaplain (Saint Andrew's Mission School): Ps Michael Yeong
- Parish Assistant: Francis Toh
- Assistant Administrative Officer: Carol Loke

MANDARIN CONGREGATION

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

Grace be to you, and peace, from God our Father, and from the Lord Jesus Christ.

— EPHESIANS 1:2

How time flies! It always seems like there's no way to keep track of time. Nevertheless, we remain grateful for the grace of the Lord. Under the guidance of our pastoral team and Council leaders, SACM continued our focus on the 3Gs (Get direction, Get strategies, Get action) throughout 2023.

The church witnessed growth in our spiritual life and five-fold ministries throughout the year.

Worship: Our Sunday services have gradually returned to pre-pandemic attendance. Currently, there are approximately 836 attendees. However, around 20% of our members have not yet returned to physical worship services, compared to pre-pandemic levels.

Education: In 2023, Sunday school, as well as teaching and training courses for all levels, were conducted both onsite and online. Additionally, there has been further growth in our marriage companionship and marriage mentoring programs.

Outreach: Sharing of the Gospel remains the primary purpose of the church. Local outreach activities such as the "Seeking" course, as well as Christmas evangelism events like "Because of Love" and "Artist" music evangelism, were organised.

Service: Under the leadership of our Wardens and church leaders, we have made remarkable progress in serving both our church community and our friends in the community. The ministry successfully held forums that addressed the special needs of church members. At the same time, leaders are actively seeking new ways and channels to adapt and meet the practical needs of elders, such as assisting them to voluntarily sign the Lasting Power of Attorney (LPA). In 2023, we continued our Community Services in Jurong West and supported

our English Congregation Community Services in Redhill Close.

Fellowship: As we all know, fellowship is a major driving force and an important aspect of church life. Therefore, it remained a priority for the church ministry in 2023. We currently have 66 cell groups arranged in 11 clusters, with an average group attendance of 61 percent.

As we reflect on 2023 and anticipate the journey ahead into 2024, on behalf of SACM, I wish to extend my sincere gratitude to our brothers and sisters for their faithful service in church. The church remains committed to strengthening the pastoral staff team, equipping leaders, providing theological training, fostering fellowship and evangelism, caring for our elders, and nurturing our youth team. Together, we will continue to work towards these goals, guided by our shared faith and dedication.

With the grace of the Lord, we will overcome the challenges ahead and press onward, diligently striving to equip and nurture our brothers and sisters. Our ultimate goal is to build up the church, bringing glory to God and honoring His name!

There will be a series of celebrations this year to mark the 70th anniversary of SACM. Let us take this opportunity to journey together towards a deeper, farther and higher spiritual heights.

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 serve as our source of 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

Revd An YueJin

Clergy

- Revd Wong Kum Lum (Retired on 30 June 2023)
- Revd Lui Choo Huat
- Revd Kelvin Koo

Parish Worker

- Ps Amos Pang Niew
- Ps Zhou Jue Jing
- Ps Chen Zirong Joann
- Ps Tang Wei Sin
- Ps Gladys Zhong PeiXuan (Joined on 1 July 2023)
- Ps Ji Min
- Ps To Mei Hing Janie
- Ps Asst Ang Aik Chew (Resigned on 31 January 2024)

Ministry / Finance / Admin Staff

- Mr Neo Kok Thye
- Ms Fong Poh Lam, Pauline
- Ms Lo Lee Wei
- Ms Lin Xiao Ying
- Mr Darius Yan Yi Jun (Pastoral Staff, Resigned 31 Dec 2023)
- Ms Low Ling Ming (Pastoral Staff)
- Mr Alex Yi Ming Foo
- Ms Gong HuaWei
- Mr Xing YongJie
- Ms Leow Hee Kheng (Pastoral Staff, Joined on 2 Jan 2023)
- Ms Chen Wai Chang Angela (Pastoral Staff, Joined on 1 May 23)
- Mr Kendrick Chan Jinn Jyeh (Admin staff, Joined on 1 Jul 2023)

OUR WORSHIP SERVICES

At present, there are 4 worship services each week, and the average onsite weekly attendance for our worship services is 836 worshippers.

- | | |
|----------------|---|
| 9.30 am (Sun) | (Holy Communion / Morning Prayer Service with live-streaming) |
| 11.30 am (Sun) | (Holy Communion / Morning Prayer Service) |
| 2.30 pm (Sun) | (Holy Communion / Evening Prayer Service) |
| 4.30 pm (Sun) | (Holy Communion / Evening Prayer Service) |
| 11.30am (Sun) | (SACM will take over Hokkien Service from 1 July 2024.) |

OVERVIEW

For 2023, we remained focused on evangelism, pastoral care, fellowship and bible study.

REGULAR GROUPS/ ACTIVITIES

Sunday School for Children & Youths

- 9.30 am, every Sunday

Youth Fellowship

- 2.30 pm, every Sunday

REACHING OUT

Elders Gathering

- 10:30 am, every Friday

Adult Small Group Fellowship

- We have an average of 61% attendance for our cell groups, which are arranged in 11 clusters: Joshua Fellowship, Joseph Fellowship, Ezra Fellowship, Nehemiah Fellowship, Zerubbabel Fellowship, Paul Fellowship, Stephen Fellowship, Andrew Fellowship, Timothy Fellowship, Barnabas Fellowship and Youth Fellowship.

Choir

- 9.30 am, every Sunday – Service Choir
- 1 pm, every Sunday – Elders Choir
- The Children's Choir has not resumed its activities.

New Migrants Chinese Fellowship

- 7.30 pm – 9.30 pm, 4th Friday

EVANGELISM AND MISSIONS

- Two Christmas evangelistic events, on 22 December 2023 and 23 December 2023.
- "Seeking" Course (Alpha)
- Mission Education training
- Community Services in Jurong West and Redhill Close

TRAINING AND COURSES

- Adult Sunday School
- The codification of "Four Stages of Discipleship" (Faith-Knowledge-Growth-Maturity) is ongoing.

FINANCE

For the year ended 31 Dec 2023 (unaudited)

Income (General Fund)	\$2,787,982
Expenditure (General Fund)	\$2,635,754
Surplus/(Loss)	\$152,228

CONCLUSION

Truly praise God for His provision and faithfulness, for without His abundant grace and mercy, we will be unable to bear fruit in our ministries.

ADMINISTRATION & OPERATIONS

Mr Lim Chong Wei

2023 was a year for returning to normal operations while we were still restricted by the ongoing Nave Restoration. Members very graciously navigated the space constraints due to the unavailability of ministry space affected by the restoration works

The various worship services and ministries cooperated to maximise the use of the limited space we had available for our various onsite activities, including practices for our regular and special worship services as well as our many and varied Ministry activities, such as bible study classes; SMF ukulele classes; CityKids, FaithKids1 and FaithKids2 weekly programmes and special events for Easter, Children's Day and Christmas; Shalom Friends meetings; Youth services; Young Adult events; CWF sewing sessions; Men2Men talks; Member Care courses; Christian Education and Family Life Ministry classes and talks; etc. In addition, the Cathedral organised outreach programmes and events, such as Alpha courses, Adopt-A-Block and Children's Ministry Christmas Events. The completion of the Nave Restoration was marked by a deeply meaningful and moving Dedication Service on Christmas Eve. Then, on Christmas Day, we launched the Cathedral Bells documentary recording the earlier restoration of our Cathedral bells.

The Cathedral Welcome Centre Committee continued to work on the renovation of the Welcome Centre as well as the recruitment and training of Welcome Hosts, in preparation for the reopening of the Cathedral Welcome Centre in Q2 2024.

Fire Evacuation Drills were conducted to familiarise the Cathedral Emergency Response Team and our Service Personnel with the standard procedures to be followed in the event of an emergency.

We thank God for His provision and protection during a year of physical Nave Restoration and look forward to seeing His hand in the restoration of the spiritual community at the Cathedral.

STAFF MOVEMENT IN 2023

NEW JOINERS OR TRANSFERS

Date	Name	Ministry
1 Jan	Ng Siok Yan	Associate Chaplain, SANH
1 Jan	Chia Boon Yew	Verger
16 Jan	Cheryl Yeow Ee Hwee	Pastoral Worker
1 Mar	Jabez Christopher Ng	Verger
16 May	Tan Weijian	Administrator
1 Jun	Chen Xipeng	Estate Officer
1 Jun	Loke Mun Wai Carol	WAC Admin Executive
1 Jul	Janessa Teo Xiang Yu	CITY Youth and Children Worker
1 Aug	Lin Yifeng Themis	CITY Assistant General Manager
1 Sep	Li Ka Chi	Mission Intern
1 Sep	Lawrence Wee Hian Seng	Mission Staff

MOVED ON

Date	Name	Ministry	Reason
18 Jan	James Tan Meng Jark	Pastoral Worker	Retirement
29 May	Tan Choon Mui	WAC Admin Staff	Resigned
30 Jun	Chua Hoe Hwee Justin	WAC Pastoral Staff	Studies
31 Jul	Hung Kwok Wai Stanley	AV Coordinator	Resigned
30 Sep	Jabez Christopher Ng	Verger	Resigned
9 Dec	Dena Jessica Robert	Pastoral Worker	Resigned
31 Dec	Jamie Choo Heng Leong	Pastoral Worker	Retirement

MAJOR EVENTS IN 2023

Date	Event / Development
22 Feb	Ash Wednesday Service
25 Mar	Baptism Service
3-5 Apr	Holy Week Meditations
6 Apr	Maundy Thursday Service
7 Apr	Good Friday Service
9 Apr	Easter Sunday Services
23 Apr	SAC Annual General Meeting
29 April	The Boys' Brigade 106J Singapore Company Enrolment Service
5 May	City Community Services Thanksgiving & Fundraising Dinner
7 May	Confirmation Service
26 May	Diocese Youth Prayer Night
6-9 June	SAC Church Camp: One Family, One Church, One Voice
17 Aug	National Day Thanksgiving Service
7 Oct	Baptism Service
4 Nov	Diocesan Day of Prayer and Fast
12 Nov	Ordination Service
18 Nov	Missions Gathering
18 Nov	Confirmation Service
2/9 Dec	Adopt-a-Block this Christmas
17 Dec	Lessons & Carols
24 Dec	The Dedication of the Nave & Christmas Eve Combined Service
25 Dec	Christmas Day Service
31 Dec	Covenant Service



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

cathedral.org.sg