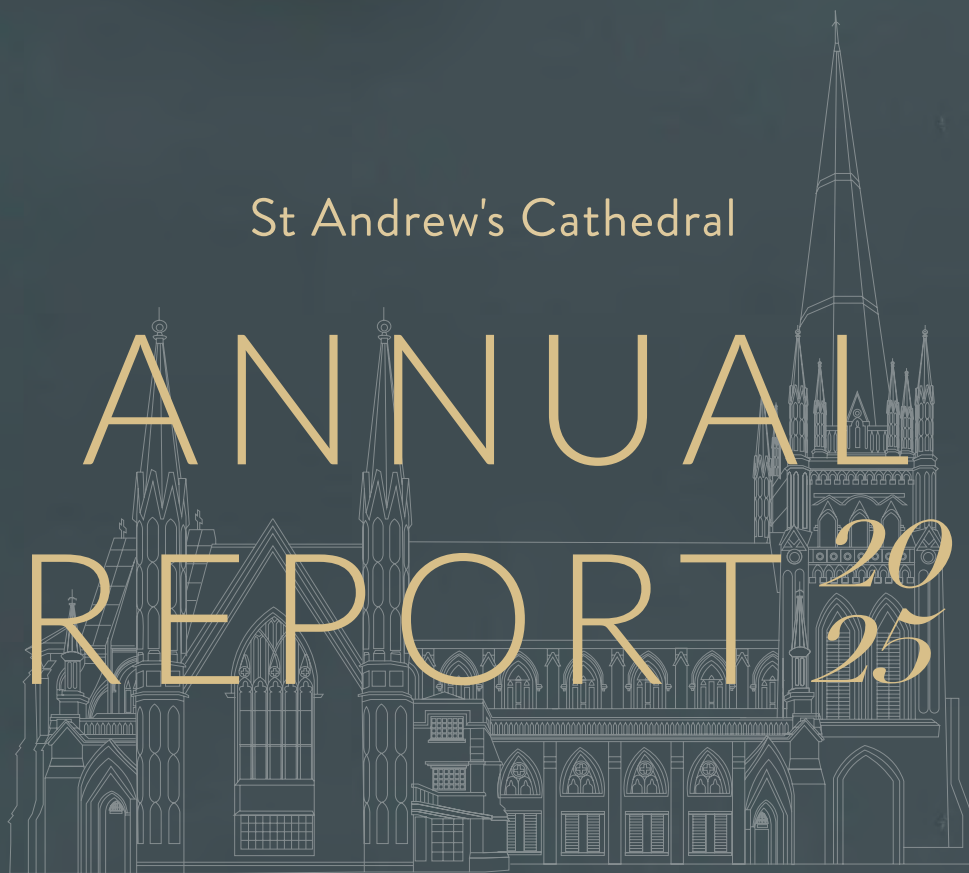


St Andrew's Cathedral

# ANNUAL REPORT 20 25

A detailed line art illustration of St Andrew's Cathedral, showing its intricate Gothic architecture, including the central spire, side towers, and various windows and arches. The illustration is rendered in a light grey color, serving as a background for the title text.



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Notice is hereby given that the Annual General Meeting (AGM) of the Parish of St Andrew's Cathedral will be held on 4 May 2025 (Sunday) at 2pm at the Cathedral New Sanctuary (CNS), St Andrew's Cathedral. The agenda for the AGM can be found on the following page.

**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](#).

The Electoral Roll membership for the purposes of AGM 2025 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](mailto:membership@cathedral.org.sg)) by 11:59am on 26 April 2025 (Saturday) if you wish to be eligible to vote at the AGM 2025.

**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 2025 Registration Form](#) by 11:59am on 26 April 2025 (Saturday), 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.

**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 2025 Registration Form](#) by 11:59am on 26 April 2025 (Saturday) will receive *digital 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 Cathedral Electoral Roll and must be nominated by writing from one member and seconded by another to the Honorary Secretary, subject to prior written consent to nomination by the candidate. The Candidate, Proposer and Seconder 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, by 11:59am on 12 April 2025 (Saturday).

IMPORTANT DATES TO NOTE	
5 April 2025 (Saturday)	Issuance of this Notice of AGM 2025
12 April 2025 (Saturday) @ 11:59AM	Deadline for submission of <a href="#">PCC Nomination Form</a>
26 April 2025 (Saturday) @ 11:59AM	Deadline for submission of ER Application Form
26 April 2025 (Saturday) @ 11:59AM	Deadline for submission of questions for Q&A time at AGM 2025
26 April 2025 (Saturday) @ 11:59AM	Deadline for raising AOB for discussion at AGM 2025
26 April 2025 (Saturday) @ 11:59AM	Deadline for submission of <a href="#">AGM 2025 Registration Form</a>
4 May 2025 (Sunday) @ 2PM	AGM 2025 at the Cathedral New Sanctuary (CNS)

## AGENDA FOR AGM 2025

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 21 April 2024
6. Matters arising from the Annual General Meeting held on 21 April 2024
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 (2025/26)
9. To elect:
  - 9.1 The People's Warden (2025/26)
  - 9.2 Twelve (12) members of the Parochial Church Council (2025/26)
10. Report by the Honorary Treasurer & Financial Matters
  - 10.1 To consider and adopt the audited statement of accounts for the year ended 31 December 2024
  - 10.2 To consider and adopt the budget for the year 2025
  - 10.3 To appoint the auditor for the year 2025
11. Q&A

Members may submit their questions using the [AGM 2025 Q&A Form](#). The Cathedral leadership will answer questions that are substantial and relevant to the AGM agenda, and received from members by 26 April 2025 (Saturday) @ 11:59AM.

If there is opportunity and time *after* the questions received from members by 26 April 2025 (Saturday) @ 11:59AM 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 7 days before the AGM date. All written notices shall be sent to [secretariat@cathedral.org.sg](mailto:secretariat@cathedral.org.sg) or by hand/ post to Secretariat, St Andrew's Cathedral, 11 St Andrew's Road, Singapore 178959, by 26 April 2025 (Saturday) @ 11:59AM.
14. Date of next AGM
15. Closing Prayer

## AGM 2025 ON THE CATHEDRAL WEBSITE

Forms and information about AGM 2025 may be found on the [Cathedral website](#).

## ENQUIRIES AND REQUESTS

Members who have questions and/or require help in relation to the AGM 2025 may email [secretariat@cathedral.org.sg](mailto:secretariat@cathedral.org.sg) or call +65 6337 6104.

**Ms Stephanie Magnus**  
Honorary Secretary

*Notice issued on 5 April 2025*



Scan QR code for  
AGM 2025 Forms  
& Information.

# MINUTES

ANNUAL GENERAL MEETING 2024

**ST ANDREW'S CATHEDRAL, SINGAPORE**  
Minutes of the Annual General Meeting  
held on Sunday, 21 April 2024 at 2.00pm at  
St Andrew's Cathedral, Cathedral New Sanctuary

## **Present**

Revd Christopher Chan	<i>Acting 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>Honorary Secretary</i>
Ms Felicia Ma	<i>Honorary Treasurer</i>

139 Members on the Electoral Roll and 10 observers

## **In Attendance**

The Most Revd Dr Titus Chung *Bishop of Singapore and Dean of St Andrew's Cathedral*

### **1 Opening Prayer**

Revd Christopher Chan welcomed everyone to the St Andrew's Cathedral AGM 2024. He read Psalm 111:1-4 and opened the meeting with a word of prayer.

*"Praise the LORD! I will give thanks to the LORD with my whole heart, in the company of the upright, in the congregation. Great are the works of the LORD, studied by all who delight in them. Full of splendour and majesty is his work, and his righteousness endures forever. He has caused his wondrous works to be remembered; the LORD is gracious and merciful."*

He then invited the Dean of St Andrew's Cathedral and our Diocesan Bishop, the Most Revd Dr Titus Chung, to deliver the Dean's address.

### **2 Dean's Address**

Archbishop Titus Chung's address –

"Dear brothers and sisters in Christ,

I want to begin by thanking all of you for your hard work in serving the mission of St Andrew's Cathedral, and in supporting the church leadership team, in particular, your newly appointed Acting Vicar Revd Christopher Chan. SAC will not be where we are if not for all your significant contributions to the church.

With the reopening of the Nave on Christmas Eve last year, we find ourselves in a new season, and we can look forward with excitement to what God has in store for us in the coming days. We praise God that church attendance has gone up this year, and I encourage all of you to continue labouring for the growth of the church. I urge you to grow in mission and to grow in unity.

As we reflect on growing in mission, allow me to reiterate the importance of obeying the twin teachings of Christ: the Great Commission and the Great Commandment. Let us make disciples of all nations out of love for God and neighbour. This is the "bread and butter" business of the church. We must do this not only here in church, but also in our homes, schools, and workplaces, wherever the Lord leads us. This is an integral part of being the salt of the earth and the light of the world, and it will bring growth to Cathedral for the glory of God.

It is also necessary for us to grow in unity and in love for each other in the body of Christ. In John 13:34-35, Jesus gave us a New Commandment and instructed us to love one another. This is closely related to our mission. As Jesus said, if we have love for one another, the world will know that we are His disciples. His desire is for us to be united as His people, and He prayed in John 17:21 "that they may all be one, just as you, Father, are in me, and I in you, that they also may be in us, so that the world may believe that you have sent me". Here we see again the vital connection between mission and unity. May the Lord make us one!



Let us take Jesus's words to heart, and commit ourselves to grow in mission and to grow in unity. Continue to serve the Lord, serve one another, and serve the world. May this be a powerful testimony that will draw many to Christ and glorify His name. I am confident that by working together we will fulfil God's purpose for Cathedral. Amen!

Thank you."

### **3 Vicar's Address**

Revd Christopher Chan's address –

"Good afternoon, friends! Thank you for making time to attend this AGM. Your presence here is much appreciated.

As we receive the 2023 reports and reflect on the past year, there is much we can thank God for! In particular, I would like to highlight the completion of two major projects – the Nave restoration project and the renovation of the Cathedral Welcome Centre. These spaces contribute significantly to church life both inwardly and outwardly, and we praise God for their availability.

I believe that this is a sign of God's favour upon us, and He truly has blessed us in many ways. And as Scripture teaches us, we are blessed to be a blessing. God has big plans that He wants to fulfil in and through us. I pray that we will offer ourselves to Him for His use and for His glory.

Crossing over into 2024, the Cathedral underwent a leadership transition as I took over the reins from Canon Lewis Lew. I would like to express my thanks to him for laying a strong foundation that I can build on. Having served alongside him for 3 years, there is a sense of continuity despite this major leadership change. Our theme for 2023-2025, "Passionately Committed to Christ", is a call to step up our discipleship and evangelism. This will remain as our focus for this year and the next.

Discipleship (with both inward and outward implications) is central to what the Lord has laid upon my heart for the Cathedral. I believe He is calling us to a season of deepening our understanding and practice of discipleship, and this will bring renewal and transformation in our community. It will result in growth – both spiritual and numerical! I hope that you will join me in prayerfully anticipating what God will do in our midst in the year, and the years ahead.

This has to be a communal undertaking, and a strong partnership between the clergy and the laity is crucial for our work to bear fruit. I would like to thank our clergymen and deaconesses, our PCC, our staff, our lay leaders, and our members for all that you contribute to the life of our church, and for giving yourselves to the mission and ministry of the Cathedral. As we labour together, may the Lord enable us to maintain the unity of the Spirit. May He guide and empower us to serve as members of one body: serving God, serving one another, and serving the world. May this bring Him much pleasure and praise. Amen!"

### **4 Confirmation of Quorum**

The Honorary Secretary, Mr Chan Kheng Tek, confirmed the quorum. There were 139 Electoral Roll members present at the AGM, exceeding the required quorum of 100 Electoral Roll (ER) members. There were also 10 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 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 18 of the annual report.

Mr Chan then informed the meeting that following recent developments with the Jurong Building Project, Archbishop Titus Chung would be reading his pastoral letter during this AGM. As such, the Cathedral leadership proposed to amend the previously circulated Agenda to include the Archbishop's Pastoral Letter on the Jurong Building Project, as item 7 of the Agenda. The original items 7 to 15 of the Agenda would be re-numbered as items 8 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 23 April 2023**

Mr Chan Kheng Tek, Honorary Secretary, brought the meeting through the Minutes of the 2023 AGM found on pages 03 to 14 of the annual report. There were no comments by the members on the Minutes.

Mr Robin Tan proposed a motion to confirm the Minutes of the 2023 AGM, and Mr Atticus Ting seconded the motion. The Minutes of the 2023 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 23 April 2023**

There were no matters arising from the 2023 AGM.

## **7 Archbishop's Pastoral Letter on Jurong Building Project**

Revd Christopher Chan informed the meeting that the Jurong Building Project was brought to Synod in 2013, and invited Archbishop Titus Chung to bring an update on this Diocesan project.

Archbishop Titus read his pastoral letter addressed to the members of the Diocese –  
“Dear brothers and sisters in Christ,

Grace and Peace to you in the Name of our Risen Lord and Saviour Jesus Christ.

It has been several years since the start of the Jurong Building Project, and I am grateful for this opportunity to express our heartfelt appreciation to all of you who have been faithfully giving unto the Lord – giving in terms of monetary, time, and prayers. I believe that God, in His own timing, will ordain and create a new work out of these precious sacrifices and gifts.

### **Original Intent of the Project**

The idea for the Jurong Building Project was first brought to Synod in November 2013, when we presented 4 options to establish a Church in the West, namely:

1. Purchase HDB stipulated land and develop a church building there,
2. Purchase a strata-title space from a Developer,
3. Obtain Civic & Community Institution (C&CI) space from commercial building, or
4. Collaborate with a Developer to develop a place for resort/ entertainment/ convention.

In 2017, we were made aware of the possibility of a plot of land in Jurong West becoming available for religious use. Motivated also by the hope of finding a permanent place of worship for their extension centres (Westside Anglican Church (WAC) and Jurong Anglican Church Mandarin (JACM)), St Andrew's Cathedral, both English and Mandarin Congregations, took up the challenge of spearheading the project. Regrettably, to date we still have no news as to when the land will be released but do be assured that we have plans to ballot for it when such a time comes, all other conditions being satisfied.

As explained below, even if the plans for the Jurong West land bidding and building do not materialize, the Diocesan leadership continues to pray for the realization of this vision. We remain watchful for the opportunity to embark on a new Anglican Church Project in Western Singapore. When another God-given opportunity is presented, we will re-visit the 4 options above. We look forward to the exciting possibilities that the Lord has in store for us.

### **Funds that were Raised by St Andrew's Cathedral**

In 2017, anchored by both St Andrew's Cathedral English and Mandarin Congregations, the Jurong Church Building Fundraising Committee embarked on several fundraising projects and together, they managed to raise S\$11.8 million (including bank interests earned less bank charges), as of 31st December 2023. Praise be to God!

These funds were originally held on trust for the Diocese by both St Andrew's Cathedral Mandarin Congregation and Westside Anglican Church. In 2023, the decision was taken to transfer these funds back to the Diocese. The Diocese will hold and manage these funds, which will be applied when the right opportunity arises. During this time, as we wait upon the Lord for greater clarity on the way forward, even though we may not actively raise funds, we remain open to receive funds from members prompted by God to give. Indeed, we believe that in His time, every gift received will be fruitful when God opens the door.



In the meantime, with the completion of the initial fundraising plans, the fundraising committee, so ably helmed by the Cathedral leaders and members, have been dissolved. We wish to thank each and every one of them for their excellent work, and for their witness to one and all yet again the beauty and importance of being united in the Spirit.

In particular, I wish to appreciate and commend the respective leaders and members of 2 of our extensions centres – WAC and JACM. They have been tirelessly raising awareness and support for this project. We are greatly encouraged by the enthusiastic commitment and stewardship that have been shown by our members of WAC, JACM and the wider Cathedral family.

### **The Vision Remains – to Establish an Anglican Church Presence in the Western Part of Singapore**

Over the last few years, there has been an exciting development in ministry opportunities for both WAC and JACM. The Lord has opened the door for them to provide chaplaincy support to the children and youth, as well as their family members in St Andrew's Mission School (SAMS). This is a school set up by St Andrew's Mission Hospital to cater to children and youths on the autism spectrum so that they can access the national curriculum, at the primary and secondary levels.

At present, WAC and JACM are now located within the compound of SAMS. Should approval be granted by MOE, and all other conditions are satisfied, these two congregations may eventually relocate to SAMS' permanent site, which is situated in Clementi. This is a key development in the Diocese's expansion towards the western part of Singapore.

Brothers and sisters in Christ, do be assured that the vision and commitment of the Diocese to build a church presence in the western part of Singapore remains, and our leaders are committed to this vision and its realization, with God's help.

### **Future Plans**

In 2023, there were some changes in the rules and regulations of usage of Singapore land, including a new Government policy of securing land for places of worship. With these changes, the Diocesan leadership is in the midst of reviewing our plans and options on how we can leverage on them to build a church presence in the west.

As you read this letter, may I encourage you to join us in prayer as we seek God's guidance in this. More than the infrastructure, let us seek His will on where He is leading the Diocese. I am personally touched by how so many members continue to support this project. The Diocese will continue to work with furnishing periodic updates to your parish and congregational leaders. Thank you for continuing on this journey with us. And may the risen Lord bless us as we serve Him faithfully each day. Let us unite as one to pray fervently for our church presence to be in the western part of Singapore. Thy will be done."

## **8 To receive the reports of:**

### **8.1 The Vicar's Warden**

Mr Keith Chua's address:

"Thank you, Vicar, Revd Christopher Chan.

The Vicar's Warden's report for this year's annual report is on page 16, and I'll just touch on a couple of points from my Vicar's Warden's report.

First of all, may I read the first few verses from Psalm 103.

*"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."*

Good afternoon to everyone, and welcome to the AGM. I would like to place on record my thanks and appreciation to Revd Canon Dr Lewis Lew, who served as our Vicar from 2021 to 2023. He joined us at a challenging time, in the midst of COVID, and he led us as we gradually returned to our physical services following the COVID phased approach to resuming activities.

I would also like to welcome our Acting Vicar, Revd Christopher Chan, whose appointment took effect from 1 January 2024. In 2023, as Canon Lewis had to spend much time at St George's Church, Revd Chris had already been leading much of the work of the Cathedral.

I marvel at the Lord's blessing upon our Cathedral. He has resourced us in every way to work towards His purposes. First of all, we're sitting in the Cathedral New Sanctuary, which the Lord marvellously provided for us. Subsequently, He provided us with the Pavilion, and more recently, the restoration and the completion of the Nave. In less than 25 years, the Lord has tremendously resourced the Cathedral with physical facilities for us to carry out our continuing ministry.

Along with that, you will see from the financial reports how wonderfully He has resourced us materially. I believe He has resourced us as a people, as a community, in many wonderful ways and the resources rest in all of us here. It is for us to step forward to serve the Lord in the different ways that He has called us to. The resources that the Lord has given to us as a Cathedral community are intended for His purposes. So, we have physical resources, we have material resources. We also have people ready to serve, and already serving, as we move forward.

So, each time I sit here in this Cathedral New Sanctuary, I just give thanks to the Lord for his wonderful provisions, certainly in this recent time. But we are so well resourced materially, we run the risk of complacency. So I believe that as a community, we must do all we can to ensure that this and future generations do not fall into complacency. There is still so much work to be done, both in Singapore as well as outside of Singapore, and in the wider context of our diocese covering seven countries, including the six deanery countries.

As I reflect on 2023, I feel that the Nave restoration is a reminder for all of us to totally trust in Him. I believe we did all we could with regards to the project itself, but only the Lord could provide the eventual outcome in the face of the many, many challenges. May this blessing of the completion of the Nave restoration be a constant reminder for all of us to continue to put our trust in Him, and to continue to serve Him obediently and diligently this day and each day forward. Thank you."

## **8.2 The People's Warden**

A/Prof Joseph Thambiah's address:

"Good afternoon, everyone. My report is on page 17 of the annual report and I will just pick out a few points from that and also echo some of the points that my fellow warden has spoken about. It has been an eventful year. If you recall, at the last AGM when I presented on the Nave restoration, I made a bold assessment that we would be able to celebrate Christmas in the Nave. And by the grace of God, we were able to celebrate Christmas in the Nave.

Now, since that time and over the last year or so, many things have happened. The Nave restoration is complete, and life has returned to more or less normal. Our Bishop became the Archbishop of the Church of the Province of South East Asia. Our Acting Vicar, Revd Christopher Chan, took over the mantle of leading the aircraft carrier group which is St Andrew's Cathedral – not an easy task. I believe that all of us should stand firmly beside him in the task, shoulder to shoulder as we go forward with the work of the gospel.

It is my sensing that with the physical renewal of the Cathedral Nave, now is a time when the Spirit is going to be poured out upon this church, that we will then be spiritually renewed to fulfil the work of the gospel that has been handed down to us. As I look at all of you here, the thing that strikes me most is there are fewer greyer heads in the group than in the years past, and that is a good sign in my assessment, with no offense intended to anyone with grey hairs. I believe that this is a season of renewal that is before us, and it is going to be an exciting season for the Cathedral. I see it within the PCC as well, younger people taking on the mantle of responsibility and driving the mission of the church forward, and it is a good sign for the church. There are many new faces at this AGM. I spoke to one member just now, who told me that this was the first AGM he was attending in 18 years. So, I sense that this is going to be a very exciting time for the Cathedral.

As my fellow warden has pointed out, the Cathedral is truly blessed with all manner of resources. We need to remember that to whom much is given, much will be expected. There is a call for all of us to rise up to the task and see what we can do in the furtherance of the gospel, not just in Singapore but in the world as well.

I would just like us to look at the Electoral Roll numbers on the screen. Generally speaking, compared to 2022, there has been a slight reduction in our membership. We had 6027 members in 2022, and we have 5873 members now, a reduction of 154 members. I don't think this is anything to worry about, this is a recovery post-COVID and I do expect that over the years, this will improve.

So, as your People's Warden, may I implore all of you, that we all stand together, and we all move together as one, and see what we can do in the work and the mission of this church. Thank you all very much."

## 9 To receive the nomination for the Vicar's Warden (2024/25)

Revd Christopher Chan announced the re-appointment of Mr Keith Chua as the Vicar's Warden for 2024/25.

## 10 To elect:

### 10.1 The People's Warden (2024/25)

Revd Christopher Chan 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>Seconder</i>
<b>A/Prof Joseph Thambiah</b>	Mr Charles Leong	Mr Tan Peng Yong

### 10.2 Twelve (12) Members of the Parochial Church Council (2024/25)

Revd Christopher Chan 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>Seconder</i>
<b>Mr Andrew Goh Kia Teck</b>	Mr James Tan Tor Yeow	Mr Robin Tan
<b>Ms Chan Cheng Min Serene</b>	Mr Soh Kim Seng	Mr Victor Tng Hian Huat
<b>Mr Chan Yik Seng Jonathen</b>	Dr Christie Kamala	Mr Daniel Jason Ong
<b>Ms Doris De Souza</b>	Mr Soh Kim Seng	Ms Soo Sow Ying June
<b>Mr Eric Lee Siew Pin</b>	Mr Andrew Goh Kia Teck	Ms Doris De Souza
<b>Ms Felicia Ma</b>	Mr Chan Kheng Tek	Mr Andrew Goh Kia Teck
<b>Ms Karen Chua</b>	Mr Laurence Lim Kee Liat	Mr Soh Kim Seng
<b>Dr Reuben Wong Kong Min</b>	Mr Benjamin Tai	Mr Alvin Yin
<b>Mr Robin Tan</b>	Mr Andrew Goh Kia Teck	Mr Soh Kim Seng
<b>Ms Samantha Foong Chi Yeng</b>	Dr Shih Kim Chwee	Ms Jessie Wong Yin Kheng
<b>Ms Stephanie Magnus</b>	Mr Charles Leong	Mr Chan Kheng Tek
<b>Mr Tan Hock Soon Adrias</b>	Mr Andrew Goh Kia Teck	A/Prof Joseph Thambiah

## 11 Report by the Honorary Treasurer & Financial Matters

### 11.1 To consider and adopt the audited statement of accounts for the year ended 31 December 2023

Ms Felicia Ma, 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, she would present only a summary of the 2023 financials for the Cathedral, excluding Westside Anglican Church and SAC Home.

- (1) Page 2 of the financial report should be amended: the heading for the General Fund should reflect the year 2023, not 2022.
- (2) In the year 2023, the Cathedral recorded total income of \$8.47 million against total expenditure of \$7 million, resulting in a surplus of \$1.47 million.
- (3) Our members remained steadfast and generous in their giving, surpassing the budget by \$0.46 million in tithes, offerings, and donations. On Other Income, comprised of interest on fixed deposits, rental, and car park income, there was an increase compared to the budget.

- (4) Our total expenditure of \$7 million was \$0.7 million lower than the budget. The Cathedral staff costs of \$3.25 million were lower than the budget due to a lower headcount and vacancies in 2023. Our ministry expenses and operating costs were lower than budget, reflecting fewer church activities last year due to the delayed reopening of the Nave restoration.

Mr Eric Lee proposed a motion to adopt the following Resolution 1, and Ms Doris De Souza seconded the motion.

**Resolution 1: To accept the audited financial statement of accounts for the year ended 31 December 2023.**

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

#### **11.2 To consider and adopt the budget for the year ending 31 December 2024**

Ms Felicia Ma, Honorary Treasurer, gave a summary of the Cathedral budget (excluding Westside Anglican Church and SAC Home) for the year ending 31 December 2024.

- (1) The 2024 budget assumptions included the completion of the Nave restoration, and increased church activities and member involvement, while being mindful of the uncertain global economy, including factors like inflation, interest rates, and political tensions.
- (2) Similar to previous years, the 2024 budget anticipated a 2% increase in tithes and offerings to \$7.19 million, with regular donations set at \$250,000 excluding any one-off donations that were received. However, other income, such as interest, was expected to be lower than the 2023 budget due to anticipated decreases in interest rates in 2024.
- (3) Staff costs for 2024 was budgeted to increase to \$3.6 million, in line with the HR Board recommendations as well as vacancies to be filled due to higher staffing requirements. There were higher allocations for Cathedral ministry expenses and operating costs, with the completion of the Nave renovation and expectations of increased church activities.
- (4) Overall, the 2024 budget anticipated a surplus of \$69,000.

Ms Doris de Souza proposed a motion to adopt the following Resolution 2, and Ms Samantha Foong seconded the motion.

**Resolution 2: To adopt the budget for the year ending 31 December 2024.**

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

#### **11.3 To appoint the auditor for the year 2024**

Mr Soh Kim Seng proposed a motion to adopt the following Resolution 3, and Ms Karen Chua seconded the motion.

**Resolution 3: To re-appoint Baker Tilly TFW LLP as the auditor for the year 2024.**

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

## **12 Q&A**

Revd Christopher Chan 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 2024. He then requested the meeting to read each of the questions received from members and displayed on the screen, and invited the specific panel member to answer the question.

**QUESTION 1** by Mr Boon Swan Foo

"Is there a process of declaring conflicts of interests for people in position of influence eg PCC and decisions on purchases eg of food, provider of training courses and tabulation of such amounts yearly for declaration and transparency?"

**Answer** by Mr Chan Kheng Tek, Honorary Secretary

"Yes there is. All PCC members and staff are required to sign an annual declaration confirming full disclosure of any interests or relationships that may potentially give rise to a conflict situation. Those in a conflict situation are to abstain from participating in discussions or decision making relating to the transactions concerned."

**QUESTION 2** by Mr Atticus Ting Shi Ern

"Regarding the security of the donations that the church receives, this member would like to ask what has the church done to guard against donations from money launderers and if there are any irregularities in donations that have been captured."

**Answer** by Ms Felicia Ma, Honorary Treasurer

"SAC has a policy to combat money laundering and terrorist financing. This is done through the process of 'Know our Key Donors and Beneficiaries' which is to confirm the identity, credentials and good standing of all proposed beneficiaries and significant donors. In addition, we ensure that the transactions are conducted through regulated financial channels, and that funds are applied in a manner that is consistent with the mission and objectives and to report any suspicious activity when in doubt.

In 2023, SAC has responded to the Commissioner of Charities' request to review donor records dating back to January 2019, against a list of Persons-of-Interest (POIS). We reported that the findings reveal that no donations were received from POIS."

**QUESTION 3** by Mr Atticus Ting Shi Ern

"This member would like to enquire regarding lessons the church leadership learned from the Nave Restoration project to make future renovation projects more efficient."

**Answer** by Mr Keith Chua, Vicar's Warden

"The Cathedral started planning for the Nave Restoration prior to COVID. When COVID hit, we placed the project on hold. By this time, we had already started raising funds and also received a grant from National Heritage Board which had a time line requirement. Upon application we were given an extension. As COVID began to ease we called tenders and made the award to the main contract evaluating the tenders.

As a result of COVID, many contractors were financially weakened by COVID. Some failed and several projects across Singapore ceased – with the need to call fresh tenders to complete. In reflecting on our project, we were spared this though we had a one-year delay.

What could we have done –

1. We could have deferred the project until the construction market became more settled but we would probably pay a higher price.
2. We could have researched the financial position of the main contractor though being a private company this would not be easily verified.

I believe we made difficult decisions generally correctly. I believe the Lord heard the prayers of His people and granted us favour and wisdom to make decisions. The circumstances were quite unique, from requiring expertise in restoration from a very limited pool of contractors to the prevailing conditions. Nevertheless, we will document our experience and lessons for future application at the Cathedral and across the Diocese."

#### QUESTION 4 by Mr Atticus Ting Shi Ern

"This member would like to enquire what other measures the church leadership could implement to allow more members of the laity to be more involved in church operations, maybe to reduce the stress on staff."

**Answer** by Revd Christopher Chan, Acting Vicar

"We are very thankful for the support of our many volunteers in various areas of ministry and operations. What you see in church each week is driven, in no small part, by volunteers. Some of you might recall that my Covenant Service sermon exhorted members to serve. Through church announcements, sermons, and conversations on the ground, we have been reiterating this call to serve, and we continue engaging our members and encouraging them to do so."

#### QUESTION 5 by Mr Atticus Ting Shi Ern

"This member has noticed that there are many people in the Cathedral with various levels of theological education. The member would like to ask if there are any plans to enhance theological education among the wider congregation such as encouraging more people to do DCBS and the exam?"

**Answer** by Revd Christopher Chan, Acting Vicar

"The church leadership recognises the value of theological training for members who are not church staff, and our training policy provides financial support for this, if it is needed. We consistently highlight the Diocesan Certificate of Biblical Studies programme as well as other diocesan training courses. Our Christian Education department also regularly organises training to equip our members."

#### QUESTIONS 6 & 7 by Mr Atticus Ting Shi Ern

"This member would like to ask what the Cathedral is doing to comply with the BCA green mark and any other relevant legislation on sustainability."

This member would like to find out if the Cathedral is considering any other measures to embrace environmental sustainability and green alternatives to energy, eg. Installing solar power units to decrease the overall cost of electricity."

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

"Both questions will be taken together."

The BCA Green Mark is a voluntary certification scheme launched in January 2005. It is a green building rating system designed to evaluate a building's environmental impact and performance. In other words, how environmentally friendly is a building? This applies to new and existing buildings to promote sustainable design, and best practices in construction and operations in buildings. Older buildings can be retrofitted to come up to Green Mark requirements.

2 questions we need to ask ourselves with regard to Green Mark

- Is the BCA Green Mark the standard to aim for? Using their own standards, BCA found that almost half of the office buildings they assessed achieved the Platinum standard, which is the highest level. So clearly, it is not challenging enough.
- The Nave is more than 160 years old and is a monument. Retrofitting it may affect its appearance and may not be approved.

What are the ways we are reducing our environmental impact?

- Nave restorations – LED lighting. Overall, in the Cathedral about 93% of our lights are LED.
- Air-coolers are green certified, reasonable temperature, fans off when air-coolers in operation
- CNS – natural lighting from the 2 skylights
- Pavilion – green roof. Air-con not turned on except for special occasions, weddings and on the last Sunday of each month when all the services have their fellowship meals.

- Paperless in many areas – no printed reports unless necessary, eg. AGM documents. Church bulletins. Service orders.
- Reduce, recycle and reuse."

After the questions received from members before the AGM had been dealt with, Ms Catherine Chua then asked a question from the floor. Revd Christopher Chan requested Mr Chan Kheng Tek to follow up and meet with Ms Chua on her question after the AGM as the question did not relate to the AGM Agenda and Ms Chua agreed to meet Mr Chan Kheng Teck and other members of the PCC.

### **13 Announcement of the Results of the Elections**

Revd Christopher Chan 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 expressed his thanks to Ms Daphne Gan and Ms Selena Ling for their substantial contributions to the PCC and their continued steadfast service to God's church.

Revd Christopher Chan then 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 the PCC for the 2024/2025 term. He then presented the Cathedral Parochial Church Council for 2024/25 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 (2024 – 2025):** Mr Chua Tiang Choon Keith
- **People's Warden (2024 – 2025):** A/Prof Joseph Thambiah
- **Lay Representatives (2024 – 2025):** Mr Andrew Goh Kia Teck; Ms Chan Cheng Min Serene; Mr Chan Yik Seng Jonathen; Ms Doris de Souza; Mr Eric Lee Siew Pin; Ms Felicia Ma; Ms Karen Chua; Dr Reuben Wong Kong Min; Mr Robin Tan; Ms Samantha Foong Chi Yeng; Ms Stephanie Magnus and Mr Tan Hock Soon Adrias

### **14 Any Other Business**

Revd Christopher Chan informed the meeting that there was no other business to be dealt with at the AGM.

### **15 Date of next Annual General Meeting (AGM)**

Revd Christopher Chan informed the meeting that the date of the next AGM was tentatively set for Sunday, 4 May 2025.

### **16 Closing Prayer**

Revd Christopher Chan closed the meeting with a prayer. The AGM ended at 3.17pm.



# VICAR'S REPORT

Revd Christopher Chan

By the grace of God, 2024 was another fruitful year in St Andrew's Cathedral (SAC). We pressed on with our theme "**Passionately Committed to Christ**" and sought to step up in discipleship and evangelism. We give thanks for 65 baptisms and 94 confirmations in the year! May each of these brothers and sisters continue to grow spiritually and deepen their relationship with God.

One of the highlights of the year was the reopening of the Cathedral Welcome Centre in April. This prime space was re-envisioned as a place of rest where all are welcome. With renewed emphasis on hospitality, when the Welcome Centre was reopened, we had 89 volunteers from the English and Mandarin congregations serving as welcome hosts and docents—a wonderful partnership between the two congregations. We have seen around 70 visitors daily, and they are warmly greeted by the welcome hosts and offered drinks and snacks free-of-charge. The Nave tours conducted by our docents have been very popular, and we are delighted to welcome so many non-Christians onto our grounds.

In line with our commitment to mission, the Welcome Centre is reserved from 11.30am-2.30pm on Sundays to hold various classes for the Myanmar nationals who gather in large numbers in the vicinity. We have been conducting English classes and ukulele classes, and these have been well attended. Participants are invited to attend our Myanmar Worship Service (MWS) at 2.30pm, and there our MWS members seek to integrate the newcomers into the community.

The Welcome Centre has contributed significantly to hospitality and mission here in SAC. There have been countless opportunities for spiritual conversations and prayer ministry, and through the evangelistic efforts of our welcome hosts and docents we had 133 first-time decisions to follow Christ last year. Praise be to God!

In 2024, Christmas@Cathedral resumed after a hiatus of a few years. With "The Light Has Come" as the theme and Luke 4:18-19 as the anchor verses, this was a platform to gather our community to celebrate the season and serve those outside the church walls by welcoming them in to experience a taste of Christmas. Apart from decorations and gamification, there were also extended Nave tours, musical performances, a Christmas market that raised funds for selected charities, as well as onsite prayer ministry.

We brought the year to a close with the New Year's Eve Covenant Service. I delivered a message entitled "Cultivating Our Relationship with God", which is the theme for our sermon series in 2025. It was deeply meaningful to collectively renew our commitment to the Lord as we stepped into a new year, and our Food Ministry provided a delicious supper after the service. Many stayed on for a lovely time of fellowship even after their stomachs had been filled.

God has been very good to SAC, and to whom much is given, much is expected. He has commissioned each of us to go forth to proclaim the good news and welcome others into His kingdom. May we be found faithful!

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

The restoration of the House of the Lord was completed at the end of 2023 and we returned to worship Him in the Nave. As we look back on the year past, we have much to be thankful for.

I believe the Lord continues to lead us in 3 areas as the Cathedral.

Firstly, to continue to be a House of Prayer for the Nations.

*"...these I will bring to my holy mountain,  
and make them joyful in my house of prayer;  
their burnt offerings and their sacrifices will  
be accepted on my altar; for my house shall  
be called a house of prayer for all peoples."  
(Isaiah 56:7)*

The world continues to remain unpredictable. However, His Word has already guided and prepared us to know the various signs and events that will signal the last days. Let us continue to pray for our nation as we turn 60 and for the nations of the world. Many nations are in conflict and political uncertainty. Many people have been displaced and are in despair. Let us not take for granted the peace and prosperity that we enjoy. Let us also remember the foreigners in our midst and pray for them and continue to find ways to reach them for Christ.

Secondly, to continue to be a House of Healing.

*"Come to me, all who labour and are heavy  
laden, and I will give you rest."  
(Matthew 11:28)*

Mental health is continuing to affect many in our community. Our Diocese has provided mental health services and support for almost 40 years. The mental wellbeing of our spiritual leaders and pastoral teams must be a matter for prayer and action too.

In addition, we can be proactive in the suicide prevention which is a leading cause of death amongst the young and an increasing risk amongst the elderly. Families with members with special needs should also find comfort and support through our broader ministry.

Thirdly, to be a House of Generosity.

*"Do not neglect to do good and to share what  
you have, for such sacrifices are pleasing to  
God." (Hebrews 13:16)*

We thank the Lord for a healthy financial surplus. This was in no small part contributed through the faithful giving and generosity of all our members. As we are blessed, may we be blessings to others. Let us continue to care for each other and share as we have received.

May the Lord continue to watch over the Cathedral and guide each one of us in serving Him faithfully.

To God be the Glory.

# REPORT OF THE PEOPLE'S WARDEN

A/Prof Joseph Thambiah

As we come to the close of the Church year and look to the new season that will be soon upon us, I believe that, as a Church community in St Andrew's Cathedral, we have much to be thankful for. There is an excitement and anticipation that rings through our halls as we celebrate the growth of not just physical numbers but of the extension of the work of the Gospel. The Cathedral ends the year on a financially positive note. We have been richly blessed in many ways but the blessing also brings with it responsibility as Scripture reminds us in Luke 12:48:

*"To whom much is given,  
much will be required".*

As a keen student of local Church history, I have noted that there has been a spiritual revival in Singapore every 40 years or so, the last revival being during the era of Bishop Chiu Ban It in the 1980s. We are overdue for a revival. While there has been a physical renewal following the recent restoration works, more importantly there needs to be a spiritual renewal within the Church and the nation as we enter into uncertain and volatile times. This requires prayerful preparation and like the 5 wise virgins of Matthew 25, we need to keep our wicks trimmed, our lamps filled and our fires burning. Our focus needs to be, I believe, on the true

Mission of the Church described for us in the Great Commission outlined in Matthew 28:19-20:

*"Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age."*

The Gospel needs to reach a world in dire need of the Good News and we are the Lord's chosen instrument in serving others and making His Name known amongst the nations (1 Timothy 3:14-15). I have a personal sensing of a season of change and a passing of the baton. A new generation of leaders is rising in the Cathedral and they should be mentored and encouraged by the elders as they take on this mantle of responsibility in evangelism and outreach.

May I then, as the People's Warden, exhort all of us to work shoulder to shoulder, clergy and laity alike, for the advancement of the work of the Kingdom. I look forward to another year of worshipping with you, engaging with you and serving you. May God bless us all.

# REPORT OF THE HONORARY SECRETARY

**Ms Stephanie Magnus**

“so we, though many, are one body in Christ and  
individually members one of another.”

— ROMANS 12:5

The 2024 AGM was held at the Cathedral New Sanctuary on 21 Apr 2024. The following members elected to the Parochial Church Council (PCC) for the 2024/25 term:

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

Mr Keith Chua was re-appointed as the Vicar's Warden. At the start of the term, the PCC co-opted an additional member, Ms Selena Ling.

Mr Keith Chua, A/Prof Joseph Thambiah, Mr Low Chung Guan and Mr Chan Kheng Tek remain as the Synod Representatives for St Andrew's Cathedral till 2026.

We are thankful for those who served on the 2023/24 PCC and for those who answered the call to serve during the 2024/25 term. We are grateful for these members who are faithful in service to God and His Cathedral, and discharge their duties with passion and humility, by the grace of God.

At the first PCC meeting, Ms Stephanie Magnus was appointed as Honorary Secretary, and Ms Felicia Ma was appointed as Honorary Treasurer. We welcomed Mr Ivan Chin and Mr Joshua Tan who were the Mandarin Congregation Representatives. We also welcomed Revd Kelvin Koo who remained on the PCC as the Priest-in-Charge of Westside Anglican Church (WAC), and Mr Darryl Ng, the

Congregation Representative of WAC. We thank God for their service.

For 2024/25, the PCC met a total of 11 times on a monthly basis (except June and December 2024). As in the previous year, three Sub-Committees were constituted for 2024/25:

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

The Sub-Committees undertake much of the supportive work for the PCC. The PCC is appreciative of all members of the Sub-Committees for their dedicated service and their efforts, working together for the betterment of His Cathedral and her congregation.

May I take this opportunity to place on record my thanks to my fellow PCC members, for a year of sustained guidance, wisdom in decision making, knowing that we are one body in Christ. We thank the Lord for presiding over the PCC meetings, and all decisions and deliberations in the past year. It is my prayer that the Lord will continue to watch over the governance and stewardship of the newly elected PCC and her members.

This year our AGM will be held on 4 May 2025. Information on the relevant procedural matters and timelines relating to the AGM 2025 is set out together with this Annual Report. We pray for an effective and smooth AGM.

Our heartfelt thanks to all members for your continued support, encouragement, prayers and service in Christ.

# FINANCE AND PROPERTY COMMITTEE

**Mr Andrew Goh** *Chairman*

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

We give thanks to the Lord for His continued provisions and blessings for the year 2024. Although we budgeted for a surplus of \$69,280 (unconsolidated general fund), we ended the year with a much larger surplus of \$783,211. The surplus was due principally to three key factors, the higher than expected tithes and offerings (\$270,000), and lower than budgeted expenditure for ministries' expenses (\$137,000) and staff costs (\$225,000).

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

In 2024, as part of our broader giving efforts throughout the year, we gave \$480,000 to the Deaneries, \$120,000 to St. Andrew's Mission Hospital and Singapore Anglican Community

Services and \$100,000 to Anglican School Chaplaincies. In addition, we gave \$80,000 to the Diocese Central Administration, \$65,000 for St. Peter's Church Building Bandung Indonesia and \$10,000 for Nepal Flood Relief.

We continue to look carefully at properties under our care. We have a property at Essex Road known as "Lion Towers" which is currently being tenanted at \$5,500 till March 31 2026. We have two properties at Sennett Estate. One is currently housing one of our clergy members. The other property, though not in an ideal tenantable condition, is tenanted to one of our contractors for a sum of \$6,000 till October 2025.

With the completion of the rectification works on the Nave in December 2024, we plan to proceed with repair works on the Cathedral New Sanctuary in 2025 instead of 2026 owing to recent breakdowns, such as a major leak and multiple air-conditioning failures that necessitate immediate action. The work is expected to be carried out from May to November 2025. The estimated cost is projected to exceed \$2,000,000.

We would like to express our appreciation to our members who help and support our Cathedral in giving their time and experience in all financial and property related matters. In addition, we would like to thank members of FPC and Cathedral staff for their dedicated service to the church. May we foster a closer relationship with God and may He continue to grant favour upon us as we serve Him faithfully and with great humility in order that He be glorified.

# PERSONNEL COMMITTEE

Ms Doris de Souza *Chairperson*

“For God is not unjust so as to overlook your work and the love that you have shown for His name in serving the saints, as you still do.”

— HEBREWS 6:10

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

The Personnel Committee (2024-2025) comprises the following members:

- |                           |                   |
|---------------------------|-------------------|
| 1. Mr Keith Chua          | (Vicar's Warden)  |
| 2. A/Prof Joseph Thambiah | (People's Warden) |
| 3. Revd Christopher Chan  | (Acting Vicar)    |
| 4. Ms Heng Siow Ing       |                   |
| 5. Ms Samantha Foong      |                   |

## Bonus and Inflationary Support

As recommended by the Human Resource (HR) Board of the Diocese of Singapore (DOS), the PC was pleased to announce a bonus payout of 2.5 months to eligible staff in July and December 2024. 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 \$500. Those on Vergers Scale and Admin Scale I received a higher one-time payment of \$850.

In February 2025, following the recommendation by the DOS HR Board, a one-time Advance Inflationary Support Payout of \$600 was given to eligible staff. Part-time staff received a pro-rated payout. Probationary staff received this payout after confirmation as full-time employees.

Please continue to pray for His provision for our staff and pastoral workers.

## Staff Strength and Staff Movement (Non-Clergy)

At the time of writing, SAC has 49 staff, WAC has 4 staff and CITY has 6 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.

## Flexible Work Arrangements

The SAC Flexible Work Arrangement (FWA) Policy and the FWA Request Process were implemented with effect from 1 Dec 2024. This Policy formalised the application and implementation of the existing FWAs being practised within SAC, such as Flexi-Load, Flexi-Time, and Flexi-Place.

## Staff Well-Being

Beyond the typical benefits for employees, other initiatives were implemented to enhance staff well-being. This included a staff retreat for SAC to bond and learn together, flexible work arrangements, mobile phone benefit for administrative and operation staff. An Employee Engagement Survey was introduced to actively solicit feedback from staff. This is part of our ongoing effort to cultivate SAC as a workplace where everyone is motivated, valued and empowered to succeed.

## Training and Development for Staff

A half-day workshop on purposeful appraisal was conducted in September 2024 for both the Heads of Departments and staff of SAC.

## Plans for the Future

The PC is dedicated to partner with the church leadership to identify and implement the best practices to empower church staff to perform their roles effectively and efficiently.

We express our gratitude to all committee members in the PC for their dedication and assistance and especially the church staff for their hard work and sacrifice.

# CATHEDRAL SOCIAL AND WELFARE COMMITTEE

**Ms Karen Chua** *Chairperson*

“A new commandment I give to you, that you love one another: just as I have loved you, you also are to love one another. By this all people will know that you are my disciples, if you have love for one another.”

— JOHN 13:34-35

**T**he Lord has given us a commandment to love one another. We are to love others based on Jesus' sacrificial love demonstrated by dying for us on the cross. We are also to carry each other's burdens in order that others may see Christ in us and know that we are His disciples.

In the St Andrew's Cathedral (SAC) family, the Cathedral Social & Welfare Committee (CSWC) hopes that we can demonstrate Christ's love by providing the appropriate practical help to our fellow brothers and sisters when they are in need, and offering hope and comfort when they are in difficult situations.

The purpose of the CSWC is:

1. 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
2. To pray for and provide emotional and spiritual support to church members and the community under our care.

The CSWC focuses on two areas of ministry,

## 1) Social & Welfare

- To provide advice and guidance with regards to the social and welfare support schemes in Singapore that we can leverage on;
- To provide assistance and support in applying or tapping on the various governmental social and welfare support schemes or referral to other needed support schemes for persons who are in need; and
- To administer assessment of applications, approval and disbursement of financial support.

## 2) Pastoral Care

- To provide pastoral care to persons receiving our financial support. This includes collaborating, when necessary, with the pastoral staff and Member Care Ministry teams.

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; and
- We were able to focus on a more holistic care for the individual by providing emotional support and care.

When the Cathedral Welcome Centre re-opened to welcome visitors in April 2024, we started to receive more applications for financial help. These applications were reviewed and processed accordingly, and we will continue to extend Christ's love to others in the community according to His commandment.

The CSWC covets your prayers as we persevere in our purpose by providing the needed financial assistance, and pastoral support to those under our care. We will continue to work in cohesion with the Church pastoral team and the Member Care Ministry in order to do so.

It is our prayer that, through the ministry of CSWC, every person in our care will be able to find the joy and the hope, and experience the love of God through Jesus Christ, our Saviour.



# OUR WORSHIP SERVICES

Rev'd Christopher Chan

In 2024, we saw significant growth in our average weekly attendance: an increase of over 17% in the English services (from 1725 to 2028) and approximately 31% in the Myanmar Worship Service (from 142 to 186). To God be the glory!

With an emphasis on mission, our sermon series for the year focused mainly on the book of Acts, and together we responded to God's call for us to be a community of disciples on mission for Him. The call for us to "go" resonated with many of our members. We explored other parts of Scripture during the seasons of Lent and Advent, and when we observed selected festivals, Youth Weekend, and Missions Month.

2024 was a year of change for many of our services. We handed over the Hokkien service to the Mandarin congregation in July, strategically bringing together the Chinese ministries. We are thankful that Rev'd Peter Chen stepped in to helm the Wednesday 12.30pm service from January to June, when Rev'd Soon Soo Kee took a well-deserved break. The former 4pm and 5.30pm Saturday services came together to form a new 4.45pm contemporary service. There were also significant changes to the assignments of service pastors and staff-in-charge, as detailed below:

(From 17 August 2024)

## English Services

- |                                    |   |
|------------------------------------|---|
| • Saturday 4.45pm                  | Rev'd Daniel Lim                              |
| • Sunday 8.00am                    | Rev'd Christopher Chan<br>Rev'd Moses Israeli |
| • Sunday 9.30am                    | Rev'd Andrew Yap                              |
| • Sunday 11.30am                   | Rev'd Moses Israeli<br>Ds Ti Lian Swan        |
| • Sunday 2.00pm<br>(Youth Service) | Mr Joshua Koh                                 |
| • Sunday 4.30pm                    | Rev'd Daniel Lim                              |
| • Wednesday 12.30pm                | Rev'd Soon Soo Kee                            |

## Myanmar Worship Service

- |                 |                     |
|-----------------|---------------------|
| • Sunday 2.30pm | Rev'd Moses Israeli |
|-----------------|---------------------|

We give thanks for our many volunteers, without whom our services will not be able to run effectively. These 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 teams, info desk teams, befriender teams, hospitality 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, AV staff, vergers, and other admin and operations staff.

We will continue to reach out to members who have not returned to onsite services and encourage them to share in this vital aspect of church life. We also trust that God will bring many more newcomers to join us in corporate worship. We pray that He will continue to grant us numerical and spiritual growth, and that through this His name will be glorified. Amen!

# NEXTGEN MINISTRY

Revd Daniel Lim

## Children Ministry

The Children Ministry held a two-night retreat for the volunteers in Batam in August 2024. Through this retreat, which was one of the highlights for our volunteers, a stronger bond was built among the volunteers from different children's programmes. We hope this bond will continue to grow and motivate our ministry and individual spiritual formation.

Apart from our weekly programme, we have other opportunities to connect with our children. This included home visits to P6 students and CityKids' visit to St. Andrew's Cathedral Home. We plan to have more of such opportunities in 2025 e.g. children's camp, children's choir, outreach activities, for our children to grow in their love for Jesus and others.

## Youth Ministry

2024 was a year of growth for the Youth Ministry. We thank God for several individuals who came to know Christ as their Lord and Saviour through our Christianity Explored course, Youth Worship Night, and Youth Christmas Evangelistic Service in 2024.

2024 saw an increased number of members attending the weekly Youth Service. Many members also deepened their commitment to the body of Christ and stepped up to actively serve in various ministries. We hope to foster a stronger culture of discipleship within the ministry, inspiring more members to embrace the vision and heart for discipling others. We also pray for new leaders to step up, particularly female leaders who can disciple and mentor the younger ones.

## Young Adult Ministry

In meeting our goal to help young adults in the area of faith-life integration, we organised the following talks in 2024:

- The Father's Heart (Our Safe Place)  
by Mr Kenny Tan
- Understanding Your Heart  
by Revd Edwin Tan
- Spiritual Formation in the Midst of Busyness  
by Dr Tan Soo-Inn

Through our social gatherings, i.e. Board Game Night, and Terrarium Workshop, young adults from the different services got to know one another and we hope these friendships will grow. In July, we welcomed Mr Kenneth Ernest as the pastoral staff of the Young Adult Ministry. We will continue reaching out to the young adults in the Cathedral, especially those who have yet to connect with the church community.

## Boys' Brigade 106J Company

We praise God for the opportunity to invite students, parents, teachers and the school principal to the Boys' Brigade enrolment ceremony conducted during the Saturday 4pm service at the Cathedral in April. We also thank the Docent Ministry for giving the students a tour of the Nave. We are grateful to God for giving us favour with the school leadership and for the new recruits.

## Shalom Friends

We thank God for a good youth-volunteer ratio in 2024. It was truly heartening to see so many parents attending the Christmas Party, many of whom were non-believers and joining us for the first time. They were deeply moved when they witnessed their children performing Christmas songs and reciting Bible passages. We remain committed to nurturing the spiritual growth of our youth and integrating them into the church community, while also reaching out to their parents.

# SMALL GROUPS AND FELLOWSHIP MINISTRIES

Revd Andrew Yap

The creation of the Small Groups and Fellowship Ministries (SGFM) department at St Andrew's Cathedral (SAC) in 2024 brought to bear the Cathedral's focus on continual renewal and improvement, especially in terms of strategic planning and managing of resources. Previously from different ministries and departments, the SGFM now comprises the Cathedral Women's Fellowship, the Cell Groups Ministry, the Senior Members' Fellowship and the Men2Men Ministry.

## Cell Groups Ministry

Cell groups play a vital role in the life of our church. In 2024, our cell groups continued in the same cluster groupings that were introduced in 2022, with a number of new cell groups opening up. To further develop our cell group leaders, the ministry conducted the fourth run of the Cell Group Leaders Training Programme over 6 Saturdays from September to October 2024. Additionally, the Cell Group Leaders Conference was organised on 13 July 2024, and invited speaker Mr Barney Lau (former MD of Microsoft Singapore) provided an incisive and pertinent exploration of the topic "Life Stages of Cell Groups".

In 2025, the ministry will continue to emphasise intentional leadership development. Please pray with us for more cell group leaders to be raised up as part of this important work. May God also grant us the wisdom as we curate and customise programmes for newly-minted and experienced cell group leaders alike.

## Cathedral Women's Fellowship

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

In 2024, the teams were able to resume physical meetings and home visits. The Flower team returned to the Nave to do arrangements for worship services and weddings. With gratitude, the Sewing team completed a set of new tablecloths.

In 2025, the teams will continue to serve and study God's word together. We give thanks for willing hearts and hands. We pray that more ladies will come forward to participate in the CWF's activities and that we will enjoy meaningful fellowship and deepen relationships.

## Senior Members' Fellowship

2024 marked the 18<sup>th</sup> anniversary of the Senior Members' Fellowship (SMF) and the ministry continued to spearhead programmes and organise events that broadened community engagement and deepened spiritual growth. Outings, talks and gatherings were designed not only to keep our seniors engaged, but also to foster a greater sense of godly community. The success of the SMF rests on a pool of dedicated volunteers at SAC and we are grateful for God's largesse and grace in providing the necessary resources.

## Men2Men

The creation of the SGFM department led to a period of introspection for the Men2Men Ministry in 2024. Given that the demographics of the Men2Men Ministry overlapped with the Senior Members Fellowship and Cell Groups, resources were diverted to the latter two ministries for reasons of prudence and efficacy. The department will use 2025 to pause, reflect and ascertain the future direction of the Men2Men Ministry.

# DISCIPLESHIP AND SPIRITUAL FORMATION

**Revd Christopher Chan**

The Discipleship and Spiritual Formation (DSF) department was launched in 2024 to give greater attention to a vital aspect of Christian living. It must be clarified that the existence of such a department is not meant to suggest that the work of discipleship should be done by this department alone. After all, from the words of our Lord Jesus in the Great Commission we see that disciple-making is the core purpose of the church, and it should be the foundation of all her ministries. The role of the DSF department is not to carry fully the responsibility of discipleship in St Andrew's Cathedral (SAC), but rather to strategise and coordinate the equipping of our members to grow as disciples and make disciples.

Some key elements of this thrust do not bear the explicit label "discipleship" but are nonetheless aligned with the vision of disciple-making as the church's core purpose. One highly visible example is the pulpit ministry: our sermons play an important role in strengthening discipleship in the congregation. A less visible example is our church ministry calendar, as the practice of "discipleship in community" was a guiding idea when we planned our activities for the year.

In some churches, the work of discipleship is assigned to the Christian Education (CE) department. While the teaching provided by CE programmes can contribute significantly to discipleship, such lessons are insufficient on their

own because discipleship cannot be fully learned and practised in a classroom. In SAC, CE has now been brought under the DSF department to reflect the understanding that it is merely a component—albeit an important one—of how we are seeking to develop our discipleship culture.

In 2024, CE courses were conducted on Mentoring, the Desert Fathers, and Worldviews. The Family Life Ministry and the Baptism & Confirmation Course previously came under the CE umbrella, but they have now been respectively moved under Pastoral Care and a new department called Membership. 2025 will see the continuation of CE courses, and these will be designed to help us grow in both personal and corporate aspects of discipleship.

We are currently working towards the implementation of an intentional and systematic discipleship training strategy in SAC. This will be anchored by the DSF department and carried out in partnership with other departments and ministries. It will be an intergenerational endeavour, uniting young and old with a singular discipleship philosophy. We pray that through this initiative many members of SAC will make great strides in growing as disciples and making disciples. May this please and glorify God!

# WORSHIP AND CREATIVE ARTS MINISTRY

Revd Daniel Lim

## **Choir**

In addition to our regular participation in Sunday services and special events at St Andrew's Cathedral (SAC), the Combined Choir had the wonderful opportunity to extend our ministry beyond our borders with a trip to Kuching, Sarawak, in August. We collaborated with the choirs from the Anglican churches in Kuching to present "An Evening of Hymnal Praise" at St. Thomas's Cathedral. We also had the pleasure of joining the St. Thomas's Cathedral Choir for morning services at both St. Thomas's Cathedral and St. Stephen's Chapel in Kampong Giam.

In September, we restarted the Golden Voices, a ministry for seniors to sing and serve the Lord together, after a long hiatus due to COVID. Currently, there are 20 seniors in the Golden Voices. They had the opportunity to share the message of Christmas by singing well-loved Christmas carols at the Christmas @ Cathedral event.

## **Contemporary Worship Team**

We thank God for our dedicated volunteers and the significant number of new volunteers who have joined us in 2024. In November 2023, we welcomed Mr Ye Myat Soe as part of the pastoral staff for the worship ministry. Since then, Soe has been actively working with the worship teams to enhance their technical skills. Additionally, we have introduced a 9-month training program for three new worship leaders. We remain committed to fostering a deeper connection among our volunteers and nurturing the spiritual growth of each individual.

## **Dance Team**

In 2024, we had the privilege of organising two dance workshops dedicated to introducing new dance skills and techniques with tambourines and streamers. We thank God for enabling over 26 brothers and sisters to attend and grow through these sessions. We also had the opportunity to participate in the Easter and Christmas Services as well as the 'Christmas is Love' outreach party for the residents from Bukit Merah.

We look forward to more frequent involvement in worship services and church events, such as monthly prayer and praise, Christmas@Cathedral, etc. We pray for this team to grow deeper spiritually as we worship God together through dance movements.

## **Bell Ringing Ministry**

We thank God for many new ringers who have joined this year and the inaugural commissioning of 11 bell ringers on 15 September 2024. In addition, we have commenced the monthly service ringing of bells at three time slots on Sundays from October.

We will continue our efforts to develop the bell ringers and share this ministry with others so that more can be involved in the service and worship of God through the ringing of bells.

# PASTORAL CARE

Deaconess Ti Lian Swan and Ms Crystal Hong

The Pastoral Care department was set up in July 2024 and comprises the following ministries:

- Member Care
- Pastoral Care & Counselling
- Family Life
- Inner Healing & Deliverance
- Expressive Art Ministry

## Member Care Ministry

In 2024, the Member Care Ministry responded to 28 requests from Cathedral members and regular worshippers who sought help for various needs. This included referring 10 cases to our Service Pastors for further follow up.

Members from our 7 care teams (elderly, young, married couples & families, divorced & separated, the sick, the bereaved and others) journeyed with and ministered to those in need. We organised the annual Youth Support Day in August and distributed care packs to our youths.

Training in "Intentional Helping Skills", "Suicide Prevention" and "Spiritual Care for the Ageing" were also conducted to equip team members and church members with relevant skills to be more effective carers.

Cathedral K9s made monthly visits to four facilities under the St Andrew' Mission Hospital (SAMH) umbrella. Our 27 dedicated volunteers with their 30 dogs, shared the joy of pet interaction with the clients of these Care Centres and Homes. Their staff highly commended our volunteers for the extraordinary empathy and joy that the latter brought to their clients.

## Pastoral Care & Counselling

In 2024, the ministry conducted two talks to equip participants with a better understanding of their emotions and to provide handles to manage them better. In 2025, the ministry aims to organise a mental health conference for Cathedral members and is working towards providing counselling services to her members in due course.

## Family Life Ministry

The Family Life Ministry headed by Mrs Dinah Tan, conducted a variety of programmes in 2024, including the Marriage Preparation Course, the Art of Marriage Retreat and a Parenting Children Course. The highlight of the year, the Family Movie Night, brought together 295 participants for an evening of entertainment, food and fellowship, to foster family and community bonding.

## Inner Healing & Deliverance Ministry

The Inner Healing and Deliverance Ministry is headed by Mr David Ng Seng Leong. In 2024, this ministry was subsumed under the Pastoral Care Ministry. As many members are over 60 years old, the ministry is on the lookout for committed church members, sanctified by the Word, filled with the Holy Spirit, to minister.

Two courses will be conducted in 2025 - Revd Dr Joel Leow will be conducting 3 teaching sessions in April on Inner Healing and Mr Douglas Koh will teach on demonisation in September. We pray that many will not only be taught, but to also prayerfully consider becoming ministry givers.

## Expressive Arts Ministry

This ministry seeks to seed God's love through arts & crafts and music. Led by Ms Mollie Teoh, the team ministers to mainly seniors who need care and who miss engaging with the wider community.

The team does arts and crafts with the seniors to build up their motor skills. They also share God's love with the seniors through Christian messages and assure them of His presence, guidance and care for them as they journey through different situations or challenges.

# INTERCESSION

Ds Ti Lian Swan

Our Cathedral intercessors met regularly with our Acting Vicar, Revd Christopher Chan, church staff and leadership to hear God's word shared by Revd Christopher Chan and to pray in small groups. These times of praying together have helped us to collectively discern God's purposes and to focus our prayers.

We thank God for the spiritual covering and ministry of Revd Christopher Chan who led in worship, shared God's word and prayed for each intercessor during our bi-annual meetings. We were also blessed by the teachings and ministry of Pastor Rajan during our Intercessors' Retreat in March and the teaching by Mr Jeremy Witherow on "Prophecy" in June. We praise God for several young intercessors who have joined us in the ministry as there is a great need for renewal and for a future generation to whom we can pass on the baton.

We continued with our usual practice of praying in small groups, for Singapore, for the Cathedral leadership and the Cathedral ministries. Once a month, we gathered as a big group to share what God had laid upon our hearts and prayed together. In addition, we collaborated with the NextGen and Missions Departments, supporting them in prayer as they shared updates on their ministry needs, initiatives and mission trips. We continued to worship the Lord in small groups on weekdays and on Saturday, in the Cathedral Nave and New Sanctuary, enthroning and exalting God over our Cathedral. We led the Cathedral's Prayer & Praise in the month of August. We also wrote the prayer highlights for our Cathedral's e-bulletin and in the last quarter of 2024, were very much blessed by our lay reader Ms Heng Siow Ing's major contributions towards this effort.

As a Cathedral church which God has planted in the heart of the city, it was sensed that there was a need to intensify prayer for our nation. We needed to steward our nation in prayer more intentionally, especially when Singapore was entering a new season, with a change in political leadership amid increasing geopolitical and economic uncertainties. Given Singapore's vulnerabilities, prayer walks in the city were re-started.

We supported the Christmas@Cathedral event by setting up a booth in the Graham White Library where visitors and members could approach us for prayers. Over a period of 6 evenings, we prayed for about 97 people, shared the gospel with 7 pre-believers, 2 of whom surrendered their lives to Christ. Praise God!

In 2025, we will continue with more prayer walks around our city and with equipping our intercessors with relevant and practical training. May the Lord continue to lead and guide us as we remain faithful to His call. Our desire for the Cathedral community is that we will be a community who earnestly seek God and who are passionate in prayer!

To conclude with a quote:

*"Prayer is an art which only the Spirit can teach us. He is the giver of all prayer."  
(Charles Spurgeon)*

May all of our prayers be led by the Holy Spirit, that we may pray God's Kingdom come and His will be done on earth as it is in heaven!



# MEMBERSHIP

Ms Cheryl Yeow

The Membership department was established in July 2024 to oversee the Baptism and Confirmation courses, as well as the integration of new members into our church community. We recognise that Baptism and Confirmation are more than just learning experiences, they are key steps in welcoming new members to the St Andrew's Cathedral (SAC) family. Our goal is to create a strong sense of belonging for our new members, ensuring that those who join us remain connected with Christ and His church.

We give thanks to God for the 65 brothers and sisters in Christ who were baptised and the 94 individuals who became part of the Anglican family in 2024. Two rounds of Baptism and Confirmation classes were conducted, and we are grateful for God's faithfulness for the meaningful services. We also thank the Lord for blessing us with dedicated facilitators who journeyed tirelessly with the candidates, guiding them in their faith and commitment.

In 2025, we will continue with two rounds of the Baptism and Confirmation courses. While past efforts have focused largely on new believers, we will also be reaching out to regular worshippers who have been journeying with us for some time. Our hope is to encourage them to take the next step in their faith by making a public commitment to be part of the Anglican family through Confirmation.

Additionally, we will explore new ways to deepen the integration of new members beyond the classes. Our vision is to create a welcoming and loving community where newcomers feel personally connected and supported as they grow in their faith.

## Prayer Items

- Pray for more facilitators to be raised up — individuals with a heart for discipleship who can walk alongside those preparing for Baptism and Confirmation.
- Pray for divine partnerships — that God will bring people with a passion for welcoming and integrating new members into our church family.
- Pray for creative ways to engage and connect with newcomers/members, so that they may experience the love of Christ through our church community.

Membership in the church is more than just a formality — it is a commitment to being part of the body of Christ. As a church family, we are called to journey together, support one another, and grow in faith as a community. May we continue to embrace, nurture, and integrate those who join us so that they may find their home in SAC and, ultimately, in Christ.

# COMMUNITY SERVICES

Revd Christopher Chan

## Anglican Care Centre (Bukit Batok) Chaplaincy

Anglican Care Centre (Bukit Batok) (ACC) is one of the community rehabilitation and support centres of Singapore Anglican Community Services, with 12 counsellors and programme managers. The centre's main clients are patients with mental health issues who are undergoing its day rehabilitation programme.

St Andrew's Cathedral (SAC) provides chaplaincy support by conducting weekly pastoral visits to extend care to the staff and clients, and by sharing monthly devotions at the centre's staff meeting. Church volunteers also visit the centre to conduct workshops and celebrate special occasions such as Christmas.

The former centre manager, Ms Irene Sng, retired in December 2024. We thank her for her years of service in ACC. With effect from January 2025, Mr Jonathan Poh, one of the centre's counsellors and programme managers, will serve as interim centre manager. We pray that a suitable person will soon be appointed to fulfil this role on a permanent basis.

We thank God for the opportunity to serve the community in ACC, and we pray that He will grant them His manifold blessings and meet their needs emotionally, physically, and spiritually.

## CITY Community Services

CITY Community Services is a community service arm of SAC 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 2024, CITY ran 12 Befrienders Club programmes in 10 schools, an increase of 2 schools from the previous year. The Befrienders Alumni programme offers support to students transiting from primary

to secondary school, and it provides the church with an opportunity for gospel ministry. During the course of the year, CITY served 193 beneficiaries through the Befrienders Club and 61 through the Befrienders Alumni. CITY also conducted several camps including the Orientation Camp that brought together club members from different schools, the Boy/Girl Camp that addressed relationship issues, and the Ultimate Camp—an evangelistic event organised in partnership with SAC.

We would like to express our appreciation for Mrs Patricia Aw, who has retired as General Manager after years of dedicated service in CITY. She has handed over the reins to Mr Themis Lin. We thank all our volunteers for their support, and pray that God will continue to use CITY to shape many young lives and bring them into His kingdom.

## St Andrew's Cathedral Home

Since SAC Home first opened its doors on 11 October 1980, we have been serving ambulant older women, providing for their physical, emotional, and spiritual well-being. We thank God for sustaining the Home all these years, especially during the challenging COVID period.

We are grateful for our many volunteers who support the Home. The Cathedral Women's Fellowship, church members, neighbourhood schools, and partner corporations regularly engage our residents, complementing our in-house programme that consists of daily exercise, games, and recreational activities.

The Home currently has 13 residents, with capacity for 24. We are working with various government agencies to try to increase the occupancy rate, and we pray that the Lord will continue to provide suitable residents, as well as generous donors who will contribute financially to the Home.

We thank God for His care and provision throughout 2024, and we pray that the Home will continue to shine for Christ and be a blessing to the community.

# MISSIONS

Revd Andrew Yap

In 2024, the Cathedral Missions Department expanded its overseas efforts beyond Batam and Cambodia, venturing into Nepal and Thailand. This created more opportunities for St Andrew's Cathedral (SAC) members to participate in ministry work and explore their calling to serve His people in various roles. Through partnerships with local churches, SAC aims to support their outreach efforts and strengthen leadership through discipleship training.

Following the recce trip to **MaeSot, Thailand**, in 2023, SAC collaborated with St. Stephen's Church to send three mission teams to serve the Karen community along the Thai-Myanmar border. Each team had a specific focus: children's ministry and leadership training, youth programme, and medical outreach.

SAC sent a team to **Nepal** in April 2024. Just days before travelling, the team was made aware of the sudden imposition of restrictions on religious groups, but the team adjusted their programme to keep within the parameters and was still able to provide encouragement to the local community. The treacherous terrain and long daily journey in jeeps were physically demanding on the team, but we thank God for granting journey mercies, and bringing them safely home.

SAC's work in **Batam** continued through the **289 Fellowship of the Manger** with its quarterly food distribution to the communities in the slum villages. The Missions Department met with the local churches' leadership to review the work in Batam and to plan for stronger support for the local church ministry, especially the Anglican churches in Batam. One such consideration is the possibility of reviving the Chinese ministry in collaboration with other parishes in the diocese.

**Project Khmer H.O.P.E.** (PKH), SAC's ministry in Cambodia, saw many changes in 2024, with a renewal of leadership and missionaries sent to Cambodia. We thank God for the faithful service of Deborah Teo, a missionary sent by Grace Baptist Church, who completed her term of 10 years and returned to Singapore in June. Her ministry to the remote villages around PKH Trang Centre has been instrumental in sharing the word of God and love of Christ to the tribal Suoy community.

PKH will be celebrating her 25th Anniversary in 2025, and by the grace of God, PKH has ministered to over 1,800 youth to equip them with vocational skills for a better future. A Thanksgiving Tour is planned for September 2025 to commemorate God's faithfulness.

The Missions Department has been journeying alongside and discerning with one of its missions staff, **Ms Heidi Li**, for the past year to determine where God is calling her to serve in her capacity as a nurse educator. After exploring different mission fields, SAC will be sending her to West Timor in 2025 to start a nursing course in a school planted by the Deanery of Indonesia.

Pray with us, as we prepare to deploy Heidi into the field, and for the work in the various mission fields, both new and old. May the Lord grant us wisdom and strength to continue the work He started, and may we bring hope to the lost and encouragement to the family of Christ.

# OUTREACH

Revd Andrew Yap

**S**t Andrew's Cathedral's (SAC) Missions Department is committed to serving our community by meeting both the physical and spiritual needs of those around us. SAC's three outreach ministries include Adopt-a-Block in the Community, Alpha, and Befriending Migrant Workers.

The following report outlines the key activities, outcomes and future direction of our local outreach efforts.

**Adopt-a-Block in the Community (ABC)** outreach to the residents at Bukit Merah is anchored around 3 initiatives to meet the immediate and long-term needs of the residents, and build deeper relationships with each other.

## 1. Monthly Visits and Activities

Volunteers engage residents through simple activities and festive item distributions, encouraging meaningful interactions and anticipation for future visits.

## 2. Bi-Monthly Small Group Activities

In collaboration with Mandarin Congregation's Pastor Amos, sessions now occur twice a month. The first focuses on simple sharing and testimonies for encouragement, while the second features karaoke and refreshments for social bonding.

## 3. Christmas is Love Lunch

In 2024, the annual luncheon for nearly 200 guests, featuring carnival games and resident-led performances, was held in the Cathedral. It was encouraging to see residents from different racial and ethnic backgrounds coming together to have fun through games and fellowship over food.

**Alpha@Cathedral** has been held at the Cathedral for over 3 years now. We rejoice with the guests at Alpha@Cathedral who completed the course, held twice a year. Through the video talks and group

discussions, Alpha guests were able to have a better understanding of the Christian faith, and to ask questions about life in a safe environment.

Through the two Alpha courses in 2024, 16 came to hear about the Christian faith and accepted Jesus as their Lord and Saviour, and 11 rededicated their lives to Jesus.

SAC's outreach ministry to foreign nationals, **Befriending Migrant Workers (BMW)**, has seen a steady increase in the number of participants, from an average of 25 to the current average of 50, attending the weekly ukulele, art and craft and English classes held at the Welcome Centre. Initially set up to meet the needs of the Myanmar nationals meeting around Cathedral grounds, the ministry has seen more Chinese nationals showing an interest in joining the activities in the recent months. We thank God for new volunteers who have joined the BMW outreach as English teachers as well as Mrs Patricia Aw for ukulele classes and the art teachers.

The outreach activities across the three ministries are grounded in love - loving others through service, compassion, and a desire to see people transformed, both spiritually and practically.

We give thanks to God for all our volunteers who have responded to the call to serve, and for faithfully serving in the ministries throughout the years.

As the Missions Department looks to the coming year, we hope to organise sessions for SAC members to hear and understand more about the work, and to engage more volunteers to support the growing needs in each ministry. The ministries' respective plans to focus on activities that promote meaningful interactions will help to foster deeper relationships with one another and create a support network for our volunteers.

# WESTSIDE ANGLICAN CHURCH

Revd Kelvin Koo Priest-in-Charge

Westside Anglican Church (WAC) serves as an extension centre of St Andrew's Cathedral. Its mission is encapsulated in the statement: "**Strengthening Families, Impacting Communities**," focusing on the western region of Singapore.

Since 2022, WAC has been appointed as the chaplain for St Andrew's Mission School (SAMS). In addition, WAC is the chaplain for St Andrew's Little Seeds Preschool and Boys' Brigade 95J Singapore Company.

WAC collaborates with Jurong Anglican Church Mandarin (JACM) to fulfil the church's mission by reaching the Chinese-speaking community in the western region of Singapore.

## People

- Revd Kelvin Koo – Priest-in-Charge
- Carol Loke – Assistant Administrative Officer
- Francis Toh – Parish Assistant
- Ps Justin Chua – Student at Trinity Theological College (TTC); serving in WAC on Sundays

## Highlights / Key Activities / Success Stories

### 1. Securing Worship Space at SAMS

Due to space constraints at SAMS, worship services had to be conducted in the bomb shelter located in SAMS. Significant effort was invested in obtaining the necessary clearances from the relevant authorities. After nearly a year, approval was granted on 4 February, 2024.

### 2. Collaboration Between WAC and JACM

Romans 10:12 reminds us, "*For there is no distinction between Jew and Greek; for the same Lord is Lord of all, bestowing his riches on all who call on him.*"

WAC and JACM continue to explore opportunities for collaboration, particularly in chaplaincy services. This partnership is crucial for optimising resources and moving towards being a parish.

While the two congregations operated separately three years ago, they now complement each other effectively. This partnership has been particularly valuable in engaging families with Chinese-speaking members.

### 3. Family Day

In place of the biennial church retreat, WAC and JACM organized a joint Family Day in 2024. The event was a one-day guided tour in Batam and saw enthusiastic participation from church members. It was a day of fellowship and fun that strengthened bonds within the church community.

### 4. Monthly Corporate Prayer

It is encouraging to witness a growing number of members from WAC and JACM participating in the corporate prayer held on the third week of each month. This gathering is a vital expression of our reliance on God and our commitment to bearing one another's burdens as one united church.

### 5. Growth in New Visitors

By God's grace, WAC has welcomed a significant number of new visitors. Many discovered the church through its banners and website. To ensure proper follow-up, the Parochial Church Council (PCC) established a New Visitors' Committee. As of now, more than three families have integrated into the church community.

### 6. Membership (as of 31 December 2024)

- Electoral Roll Members: 109
- Confirmed (not on Electoral Roll): 11
- Baptised (not Confirmed): 7

## Challenges Faced

### 1. Limited Resources

Due to the church's size, resource limitations remain a challenge across all ministries despite the dedication of WAC's serving members. There is a particular need for musicians, especially drummers, and prayers are ongoing for willing hearts to join the music ministry.

### 2. Operational Constraints

Operating within SAMS premises requires sensitivity and careful planning. As the school retains priority over space usage, WAC must balance its programme needs with the school's operations. Through effective communication and thoughtful scheduling, these constraints are being managed.

### 3. Parish's Sustainability

Although WAC has met the three criteria for attaining parish status, it is important to emphasise the need for sustainability. There remains an opportunity for the congregation to grow further to ensure financial independence.

## Plans for 2025

### 1. Short-Term Missions in Thailand

WAC's Mission Committee is in close contact with Ps Gladys, a missionary based in Lat Krabang, to initiate short-term mission trips to Thailand. These trips aim to inspire members to embrace Jesus' Great Commission.

### 2. New Visitors' Ministry

The interim New Visitors' Committee will transition into a formal ministry led by the Priest Warden. Plans include initiatives to welcome new visitors and help them integrate into the church. For example, periodic "Welcome Receptions" will provide an opportunity for new visitors to connect over lunch and learn more about WAC.

### 3. Exploring Parish Status

Discussion is ongoing with regard to the feasibility of merging WAC and JACM into a single parish. There is ongoing consultation with Archbishop Dr Titus Chung to explore this potential restructuring.

### 4. Design of the New Chapel

The detailed design process for the new chapel, which will be co-located with SAMS in Clementi, is set to commence gradually in 2025. This will involve close collaboration with the appointed architectural firm.

### 5. Orientation of the New SAMS Associate Chaplain

A new SAMS Associate Chaplain will begin in mid-February 2025. Plans are underway to orientate the chaplain into their role while exploring additional ways to enhance the chaplaincy services. Potential areas of growth include engaging the after-school care centre, which currently serves more than 20 students.

### **St Andrew's Nursing Home (Taman Jurong)**

Led by Revd Lew Kiat Lern, the Chaplaincy Ministry at St Andrew's Nursing Home (Taman Jurong) (SANH), provides pastoral and spiritual care to 280 residents and 140 nursing care and administrative staff. By God's grace, 11 residents were baptised in 2024. The Chaplaincy Ministry has also continued to build a network of churches to raise befrienders to extend pastoral care coverage to the residents, conduct monthly fellowship for their Filipino and Myanmar nurses, and to support their festive events.

In 2025, the Chaplain Ministry will press on with its effort to recruit befrienders to support the various initiatives and events that have been planned for SANH.



# MANDARIN CONGREGATION

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

2024 is an extraordinary year, as it is the year in which the St Andrew's Cathedral Mandarin Congregation (SACM) celebrates its 70th anniversary. I am most grateful that the Mandarin congregation has grown from a six-person gathering to a congregation with six Sunday services (including Jurong Anglican Church Mandarin (JACM)) with an average weekly attendance of more than 1,200.

In 2024, we successfully completed a series of 70th anniversary celebration events with the theme "Entering the Promised Land with New Resolve!" The events included a Celebration Gathering on 11 May, a Combined Thanksgiving Service on 12 May, a Mid-Autumn Evangelistic Event on 14 September, a retreat for church leaders in Johor Bahru, Malaysia, in mid-September, and a Christmas Music Concert on 21 December. We also published a special Anniversary Publication (consisting of a Thanksgiving Book and a Family Photo Album) at the end of the year. Through this series of celebrations, the overall cohesion of the Church was greatly strengthened. On behalf of the Pastoral Team, the two Church Wardens and members of the Parochial Church Council (PCC), I would like to extend my heartfelt thanks and best wishes to the leaders and brothers and sisters who participated in the various activities and events.

In 2024, for the first time, we sent a full-time missionary to Thailand to fulfil the Church's mission of outreach overseas. On 1 July, SACM took over the Hokkien Service from English Congregation, and soon afterwards established the Lydian Fellowship consisting of members from this service. In September, we restarted the Children's Choir and at the end of the year, the "St. Andrew's Peaceful Heart Counselling Centre" (圣安心坊工作室) was established. Our planted church, JACM, began worship services at St. Andrew's Mission School from 4 February. The initiation and implementation of these ministries added new momentum to the Church, and we thank God for them.

Indeed, while counting the grace of God and the progress that the church has made, we also see real shortcomings in the church and there are three areas that require urgent adjustment and improvement, namely, Church Prayer Meeting,

Youth Ministry and Small Fellowship Groups. To this end, we have set up three task forces to provide operational, practical and actionable strategies and procedures for leaders of the Pastoral Team and the five ministries, so that the Church can make significant progress and breakthroughs in these three areas in the next few years. In June 2025, we will be holding the bi-annual Church Camp, where the theme will be "Prepared to Go Forth". This is another major event in the church calendar this year that is worth looking forward to.

The ancient Chinese poet Tao Yuanming once declared: "Seize your time and brace yourself up, as time and tide wait for no man". (及时当勉励，岁月不待人) That is indeed true! We cannot rest on our laurels or be satisfied with the status quo. I urge our brothers and sisters, church leaders and Pastoral Team to work together with one mind, and with one heart, to continue to strive and forge ahead, to do good service and bear witness for the development of the Church and for our Lord Jesus Christ, the head of the Church, and to give all glory to the Lord!

"Enter his gates with  
thanksgiving, and his  
courts with praise! Give  
thanks to him; bless his  
name! For the Lord is  
good; his steadfast love  
endures forever, and  
his faithfulness to all  
generations."

PSALM 100:4-5



“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 Lui Choo Huat
- Revd Kelvin Koo

#### Parish Workers

- Ps Amos Pang Niew
- Ps Zhou Jue Jing
- Ps Chen Zirong Joann (Resigned on 30 Apr 2024)
- Ps Lee Chung Jung (Joined on 1 Aug 2024)
- Ps Tang Wei Sin
- Ps Gladys Zhong Pei Xuan
- Ps Ji Min
- Ps To Mei Hing Janie
- Ps Asst. Ang Aik Chew (Resigned on 31 Jan 2024)
- Ps Chan May Yee (Joined on 9 Apr 2024)

#### Ministry / Finance / Admin Staff

- Ms Low Ling Ming (Pastoral Staff)
- Mr Xing Yong Jie (Pastoral Staff)
- Ms Leow Hee Kheng (Pastoral Staff)
- Ms Chen Wai Chang Angela (Pastoral Staff)
- Ms Wang Mei Ying, Kathe (Pastoral Staff, Joined on 1 Apr 2024)
- Mr Kendrick Chan Jinn Jyeh
- Mr Neo Kok Thye
- Ms Fong Poh Lam, Pauline (Retired on 31 May 2024)
- Ms Lo Lee Wei
- Ms Lin Xiao Ying
- Mr Alex Foo Yi Ming
- Ms Gong Hua Wei
- Ms Chang Yarny (Joined on 19 Mar 2024)

### Points For Praise

At present, there are 5 worship sessions each week. The average attendance onsite is about 993. Online attendance is about 107.

9.30am (Sun)	(Holy Communion / Morning Prayer Service with live-streaming)
11.30am (Sun)	(Holy Communion / Morning Prayer Service)
2.30pm (Sun)	(Holy Communion / Evening Prayer Service)
4.30pm (Sun)	(Holy Communion / Evening Prayer Service)
11.30am (Sun)	(Hokkien Service started from 1 July 2024)

### Brief Overview

#### Major Changes in the year 2024

For the past year, we remained focused on evangelism, pastoral care, fellowship and bible study.

#### SAC Mandarin Congregation 70th Anniversary

- Theme: Entering the Promised Land with New Resolve
- Celebration Gathering on 11 May
- Thanksgiving Service on 12 May
- Mid-Autumn Festival Evangelistic Event on 14 September

- Music Concert on 21 December
- Anniversary Publication in December

### Regular Groups / Activities

#### Sunday schools (onsite)

- 9:30am Children, average attendance of 70
- 9:30am Youth, average attendance of 40

#### Children Fellowship (onsite)

- 11:30am once a month, average attendance of 45

#### Youth Fellowship (onsite)

- 2.30pm every Sunday, average attendance of 35

#### Senior Fellowship (onsite)

- 10:30am every Friday, the regular senior gatherings are carrying on very well with an average attendance of 180

#### Adult Small Group Fellowship

- Estimated 70% attendance for the weekly/monthly individual small groups, for both onsite and online (Zoom) meetings for 13 fellowships:  
Joshua Fellowship, Joseph Fellowship, Ezra Fellowship, Nehemiah Fellowship, Zerubbabel Fellowship, Paul Fellowship, Stephen Fellowship, Andrew Fellowship, Timothy Fellowship, Barnabas Fellowship, Youth Fellowship, Sister-Caleb Fellowship, Lydia Fellowship

#### Choir

- 9.30am Service Choir
- 2:30pm Service Choir
- Children Choir started on September 2024, regular practice on every Saturday, 2pm
- Seniors Choir restarted, regular practise on every Friday, 1pm

#### New Migrants Chinese Fellowship

- 7:30 – 9:30pm every 4th Friday of the month with an average attendance of 100

#### Evangelism and Missions

- Seeking Course (Alpha) onsite with an average attendance of 80
- Mission Education training onsite / online
- Jurong West Community Services continued
- Helper for Redhill Community Services

### Training / Course

- Adult Sunday School - A few courses, both physical and online learning
- Disciple training from 2025 onwards - A codification of "Four Stages of Discipleship" (Faith-Knowledge-Growth-Maturity) is still ongoing.

### Main tasks in 2025 onward

Beginning in 2025, the Church will focus on enhancing its ministry in three areas:

1. Church Prayer Meeting
2. Youth Ministry
3. Small Groups and Fellowships

There will be a Church Camp from 15 - 18 June.

### Finance

For the year ended 31 Dec 2024 (unaudited)

Income (General Fund)	\$2,911,592.36
Expenditure (General Fund)	\$2,700,441.07
<b>Surplus/(Deficit)</b>	<b>\$ 211,151.29</b>

### Conclusion

We truly praise God for His provision and faithfulness, without His abundant grace and mercy we are unable to bear fruit in our ministries.

# ADMINISTRATION AND OPERATIONS

**Mr Lim Chong Wei**

**2024** was a year for returning to full operations with the completion of the Nave Restoration. Members very graciously shared the use of available facilities for all the planned ministries and activities.

The various worship services and ministries cooperated to maximise the use of the 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 bible study, sewing, flower decorating 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, and Christmas@Cathedral.

The Cathedral Welcome Centre Committee oversaw the renovation of the Welcome Centre,

the recruitment and training of Welcome Hosts, for the reopening of the Cathedral Welcome Centre on 13 April 2024. The Welcome Hosts and Docents reached out to the visitors who walked into the Cathedral through the Welcome Centre and those who signed up for the guided tours. An estimated 18,400 visitors spent time at the Welcome Centre (3,600 during Christmas@Cathedral) and 133 prayed to receive Christ as their personal Lord and Saviour. Glory be to God!

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 for the past year and look forward to seeing His Hand at work in the continued restoration of the spiritual community at the Cathedral.

## STAFF MOVEMENT IN 2024

## NEW JOINERS OR TRANSFERS

Date	Name	Ministry
<b>1 Jan</b>	Francis Fury Toh Jia Cheng	WAC Pastoral Worker
<b>19 Jan</b>	Li Hua (Melinda)	Pastoral Worker
<b>1 Feb</b>	Lin Yi Xiang Aaron	CITY Youth and Children Worker
<b>1 Jul</b>	Kenneth Edwyn Ernest	Pastoral Worker
<b>1 Oct</b>	Wee Ting Ting Stella	Head, Secretariat
<b>22 Oct</b>	Koh P-Chong (Noel)	Administrator
<b>1 Nov</b>	Goi Boon Huat	General Worker

## MOVED ON

Date	Name	Ministry	Reason
<b>25 May</b>	Pooh Te Jen David	AV Technician	Resigned
<b>16 Jun</b>	Grace Huang Tianrui	AV Technician	Resigned
<b>18 Jun</b>	Yeong Thim Chuen Michael	Associate Chaplain, SAMS	Moved to SAAC
<b>30 Sep</b>	Lee Li Lian	Head, Secretariat/Legal/ Special Projects	Resigned
<b>31 Dec</b>	Eleena Teo Xin Yi	CITY Youth and Children Worker	Resigned
<b>31 Dec</b>	Ng Siok Yan	Associate Chaplain, SANH	Resigned
<b>31 Dec</b>	Desmond Chua Cheng Tong	Verger	Retirement
<b>31 Dec</b>	Tan Eng Liew Patricia	Pastoral Worker	Retirement

## MAJOR EVENTS IN 2024

Date	Event / Development
23 Jan	Installation Service of the 7th Archbishop of the Province of the Anglican Church in South East Asia
24-26 Jan	Provincial Synod
14 Feb	Ash Wednesday Service
25-27 Mar	Holy Week Meditations
28 Mar	Maundy Thursday Service
29 Mar	Good Friday Service
31 Mar	Easter Sunday Services
7 Apr	Baptism Service
13 Apr	Dedication and Re-Opening of Cathedral Welcome Centre
20 Apr	The Boys' Brigade 106J Singapore Company Enrolment Service
21 Apr	SAC Annual General Meeting
19 May	Confirmation Service
15 Aug	National Day Thanksgiving Service
29 Sep	Baptism Service
2 Nov	Diocesan Day of Prayer and Fast
6 Nov	Parish Of The Week - Run to the Parish and Fellowship Breakfast
10 Nov	Ordination Service
23 Nov	Missions Gathering
23 Nov	Confirmation Service
7, 14 Dec	Adopt-a-Block this Christmas
17-24 Dec	Christmas At The Cathedral
22 Dec	Lessons & Carols
24 Dec	Christmas Eve Service
25 Dec	Christmas Day Services
31 Dec	Covenant Service



ST ANDREW'S CATHEDRAL  
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[cathedral.org.sg](http://cathedral.org.sg)