



FY2023

ANNUAL REPORT

SINGAPORE

STRONGER TOGETHER

INTRODUCTION

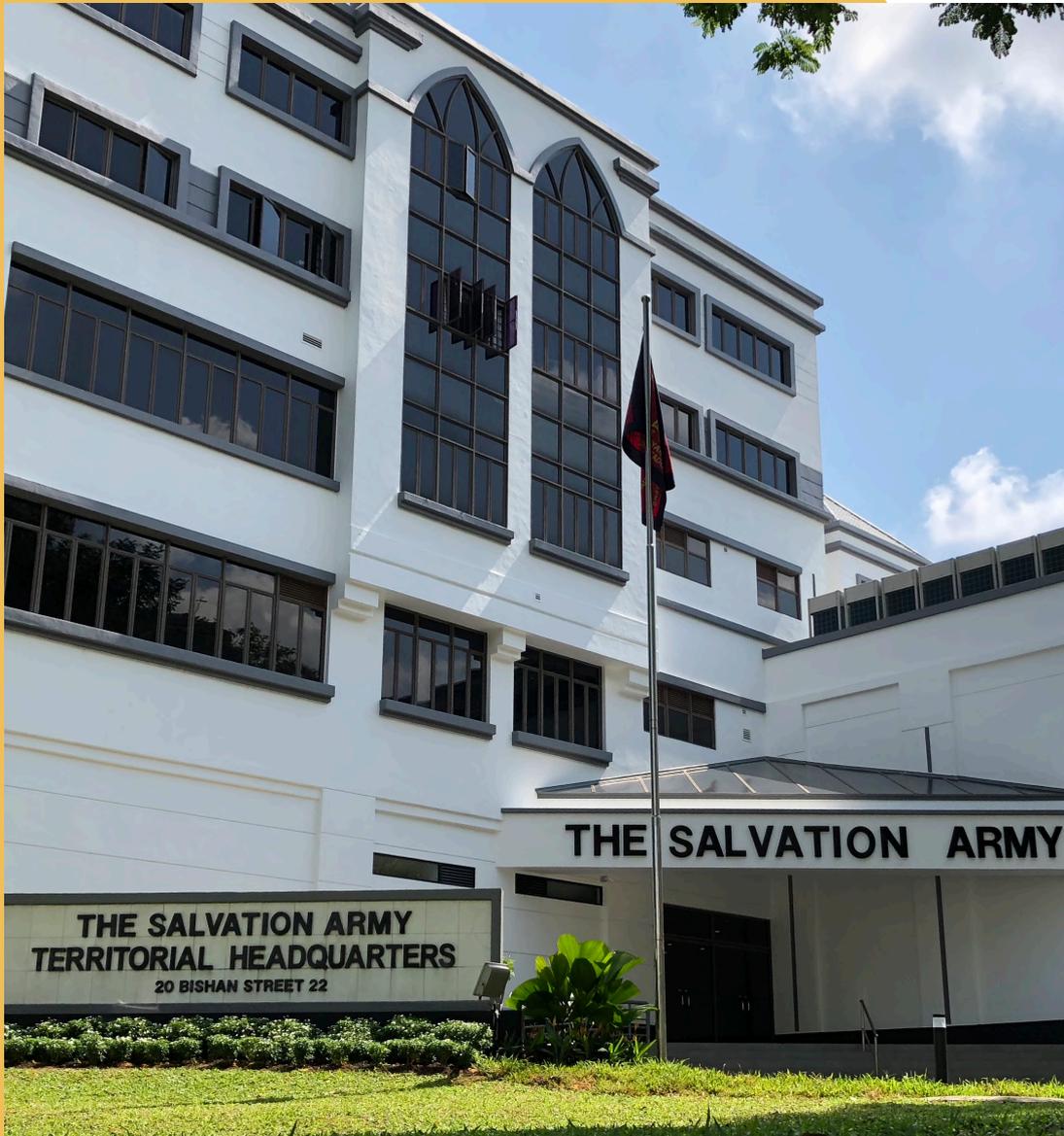
STRONGER TOGETHER

The Salvation Army, an international movement, is dedicated to meeting the needs of the poor and marginalised in the community without discrimination. Since 1935, we have been touching hearts, inspiring minds and nurturing souls, making a lifelong impact in countless lives all over Singapore.

We envision a future where our beneficiaries will grow **stronger together** in overcoming their challenges as a result of donors and supporters partnering with The Salvation Army.

As we care for those in need, we also empower them to help others facing similar struggles. Every month, more than 3,000 beneficiaries turn to us with hopes of helping them lead better lives.





Growing Stronger Together

“Alone we can do so little;
Together, we can do so much.”

- HELEN KELLER
Disability Rights Advocate

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CHAIRMAN'S MESSAGE

In the tapestry of Singapore's history, The Salvation Army has woven a legacy of compassion, service, and transformation. For decades, our organisation has provided light in dark and difficult times, extending a helping hand to the most vulnerable among us. As we gather to reflect on our journey this year, it's imperative to acknowledge the intrinsic role that partnerships, collaboration, and outreach play in our mission.

The essence of The Salvation Army's work lies not only in our programmes but also in our commitment to collaboration. It is through the seamless synergy between like-minded organisations, community partners, and dedicated individuals that we magnify our impact. By embracing the power of partnership, we create a network that reaches further, touches more lives, and brings invaluable support to the beneficiaries we serve.

Our focus on caring for our seniors, especially those living with dementia, exemplifies our dedication to holistic care. With more than 300 residents in our nursing home and over 300 seniors in the community, our efforts are a testament to our pledge to uphold the dignity of every individual. We believe that every person living with dementia deserves to be cherished, empowered, and provided with the tools to lead lives of independence and purpose.

As we navigate the currents of change, let us remain steadfast in our commitment to fostering partnerships that amplify our efforts. Together, we will continue to create lasting impact, uplift lives, and illuminate the path towards a brighter future for all.



Mr Bill Foo
Chairman
The Salvation Army
National Advisory Board



TERRITORIAL COMMANDER'S MESSAGE

In the heart of a year that has seen challenges and triumphs, I stand before you with a heart filled with gratitude and a spirit buoyed by hope. The outpouring of support that has revived The Salvation Army's mission during and after the pandemic is a testament to the resilience of our community and the boundless compassion of God.

As we navigate the complexities of our times, our faith in God and our determination to serve shine ever brighter. Our commitment to the well-being and growth of the younger generation has guided us towards a profound belief: that children are best nurtured within the loving embrace of families. Today, I am thrilled to share that this belief has borne fruit, with more than twice the number of children and youths awaiting reunification with their families in foster care, surpassing those numbers in residential care.

While we continue to maintain residential care institutions, our focus on family-based care has become an indelible part of our journey. This shift aligns with our conviction that each child deserves a nurturing environment where they can thrive, learn, and find their true potential. This milestone is a testament to your enduring support and the incredible strides we have taken together.

In this journey, the Children and Youth Group stands as a beacon of hope, empowerment, and transformation. Through your partnership, we continue to provide a foundation for growth, learning, and a brighter future for our young beneficiaries. Their progress and achievements are fruits of the power of unity and your unwavering support.

As we embrace the challenges and opportunities that lie ahead, let us remember that the spirit of partnership, the compassion of our supporters, and the grace of God continue to guide us. Your dedication has revived our work, even in the face of adversity. Together, with faith, resilience, and unity, we can overcome and uplift the vulnerable in Singapore.



Colonel Hary Haran
Territorial Commander
The Salvation Army
Singapore, Malaysia and Myanmar Territory





NATIONAL ADVISORY BOARD

“ A COMMITMENT TO
Excellence AND Serving Others ”

has united these like-minded professionals from diverse backgrounds to form a National Advisory Board that is a vital partner in The Salvation Army ministry.

We are blessed to have Mr S. Dhanabalan as our Patron and Mr Bill Foo as the Chairman of the National Advisory Board. As at 31 March 2023, members of our National Advisory Board include Mr Bill Foo, Mr Robert Chua, Mr Richard Yong, Mr Luke Lim, Mr Eugene Lim, Mr Aje Saigal, Mr Wen Khai Meng, Ms Cheng Pai Ling, Colonel Hary Haran, Lieutenant Colonel Kyle Smith, Captain Anthony Yong, Captain Lee Wai Chun and Ms Fiona Soh.



Left to right:

Mr Eugene Lim, Captain Lee Wai Chun, Mr Luke Lim, Ms Fiona Soh, Mr Aje Saigal, Colonel Hary Haran, Datuk Robert Chua, Mr S. Dhanabalan, Captain Anthony Yong, Mr Bill Foo, Lieutenant Colonel Kyle Smith, Mr Wen Khai Meng, Ms Cheng Pai Ling, Mr Richard Yong

The Salvation Army National Advisory Board consists of business and community leaders who voluntarily provide their professional skills and knowledge of the community to:

- Assist The Salvation Army in interpreting community needs;
- Facilitate the development of resources to make a practical difference in the community, strengthening The Salvation Army's ability to serve;
- Increase public awareness of The Salvation Army's purpose and work, including the recruitment of volunteers and giving of hands-on assistance;
- Provide advice and guidance to The Salvation Army in areas such as budgeting, capital campaigns, public relations, fundraising, and building improvements and maintenance.

HIGHLIGHTS OF FY2023



SINGAPORE HEALTH QUALITY SERVICE AWARDS 2023 (SHQSA)

Organised by the SingHealth Duke-NUS Academic Medical Centre since 2011, Singapore Health Quality Service Awards is Singapore's first dedicated platform to honour outstanding healthcare professionals who have delivered quality care and excellent service to patients. In 2023, Peacehaven received 61 Silver Awards and 1 Star Award. Kudos to all staff who have worked tirelessly to provide quality care to the seniors.



LAUNCH OF PRISON SUPPORT SERVICE

September 2022 marked the launch of our Prison Support Service. We're thrilled to share that we have served 56 ex-offenders and counting, in their reintegration journey within these 6 months. With a commitment to continuous growth, we're excited about upcoming initiatives that will further enhance our impact.



10TH ASIA PACIFIC ELDERCARE INNOVATION AWARDS

Peacehaven Jade Circle Arena triumphed at the 10th Asia Pacific Eldercare Innovation Awards on 24-25 May 2022, securing "Facility of The Year - Day Care Centre" and finalist positions in three other categories: Operator of The Year - Assisted Living, Care Suite of The Year, and Outdoor Space of The Year.



RED SHIELD EVENT 2022

After a 2-year hiatus due to the pandemic, the Red Shield Event returned live, graced by Minister Masagos Zulkifli. The afternoon sparkled with a Song & Dance performance by soprano soloist Ms. Lauren Yeo and our youth beneficiaries. Minister Masagos was also presented with a heartfelt token of appreciation, an artwork by Mr. Ng, an elderly resident in our nursing home. We raised more than \$541,000 with the generous support of many donors.



OFFICIAL OPENING OF JADE CIRCLE AND FAITH RESIDENT LIVING AREA

On 30 July, we celebrated the official opening of Jade Circle Arena and Faith Resident Living Area with Dr. Janil Puthucheary, Senior Minister of State, Ministry of Communications and Information & Ministry of Health. This day, we also honoured the first graduating batch from the Dementia Care (Advanced Level) Training Programme in collaboration with City of Glasgow College.



KIP AND PSS RECEIVED STAR PARTNER AWARD

Kids In Play and Prison Support Service were honoured with the Star Partner Award at the Public Sector Transformation Awards ceremony. We are grateful for the Singapore Prison Service's nomination and partnership which made this award possible.



CHARITY GOLF AND DINNER 2022

In October 22, we held our inaugural Salvation Army Charity Golf Tournament. The occasion was graced by both the UK high commissioner, Ms Kara Owens, as well as the Israel Ambassador in Singapore, Mr. Sagi Karni. Students from Nanyang Primary School, our Salvation Army Central Corps Brass band joined sponsors, donors and golf enthusiasts at Singapore Island Country Club. Special thanks go to 8i Acquisition 2 Corp (NASDAQ Ticker "LAX"), PSC Corporation Ltd, Tower Capital Asia, Fairprice Foundation, Neo Group and Fei Siong group who joined forces to support our beneficiaries. Over \$344,365 was raised.



STAFF APPRECIATION EVENT

Held on Mar 2023, our staff appreciation event was a heartwarming celebration featuring captivating performances, a touching beneficiary story, and cherished family moments. The festive atmosphere was complete with a drumming circle of different centres coming together in one TSA heartbeat.



CHRISTMAS KETTLING

Our annual Christmas Kettling successfully raised an impressive \$219,181 over a month-long period. The community's generous contributions embody the spirit of giving, supporting our mission to make a positive impact during the holiday season and beyond.

FY2023 FUNDRAISING & EDUCATIONAL INITIATIVES

After navigating the challenges of the pandemic, FY2023 marked a heartening return to normalcy as The Salvation Army launched a dynamic array of fundraising initiatives. Having adeptly navigated the virtual landscape during the pandemic, our strategy has evolved to embrace both digital and in-person engagement. The past year saw us pivot towards virtual fundraising platforms, islandwide appeals, and online donation opportunities. The announcement of eased restrictions in 2022 rekindled our cherished in-person events.

This year, we eagerly resumed our annual fundraisers like the Red Shield Appeal Event, and the heartwarming Christmas Kettling. We also held our first ever Charity Golf Tournament. Going beyond financial contributions, we're creating immersive experiences. Public education talks, tours, and meaningful volunteer activities invite individuals and corporate partners to engage directly with our beneficiaries, fostering empathy and advocacy.

With a firm eye on inclusivity, digital marketing has become a conduit for wider engagement. Our aim is to reach diverse audience segments, including youth, inspiring their involvement in our cause.

FY2023 saw our fundraising calendar brimming with events such as the Red Shield Luncheon, the Charity Golf Tournament, and the annual Christmas Kettling. Each event served as a bridge connecting our supporters to our mission, making a resounding impact on the lives of the vulnerable under our care in Singapore.

Planned Fundraising Expenditure

For the above campaigns and appeals will include manpower costs, event venue and catering costs, event management expenses, photography and video production, collateral design and printing, postage and advertisements, social media and other operating and administrative costs. We will ensure that funds received are appropriately documented and accepted, and that donor confidentiality is respected. We currently do not use commercial fundraisers.

PLANNED FUNDRAISING INITIATIVES

- Annual Red Shield Appeal Luncheon
- Charity Golf Tournament / Sports related event
- Christmas Kettling
- Islandwide Appeals / Red Shield Club
- Digital Marketing Campaigns
- Donor Stewardship Campaigns
- Other Fundraisers and Friendraiser events
- Corporate and community partnerships



STRENGTHENING OUR ENVIRONMENTAL SUSTAINABILITY

The Salvation Army recognises environmental degradation as one of the most pressing issues facing the world today, affecting us all. Its effects fall disproportionately on the most vulnerable, particularly in terms of health, livelihood, shelter and the opportunity to make choices. The very survival of humanity depends on the health of the whole ecosystem. Our practical responses include developing environmentally sound, energy efficient, waste management, capability building policies and practices within The Salvation Army. The Salvation Army has put

in place solar panels, provided disaster relief for those who are impacted by adverse or damaging environmental situations. As we advocate for positive change and environmental justice, we would work towards scrutiny of long distance travel, strengthen our measurement and reporting through our centres. We would build partnerships with governments and organisations of goodwill who are working towards a common goal of sustainable lifestyles and environmental care.



OUR WORK

At the heart of The Salvation Army's work lies the belief in growing stronger together. When we bring people together, inspiring shared goals, and encouraging one another, we create a powerful force for positive change that enables our society to grow stronger and thrive. The collective strength and cooperation are key to overcoming challenges. We are dedicated to serving those in need without discrimination.



CHILDREN AND YOUTHS

Serving children and youths, between 5 - 18 years old, who need protection and care



ELDERLIES

According dignity and empowering seniors, including those with dementia, to live independently



FAMILY SUPPORT

Serving elderlies living alone and families struggling to make ends meet



EX-OFFENDERS

Providing aftercare support to ex-offenders to help them reintegrate into society



MIGRANT WORKERS

Supporting migrant workers who are caught in distressed circumstances

CHILDREN & YOUTH GROUP

CHILDREN GROW BEST IN FAMILIES

The Salvation Army Children and Youth Group comprises a continuum of services for at-risk children and youths. Our mission is to reconnect, reunify and reconcile children and youths to their families, and provide sustained support where such reunification or reconnection is not immediately possible.



RESIDENTIAL CARE
Gracehaven
The Haven
Transition@Haven
Interim Placement Assessment Centre

COMMUNITY-BASED
Youth Development Centre
Kids In Play
Gracehaven Fostering

FY 2023 IN A SNAPSHOT

111 children and youths were cared for in our Interim Placement Assessment Centre

70% of Gracehaven and The Haven residents were unified with their families

120 children and youths with incarcerated parents were supported through Kids In Play

117 fostering families were supported and journeyed with through Gracehaven Fostering

CHILDREN AND YOUTH GROUP GRACEHAVEN

ABOUT GRACEHAVEN

Gracehaven is a residential home for children and youth who need care, protection, and rehabilitation due to risk behaviours and a lack of parental supervision. The home plans for each individual to inculcate positive values and

build resilience. In addition to supporting the residents, the Gracehaven team also actively works with the residents' families towards reconciling them with their families.

HOW WE HELP



SUPPORT FROM CARE STAFF

Offering casework and counselling to support and nurture each resident



ACADEMIC SUPPORT

Dedicated volunteers help build a solid educational foundation



AFTERCARE SUPPORT

Supporting discharged residents and their families during the transitional period



ACTIVITIES AND PROGRAMMES

Various activities and programmes not only allow the residents to pursue their interests, but also cultivate new skills



INTERIM PLACEMENT ASSESSMENT CENTRE

Allows children under child protection to be temporarily cared for till their more permanent placement in the most appropriate care environment

FUTURE PLANS

In an ambitious stride towards creating a brighter future for the young residents, Gracehaven has set forth a visionary plan that entails partnering with corporations to equip the residents with essential life and career-related skills, transcending the traditional bounds of education.

Through engaging workshops, the residents can gain valuable skills in crafting resume, enhancing communication effectiveness, developing a professional demeanor, and refining their public speaking prowess. By nurturing these talents, we envision a generation of confident and self-assured individuals ready to face the world.

We aim to foster a spirit of giving back, where the residents are actively encouraged and supported to participate in community service initiatives, instilling within them a sense of compassion and social responsibility.



KEY HIGHLIGHTS AND EVENTS



POST-COVID: WELCOMING VOLUNTEERS AGAIN

After a long wait, our children's home embraces the invaluable contributions of volunteers and partners. These engagements are vital in providing additional support, guidance, and love to our children, enhancing their growth and building a nurturing community.



Photo used as illustration only

UNFORGETTABLE FESTIVITIES TOGETHER

Our children's home embraced the spirit of celebration, coming together to enjoy holidays like International Youth Day and National Day. With joyful hearts, the children watched the national parade on television and bonded over food, creating lasting memories and fostering a sense of togetherness.



MONTHLY SUPER TREATS BY SANOFI

Juicy January, Fabulous February, and Munchy March themes delighted our children with delicious surprises. We are grateful for Sanofi's sponsorship, making these months extra special for our little ones. Thank you for spreading happiness and creating unforgettable memories!



MONTHLY TALKS TO BUILD SELF-ESTEEM AND CONFIDENCE

Topics for these talks were curated to benefit the residents and equip them with useful life skills. They ranged from skincare, personal hygiene, understanding self-care, to cyber wellness and financial literacy.



SPREADING JOY AND WARMTH

Regular outings were organised for the children during their school holidays so that they would feel cared for and not too different from their classmates who have parents organising special treats and outings for them. These included visits to Superpark Singapore, The Cage @ Kallang, Sembawang Hot Spring Park, Adventure Cove Waterpark and a hay farm. The outings were made possible with the kind support from corporate partners and organisations. We extend our heartfelt gratitude to partners like Drew & Napier, Majic Communications, Ministry of Home Affairs, Media OutReach Newswire, MicroFocus, Opella Singapore, Sanofi and Sports Care, and for their unwavering dedication in making the children's lives brighter and more fulfilling.



IT'S A SMALL WAY OF SAYING THAT *We Do Care*. WE HOPE THEY WILL CONTINUE TO STAY POSITIVE.

Daniel,
Volunteer, The Salvation Army,
Gracehaven

CHILDREN AND YOUTH GROUP

THE HAVEN

ABOUT THE HAVEN

The Haven adopts a small group home concept and is a refuge for neglected children and youth whose families are unable to care for them.

With a family-like environment, we rebuild the lives of the young residents by providing them with love and stability. Our care team maps out individual care plans to meet our residents' holistic needs, where trained staff will help them overcome their emotional and psychological challenges through counselling. We also work with their families to facilitate the healing process and move towards reconciliation and reunification.



HOW WE HELP



SUPPORT FROM CARE STAFF

Offering casework and counseling to support and nurture each resident



ACADEMIC SUPPORT

Dedicated volunteers help build a solid educational foundation



AFTERCARE SUPPORT

Supporting discharged residents and their families during the transitional period



TRANSITIONS @ HAVEN

Mentoring and accommodation are provided for older male residents learning to live independently



ACTIVITIES AND PROGRAMMES

Various activities and programmes not only allows the residents to pursue their interests, but also cultivate new skills

The year 2022 was filled with an array of activities, which saw enthusiastic participation by the children. More than 40 programmes were designed and implemented by corporates and volunteers, and were holistically crafted to meet the residents' personal, social, and developmental needs. We are grateful to all of our corporate and volunteer partners for putting in so much thought for the residents.



FUTURE PLANS

Envisioning a dynamic path ahead, The Haven is resolutely focused on its residents' sports-centric inclinations. With a forward-looking approach, the aspiration is for various types of collaborations and partnerships to harness the potential of sports, leveraging them as tools to nurture confidence and extend essential social-emotional sustenance. Acknowledging that a significant number of residents have entered The Haven's doors with histories of abuse or neglect, the organisation is steadfastly committed to expanding intervention efforts. Through innovative experiential learning methods and targeted group activities, a comprehensive strategy for psycho-social development is taking shape. These strategic endeavors reflect The Haven's unwavering dedication to creating a supportive environment, empowering each child to overcome challenges and thrive as the child journeys towards a brighter future.



KEY HIGHLIGHTS AND EVENTS

THE HAVEN RESIDENTS PERFORMED AT RED SHIELD EVENT 2022

In a heartwarming display of talent and joy, children from The Haven took the stage and captivated the audience with their dance performance at the Red Shield Event 2022, The Salvation Army's annual fundraising event, graced by Minister for Social & Family Development, Mr. Masagos Zulkifli.

THE HAVEN KIDS LEARN TO COOK!

With aprons tied and utensils in hand, the children attended a cooking class by MasterChef Singapore runner-up Leon Lim!

HEARTWARE NETWORK PROGRAMME

The Haven residents went on a journey of empowerment and self-discovery in a transformative workshop that invited them to chart their dreams. Guided by skilled mentors and facilitators, the children engaged in a series of interactive activities that encouraged them to envision their dreams and set achievable goals.



It was rather *Cool* to be able to dance in a fundraising event. I am very happy to be able to play a part.

Deborah*

Beneficiary, The Salvation Army, The Haven

**Names are changed to protect the beneficiaries' identity*

CHILDREN AND YOUTH GROUP YOUTH DEVELOPMENT CENTRE

ABOUT YOUTH DEVELOPMENT CENTRE

The Salvation Army Youth Development Centre (YDC) serves as a guiding light for youth who are troubled with issues at home or in school. Our dedicated team provides a safe and supportive environment where young individuals can find solace, guidance, and encouragement. Through targeted programmes and mentorship, we empower them to overcome obstacles, build resilience, and unlock their full potential. With a focus on holistic development and fostering positive life choices, we strive to make a lasting impact, equipping troubled youth with the tools they need to navigate life's challenges and embrace a brighter future.

The year was packed with activities for the YDC youths, from workshops to help them hone new skills to friendly sports competitions to grow their resilience and teamwork. The YDC staff and volunteers also reached out to the youths in the community to grow awareness of its initiatives through public talks and hosting learning journeys for the public.

“

Just because you're young, (it) does not mean you can't make decisions. the *Decisions* you make will *Determine* how you want to *Live Out* Your *Life*.

Jean,
Youth Worker, The Salvation Army,
Children and Youth Group

HOW WE HELP



SUPPORT FROM CARE STAFF

Counselling, case management and aftercare services to meet individual needs



YOUTH MENTORING

Empowering youth with life-transforming purposes through our mentorship programmes



ACTIVITIES AND PROGRAMMES

Engaging the youth through a diverse range of sports, outdoor, and social activities. Music and Art programmes provide opportunities to explore interests and develop new skills

FUTURE PLANS

YDC is diligently exploring programmes that promote resilience and mental well-being for youths and caregivers. In honor of YDC's 20th anniversary, the team is excitedly preparing engaging activities for the youths while also embarking on fundraising efforts to support its future initiatives. Through these endeavors, the YDC team aims to continue its impactful mission of empowering young individuals and their caregivers, fostering a healthier and more resilient community for years to come.



KEY HIGHLIGHTS AND EVENTS



WORKSHOPS FOR YDC YOUTHS

Soccer clinics and fully-sponsored lessons on inline skating were offered and friendly sports competitions were held, enabling the youths to learn about resilience and teamwork through sports.



YDC AT GARDENS BY THE BAY 10TH ANNIVERSARY

YDC was part of the Garden by the Bay's 10th Anniversary celebrations. The youths painted ornaments for the Christmas trees, and had the privilege of meeting President Halimah and other Singapore leaders such as Deputy Prime Minister Lawrence Wong and Minister Desmond Lee.



EMPOWERING CONNECTIONS, RAISING AWARENESS

In a powerful display of community unity, YDC collaborated with various partners, including Metropolitan YMCA, to raise awareness of the children and youth group that we serve. The exchange of experiences and knowledge fostered gratitude and showcased the vital importance of working together for our children and youth in the community.



CELEBRATING CHRISTMAS WITH FAMILIES

The YDC Christmas Open House on 9 December 2022 was truly enchanting! Children and youth celebrated Christmas with their parents, creating magical memories. Over 30 attendees enjoyed a delightful buffet dinner, and there were heartwarming staff sharing and engagement with the corp officers.



The youths benefitted from the programmes in more ways than one.

Taking the inline skating lessons for example, they struggled in the initial stages, kept falling down and most wanted to give up. But with *Self-Determination* and some *Encouragement*, all of them managed to skate a distance. Isn't this what life is about? If we get the basics right and *Persist, Nothing is Impossible*.

Phoebe Ng,
Senior Manager, The Salvation Army,
Youth Development Centre

CHILDREN AND YOUTH GROUP

KIDS IN PLAY

ABOUT KIDS IN PLAY

At The Salvation Army Kids In Play (KIP), our mission is to foster an inclusive society where families of incarcerated persons are embraced and empowered to become vital contributors to the community. We recognise the prolonged impact of parental incarceration on children and caregivers, and our dedicated team provides professional support to address their unique needs.

The process of reintegration can be challenging, therefore, we are committed to facilitating a smooth transition for incarcerated individuals back into their families.

Through our comprehensive approach, we aim to break the cycle of incarceration and foster a nurturing environment for children to thrive. We work tirelessly to strengthen familial bonds, ensuring that every child and caregiver receives the care and guidance they deserve.

HOW WE HELP



SUPPORT FROM CARE STAFF

Comprehensive counselling and case work services to children, their incarcerated parents, and caregivers, ensuring holistic support during challenging times



FAMILY BONDING PROGRAMME

Fosters meaningful interactions between children and their incarcerated parents, facilitating emotional connections with caregivers



GROUPWORK SESSIONS

Through EMPOWER sessions, children build resilience, while Caregivers' Connect sessions equip caregivers with essential skills to provide optimal care



FAMILY ACTIVITIES

Strengthening the bond between the children and their caregivers through partnered fun activities.



FUTURE PLANS

KIP remains committed to its mission to help strengthen bonds within families with incarcerated parent/s through:

- Holding joint counselling sessions in prison for couples and families
- Increasing scope of individual, couple, and family interventions
- Providing opportunities for families to give and receive community support from one another
- Collaborating with community partners and corporate sponsors

Breaking the cycle of incarceration

FY 2023 IN A SNAPSHOT



97 caregivers
were served through KIP

209 children

7 EMPOWER group work sessions

4 Visits and sessions for families to bond through open visits and video conference sessions

8 Special family bonding events with support from community partners and corporate sponsors

3 Pre-session parent workshops in prison

EXTENDING KIP TO FAMILIES OF THOSE IN REMAND

From November 2022, KIP programmes are extended to families of those in remand, providing them with opportunities to bond despite the uncertainty of their sentences.



KEY HIGHLIGHTS AND EVENTS



THRIVING FAMILY DAY CELEBRATION!

A fun-filled Family Day event brought together 44 caregivers, 73 children, and 33 enthusiastic volunteers from Sports Care, Team Nila, and Barker Road Methodist Church. With water play, sports activities, and a heartwarming campfire, Captain Anthony, Captain Wai Chun, Major Vijaya, and Major Kunam made it an unforgettable day, expressing gratitude to partners.



JOYFUL MOVIE & LUNCH WITH DREW & NAPIER

A heartwarming treat from Drew and Napier brought excitement to our families with a movie screening of "DC League of Super-Pets." Together, 60 children and 23 family members cherished this special movie experience. Afterwhich, they savored a delightful buffet, engaging games, a captivating magic show, and personalised Christmas gifts from Santa. The children also wrote postcards to their incarcerated parents, adding an extra meaningful touch to the event.



PUBLIC SERVICE TRANSFORMATION AWARD 2022

On 29 July 2022, PSS was awarded the Public Service Transformation Award 2022 to Kids In Play after been nominated by Singapore Prison Service. The PST Award recognised public officers and public agencies for excellence in service delivery, innovation and organisational practices at team and individual level. The aim is to create a society where children and families of incarcerated parents are embraced and empowered.



BREAKING FAST WITH FAMILIES

Biryani platters sponsored by Barker Road Methodist Church were delivered to 29 Kids In Play families ahead of an online gathering to break fast together.



REUNITING AFTER COVID

After 2 years of hiatus because of the pandemic, open visits resumed in June 2022! 29 parents and 51 children were able to meet, hug one another, play games, have conversations, and cherish the precious time spent with one another. The children returned home with bottles filled with expressions of love and precious memories written on colourful strips of paper by their parent!



I am grateful that with the support from the salvation army, my family is able to put our

*Past Behind Us
and have a
Good Relationship.*

Notle,
Beneficiary,
The Salvation Army, Kids In Play

CHILDREN AND YOUTH GROUP GRACEHAVEN FOSTERING

ABOUT GRACEHAVEN FOSTERING

Gracehaven Fostering, appointed by the Ministry of Social and Family Development, is The Salvation Army's fostering agency. Our mission is to collaborate with dedicated foster families, offering a safe and secure home for children and young individuals in need of care and protection. These children come to us for temporary support, as circumstances prevent their families from providing adequate care. Through our compassionate and

professional approach, we work tirelessly to ensure these young hearts find a nurturing and loving environment, where they can thrive and grow. Together with our foster families, we aim to make a lasting positive impact on the lives of these children, providing them with the love, support, and stability they deserve as we build a brighter future together.

HOW WE HELP



SUPPORT FROM CARE STAFF

Support for our foster parents is given through home visits, phone calls, and a 24/7 emergency hotline, ensuring help is always at hand



SPECIALISED TRAINING

Tailored programmes are provided to equip foster parents with necessary skills and knowledge to meet the unique needs of the children in their care



SUPPORT GROUPS

Foster parents benefit from our support groups, where they can share experiences, exchange insights and build a strong community of mutual support



FINANCES

Monthly fostering allowances are provided to cover the costs of care

FUTURE PLANS

Over the past years, we have witnessed the proportion of children cared for by foster families growing from 29% in 2013 to 51% in 2021. Our first major future plan involves the further expansion of our dedicated team and increasing the number of cases we can handle, ensuring that every child in need finds a safe and nurturing home. Secondly, we are determined to extend our reach to more communities and organisations, intensifying our efforts to recruit new foster parents, who can positively impact the lives of vulnerable children. With these visionary steps, we aim to create a brighter future for the children who depend on the love and support of foster families within our care network.



KEY HIGHLIGHTS AND EVENTS



GRACEHAVEN FOSTERING ANNUAL COMMUNITY DAY

On 25 June 2022, our Annual Community Day witnessed foster families coming together for a meaningful beach clean-up at Pasir Ris Park, fostering a sense of community and joy. Families cherished the programme and relished connecting with fellow foster families and volunteers.



SHARING SESSION IN ANG MO KIO AND YIO CHU KANG

On 12 November 2022, we organised a heartwarming Fostering sharing session where residents living in Ang Mo Kio (AMK) and Yio Chu Kang attended. Member of Parliament Yip Hon Weng graced the session and shared how fostering is a community-driven endeavor, insightful discussions on the application process and the support provided to foster parents. Foster parents from AMK also shared their inspiring journeys, creating a meaningful event for all involved.



SPECIAL NEEDS SUPPORT GROUP

In a heartwarming collaboration with Ms Jancy, Director of "A Special Door" a Special Needs Support Group was organised for foster parents caring for children with special and higher needs. The support group provided foster parents the additional support they needed. Foster parents expressed immense gratitude for the additional assistance and even continued seeking more in-depth support from Ms Jancy for their children with special needs.



EDUCATION THROUGH GAMES

On 27 May 2022, we organised a youth programme with engaging games and activities, fostering growth in self-control and confidence for tweens and teens. It was a fun-filled event that empowered young minds to develop essential life skills.

“

Initially, I felt that being a foster child was something to be embarrassed of, but as I grow I realised that kids/adults are still human beings no matter what their backgrounds are. During my journey in fostering, I have *Never Regretted* being fostered as I have gained so *Happiness* and *Laughter* during the years with my foster family. I really want to thank them for treating me *as a Part of Their Family*. I love to say that I am *Happy* and *Fortunate* at where I am now. TSA Gracehaven Fostering is always there to support me, both physically and mentally.

A Foster Child,
Beneficiary,
The Salvation Army, Gracehaven Fostering

ELDERLY



EMPOWERING THE ELDERLY, ACCORDING DIGNITY

The Salvation Army's work in the elderly sector is deeply rooted in empowering the elderly and promoting dignity in their lives. With a strong commitment to providing compassionate care and support, we strive to enhance the well-being and independence of senior citizens. Through a wide range of services and programmes tailored to their unique needs, we seek to create a nurturing environment where the elderly can thrive, age with dignity, and enjoy a sense of purpose and belonging.

FY 2023 IN A SNAPSHOT

390 elderly residents are cared for in our nursing home

80% of elderly residents residing in our nursing home saw an improvement or have maintained their well-being scores

78% Elderly residents who entered our nursing home with low well-being scores saw an average 78% improvement after 3 months of residing in our nursing home

RESIDENTIAL CARE

Peacehaven Nursing Home

Peacehaven Jade Circle Arena

COMMUNITY-BASED CARE

Peacehaven Bedok Arena

Peacehaven Day Centres

Jade Circle aCAREdemy

Family Support Services

PEACEHAVEN NURSING HOME

ABOUT PEACEHAVEN NURSING HOME

Peacehaven Nursing Home provides professional care and a comprehensive range of services for individuals with physical or mental disabilities, and minimal or no appropriate caregiver support at home. From personalised nursing care plans to therapy and dietetics services, including physiotherapy, occupational therapy, speech therapy, and dietetic consultations, we strive to improve the health and well-being of our residents.

As pioneers in Singapore, we are proud to be the first nursing home to achieve international accreditation by the Australian Council on Healthcare Standard's EQiP

Residential Care Standards. Our team of dedicated staff has received numerous awards, recognising their outstanding efforts and unwavering commitment to service excellence.

Our nursing home is more than just a place to stay; it is a community where residents are treated with respect, kindness, and compassion. We strive to create a warm and welcoming environment where residents feel at home and can enjoy meaningful connections with our caring staff and fellow residents.

HOW WE HELP



NURSING CARE

Our experienced team develops individual care plans, providing top-quality nursing care tailored to meet the unique needs of each resident



THERAPY & DIETICIANS

Physiotherapy, occupational therapy, speech therapy, and dietetic services, dedicated to enhancing residents' health and well-being



MEDICAL SERVICES

On-site access to professional medical services guarantees timely and effective healthcare support



SOCIAL WORK & CASE MANAGEMENT

Our compassionate team provides casework, counselling, and psychosocial support, addressing the emotional and mental needs of residents



SPIRITUAL CARE

We extend pastoral support and end-of-life care, providing comfort and compassion during challenging times



ACTIVITIES OF DAILY LIVING

Our dedicated staff offers support for daily activities, including showering, feeding, and continence care, promoting independence and preserving dignity



PEACEHAVEN DAY CENTRES

ABOUT PEACEHAVEN DAY CENTRES

The Salvation Army Peacehaven Day Centres are dedicated to enhancing the quality of life for seniors and empowering them to age gracefully within the community. Our focus is on providing early intervention and support,

enabling seniors to maintain their independence for as long as possible. We offer a seamless blend of centre-based and home-care services, catering to the unique needs of seniors and those living with dementia.

HOW WE HELP



NURSING CARE

Our experienced team develops individual care plans, providing top-quality nursing care tailored to meet the unique needs of each resident



THERAPY & DIETICIANS

Physiotherapy, occupational therapy, speech therapy, and dietetic services, dedicated to enhancing residents' health and well-being



SOCIAL WORK & CASE MANAGEMENT

Our compassionate team provides casework, counselling, and psychosocial support, addressing the emotional and mental needs of residents



ACTIVITIES OF DAILY LIVING

Our dedicated staff offers support for daily activities, including showering, feeding, and continence care, promoting independence and preserving dignity





PEACEHAVEN BEDOK ARENA

ABOUT PEACEHAVEN BEDOK ARENA

The Salvation Army Peacehaven Bedok Arena is an innovative active ageing hub dedicated to enhancing the well-being of seniors within our community. Our eldercare centre aims to nurture and enhance the health of the elderly in the neighbourhood. Equipped with an advanced alarm alert system, we're vigilant in providing immediate

assistance to distressed seniors in the vicinity. Peacehaven Bedok Arena doubles as a dementia day centre, providing specialised programmes and interventions that empower seniors and their families in their journey. Our active ageing initiatives foster vitality, while befriending programs create meaningful connections.



ACTIVE AGEING

Engaging activities and befriending initiatives aimed at promoting the overall health and vitality of the elderly



DEMENTIA CARE

Specialised day programmes and interventions designed to provide comprehensive assistance for seniors with dementia and their families



HEALTHY LIFESTYLE

Interactive workshops and events focused on encouraging seniors to adopt and maintain a healthy lifestyle, encompassing physical, mental, and emotional well-being



CREST & CBP

Dedicated support teams that provide valuable resources and engage with seniors through our Community Resources and Engagement Support Teams (CREST) and the Community Befriending Programme (CBP)

THE KAMPUNG SPIRIT

At Bedok Arena, our mission is to foster a heartfelt kampung spirit within our elderly active ageing centre. It fills our hearts with joy to witness the incredible compassion of more well-abled seniors as they selflessly serve and support their less-abled peers, including those living with dementia. Every day, over 40 seniors gather to share fellowship, bond, and engage in enriching activities. This heartwarming sense of community has led to spontaneous acts of kindness, with seniors cooking and sharing meals, nurturing strong bonds. We are dedicated to reaching out to more seniors, encouraging them to partake in our vibrant activities, forging meaningful friendships, and embracing the joy of togetherness, banishing isolation at home. Together, let's build an inclusive and caring kampung spirit that makes Bedok Arena a cherished second home for all.

PEACEHAVEN JADE CIRCLE

ABOUT PEACEHAVEN JADE CIRCLE

The Salvation Army Peacehaven Jade Circle is a residential care model for elderly living with dementia. It sets to redefine the nursing home experience, transcending conventional care models.

Departing from traditional practices, the nursing home embraces a restraint-free, anti-diaper policy, emphasising autonomy, choice, and overall well-being. Our devoted caregivers strive to rekindle residents' independence whenever possible, ensuring they remain active and engaged in meaningful activities throughout their stay.

Jade Circle is dedicated to elevating dementia care standards, boasting an on-site training centre to enhance caregiver capabilities in supporting individuals with memory challenges. Embracing technology, the nursing home encourages innovations in eldercare, employing cutting-edge IT solutions to enhance the care experience.

At Jade Circle, we cherish and honour the journey of every resident, fostering a warm and compassionate environment that promotes dignity, independence, and fulfillment in their golden years.

HOW WE HELP



INTER-GENERATIONAL PLAY ACTIVITIES

Inter-generational play where seniors and kids interact, promoting physical, mental, and psychosocial well-being. Jade Circle also offers maintenance and dementia day care services



JADE CIRCLE ACAREDEMY

Empowering learners with knowledge, our training arm offers comprehensive programmes on dementia, nursing care, and eldercare. For more information, visit www.acaredegy.sg



JADE CIRCLE APARTMENTS

Single or twin rooms in a nurturing environment prioritising comfort and well-being

FUTURE PLANS

The future of our residential care model for elderly living with dementia is focused on embracing innovative trends in line with Healthier SG. Our plan aims to enhance the well-being of residents through advanced medical care, personalised attention, and engaging activities. We prioritise creating a compassionate and empathetic environment by providing specialised training to our staff. By integrating cutting-edge technologies and evidence-based practices, we are committed to elevating the quality of life for seniors, fostering social connections, and ensuring a sense of familiarity and purpose in their daily lives.



KEY EVENTS IN PEACEHAVEN



JADE CIRCLE ARENA JAPAN FAIR

From 20 to 24 June 2022, Jade Circle Arena “brought” Japan to the elderly residents. Customised passports, Japanese-themed decor, and activities like Japanese food-making and craftwork created an unforgettable ‘travelling’ experience.



RICE DUMPLING MAKING FOR DRAGON BOAT FESTIVAL

On 2 June 2022, Peacehaven Jade Circle Arena hosted a heartwarming celebration of the Dragon Boat Festival, bringing residents together to enjoy the tradition of rice dumpling making and fostering a sense of community.



PEACEHAVEN JOINS SINGAPORE COMMUNITY WALK 2022

Peacehaven joined a heartwarming event, Singapore Community Walk 2022, on 1 October, organised by Ageing Asia. The event brought 4 nursing homes, 82 residents, and 170 volunteers, including families, staff, public, and AIC and Healthcare Services Employees’ Union volunteers, together for a meaningful walk that celebrated the International Day for Older Persons.



HAWKER FAIR WITH ALLIANZ

245 elderly residents was treated to a thoughtful lunch by Allianz SE Reinsurance Branch Asia Pacific. Each resident’s food preferences were thoughtfully considered and fulfilled. “The idea of rallying Allianz volunteers to buy over 200 packets of hawker food is certainly interesting and fun, as this is something that we have not done before.” - A volunteer from Allianz.



CHRISTMAS SPECIAL IN PEACEHAVEN

Peacehaven held a celebratory Christmas Special graced by Ms Cheryl Chan, Member of Parliament for East Coast GRC. The event comprised of a graduation ceremony for Jade Circle Acaedemy’s dementia care courses, including advanced level courses, graced by Ms Paulin Koh, Chief Nursing Officer, Ministry of Health.



BEDOK ARENA CHRISTMAS OUTREACH

Sion Church Bedok partnered with The Salvation Army Peacehaven Bedok Arena to organise a Christmas Celebration. About 80 seniors from the Fengshan neighbourhood attended. Everyone enjoyed the Christmas carols sung in Mandarin and English, and a story shared by Vincent from Sion Church. The elderlies had such a good time fellowshiping with one another.

“

I am very thankful and grateful for Peacehaven. I feel very

Supported and Cared For.

I was so amazed that the caring staff even arranged a volunteer to cut my hair!

Oh Tiong Kee,

Elderly client,
The Salvation Army, Peacehaven

FAMILY SUPPORT SERVICES

ABOUT FAMILY SUPPORT SERVICES

At our Family Support Services (FSS), we extend a compassionate hand to underprivileged seniors and families. Our mission is to meet their diverse needs and offer support that fosters resilience and well-being. As a

dedicated resource, we provide essential referral services, connecting individuals to relevant agencies for further assistance. Together, we build stronger, more vibrant communities where everyone thrives.

HOW WE HELP



CASE MANAGEMENT

Casework and counselling are provided to clients facing difficulties



SOCIAL ACTIVITIES

Befriending services and outings to support our seniors' well-being



ASSISTANCE

Financial assistance and monthly food parcels are provided to those in need



SUPPORT GROUPS

Regular drop-in programmes provide care and encouragement to seniors



HEALTH CHECKS

Blood pressure and blood glucose checks are provided during the food parcel distributions



GUARDIAN ANGEL PROJECT

Assistance is provided to frail clients in areas such as medical appointments and home refurbishment

FY 2023 IN A SNAPSHOT

200

low-income families cared for

1467

individuals supported with information and referral services

120

seniors digitally supported

FUTURE PLANS

FSS's future plan includes expanding holistic case management to beneficiaries, extending internal referrals from the headquarters and other centres. The focus remains on serving the underprivileged with enriching programmes, such as the Seniors Digital Support Group, to combat social isolation and elderly depression. Efforts are underway to secure continued funding from Infocomm Media Development Authority to sustain SDSG's impact in the community.



KEY HIGHLIGHTS AND EVENTS



PAINTOGRAPHY WITH SENIORS

Mr Charlie Lim, a photographer who specialises in Paintography worked together with the seniors at FSS to take a series of photographs that was displayed during our Senior Digital Support Group and Life Book Launch.



SENIOR DIGITAL SUPPORT GROUP AND ELDERLY LIFE JOURNAL EXHIBITION

FSS celebrates exciting milestones with the launch of the Senior Digital Support Group, Elderly Life Journal Exhibition, and on-the-spot Paintography sessions by Charlie Lim. Mrs Susie Teo from Cockpit International joined the launch and many precious memories of elderlies came to life.



EDIP X GARDENS BY THE BAY CHRISTMAS ORNAMENT PAINTING

The seniors from our Elderly Drop in Programme (EDIP), together with our ANZA Volunteers, came together to paint some ornaments which were displayed at Gardens by the Bay Flower Dome for Christmas 2022. Seniors were excited to see their masterpieces on display at the Flower Dome.

“

FSS *Supported* me when I was going through a very challenging time in my life. They helped me to get the necessary assistance I needed and counselled me when I was down. As such, I was *Encouraged* and I am able to better cope with my circumstances. Thank you TSA. Because of your help, I am able to move on with my life!

Mdm Fatimah,
Beneficiary,
The Salvation Army, Family Support Services

PRISON SUPPORT SERVICES



EMPOWERING FORMER INMATES FOR SUCCESSFUL REINTEGRATION

ABOUT PRISON SUPPORT SERVICES

Our Prison Support Services (PSS) programme is dedicated to walking alongside former inmates on their journey towards a brighter future. Through the development of prosocial life values and choices, we aim to enhance their resilience and reduce the

likelihood of re-offending. Our programme empowers them to tap into available community resources, providing the necessary support for a successful reintegration journey. Together, we build stronger, more hopeful futures.

HOW WE HELP



ACCOMMODATION

Providing access to stable and secure housing in shelters or temporary residences



PRACTICAL NEEDS

Meeting essential requirements like clothing, toiletries, phone, and EZ-Link card



EMPLOYMENT SUPPORT

Guiding and assisting clients in securing and maintaining stable employment



RELATIONSHIP BUILDING

Creating opportunities to enhance familial and significant relationships

FUTURE PLANS

PSS is steadfast in its commitment to supporting the Singapore Prison Service through innovative family-based programmes.

- The Fathers' Support Group, launching in April 2023, aims to inspire responsible and nurturing fatherhood within prison walls.
- Project Hope seeks to provide aftercare support to elderly and disabled prisoners upon release, ensuring a smoother reintegration into society.

FY 2023 IN A SNAPSHOT

56 ex-offenders supported in 6 months with EZ-Link card, employment skills and opportunities, shelter, and communication support.



ASSISTING RELEASED PRISONERS AND THEIR FAMILIES

PSS has started assisting Singapore Prison Service to facilitate, Project Rekindle, a family-based programme to re-connect inmates to their families while they are incarcerated. The project, a collaboration with Lutheran Community Care Services was mounted in September 2022 and will end in April 2024.

ADVOCATE FOR SECOND CHANCE AWARD

On 2 November 2022, PSS received the award for recognising our relentless aftercare work of supporting released prisoners from Minister for Communications and Information & Second Minister of Home Affairs, Ms Josephine Teo at Star Vista auditorium.



“

TSA PSS has helped my family and i so much. They *Supported* us in many ways, emotionally and financially, and have become people whom i can *Trust* and want to share my life events with. I am where I am today because of them. Thank you so much TSA for being there for me!

Yati,
Beneficiary,
The Salvation Army, Prison Support Services

CAREHAVEN

FEMALE MIGRANT WORKERS



ABOUT CAREHAVEN

Our centre offers a residential care programme, providing shelter and support for foreign domestic workers facing challenging circumstances. Serving as advocates for safe migration practices, we aid workers in returning safely to their home country, fostering empowerment and protection for vulnerable individuals.

HOW WE HELP



COUNSELLING

Guidance and counselling help foreign domestic workers cope with their challenges



ENRICHMENT PROGRAMMES

Engage them with meaningful activities such as singing, games and handicraft sessions



ENGLISH CLASSES AND UPSKILLING WORKSHOPS

Equip them with basic English language skills for better communication and other employable skills



SPIRITUAL CARE

Pastoral support and activities help uplift the lives of the domestic workers

FUTURE PLANS

Carehaven will increasingly operate in synergy with the larger migrant workers ministry work of The Salvation Army – that includes The Sojourn Programme. Specific to the work of providing protection and residential care to migrant workers in distress, Carehaven will partner with the Centre for Domestic Employees in serving and caring for more women. The direction forward is to increase the capacity of the residential care programme by at least 50% before the end of 2027.



KEY HIGHLIGHTS AND EVENTS

CAREHAVEN HOSTS IHQ SYMPOSIUM ON SEXUALITY

The IHQ Symposium on Sexuality brought together 140 international delegates, staff, and representatives at Gardens By The Bay on 3 August 2022, hosted by 80 Carehaven beneficiaries. The event provided a unique opportunity for them to feel valued, fostering a sense of belonging and camaraderie amidst the beautiful setting of the gardens and light shows. This experience served as both an excursion and therapeutic journey, leaving the women with cherished memories and a positive impact on their well-being.

SOJOURN

MALE MIGRANT WORKERS



ABOUT SOJOURN

We befriend and engage the male migrant worker community in Singapore to enhance their quality of life and improve the social integration between the local and migrant communities. We also advocate safe migration practices specific to migrant workers to reduce the risks of human trafficking and exploitation.

HOW WE HELP

COUNSELLING

Emotional support and counselling help migrant workers overcome isolation and depression



SKILLS DEVELOPMENT

Basic English and computer skills are taught to boost their future employability



SOUP KITCHEN

Meals are provided to migrant workers who are in need



RECREATIONAL ACTIVITIES

Various events and activities are organised to bring the migrant and local communities closer



ACCESS TO SUPPORT

Together with our partners, we provide access to support in areas such as accommodation, medical, physiotherapy and advocacy services



SPIRITUAL CARE

Pastoral support and activities help uplift the lives of the migrant workers



FUTURE PLANS

The Sojourn Programme's future plans involve strengthening its presence in newly and purpose-built dormitories through key agency partnerships, while expanding its network of volunteer institutions to support those residing in factory converted dormitories. Recognising the vulnerability of injured migrant workers, the programme aims to seek donor support and explore additional income opportunities to advance rehabilitation efforts for this marginalised segment, empowering them towards a more secure and hopeful future.



KEY HIGHLIGHTS AND EVENTS

HELPPDESK AND SOUP KITCHENS

The Sojourn Programme became a strategic programme partner to Sojourn Café Pte Ltd in running activities including soup kitchen programmes at 14 Flanders Square whereby Sojourn establishes its downtown Helpdesk presence.

INTERNATIONAL MIGRANTS DAY

Celebrated on 3 December 2022 by The Salvation Army and Touch International and graced by Minister of State for Education and Manpower, Ms Gan Siow Huang as the Guest of Honour, a large number of migrant workers were invited for a banquet of honour to acknowledge their contributions. The dinner venue being the Flower Field Hall at Gardens By The Bay.

CORPS & COMMUNITY SERVICES



The *Love* of God motivates all that we do at The Salvation Army, and we express this *Love* through our spiritual ministry and our *Love* for people.

As an extension of faith, TSA's corps reached out in love to the community with expressions of kindness and practical care in the local community. Serving the community is a vital component of The Salvation Army's faith in action. We express our Christian love through our spiritual ministry and our love for people who need practical help or might be struggling through personal crises. This includes our migrant workers ministries, women's ministries, foreign domestic workers ministries as well as children ministries. Our six corps are Balestier Corps, Bishan Chinese Corps, Changi Corps, Eratchippu Corps, Singapore Central Corps, William Booth Corps. There is also a Kallang Bahru Outpost (Fellowship group). Total congregation turnout over the six corps and the outpost each Sunday is about 600. There is also Christian support to children at The Haven and Gracehaven as well as weekly Joy Hours with the Littleseeds pre-schoolers. For inmates, there is also chaplaincy support through our work at Changi corps.



KEY HIGHLIGHTS AND EVENTS



CELEBRATING NATIONAL DAY

At the William Booth Student Care Centre, children were nurtured in character building and creation care through the use of recycled materials in art in preparation for National Day. Neighbourliness and good citizenry were reinforced through culinary cum artistic expressions of making paper versions of their favourite foods.



CHANGI CORPS' FESTIVE CHRISTMAS PLAY

Changi corps celebrated Christmas with a Christmas play at Changi corps' auditorium. Worship leaders, musicians, youth and children presented a performance to a packed auditorium. Young ones inspired the audience with their retelling of the Christmas story through little lens.



SPIRITUAL GROWTH AND SUPPORT

William Booth Corps young adults, guided by leader Mr. Peter Gale, gather weekly for Bible study, deriving practical faith applications. This journey fosters emotional support and aids resilience against life's challenges through prayer and mutual care.

RED SHIELD INDUSTRIES

RED SHIELD INDUSTRIES IS OUR SOCIAL ENTERPRISE ARM THAT SUPPORTS THE SALVATION ARMY'S MISSION TO CARE FOR THE COMMUNITY THROUGH THE COLLECTION AND SALE OF DONATED ITEMS.



Red Shield Industries (RSI) is a social enterprise arm of The Salvation Army. By re-using, recycling, restoring and selling donations in-kind, we generate income and provide holistic care to the community. We also work closely with various organisations and provide meaningful opportunities for their corporate and social responsibility initiatives.

RSI has 4 family stores and 9 donation-in-kind booths that make it convenient for the public to purchase goods or drop off their pre-loved items.



KEY HIGHLIGHTS AND EVENTS



PRAISEHAVEN MEGASTORE CELEBRATES 20TH ANNIVERSARY

On 19 November 2022, we celebrated our 20th anniversary. The year was themed "Celebration of Spirit and Strength". Friends of The Salvation Army and the public attended the celebration.

RSI VOLUNTEERING FLOURISHES

Collaborating with CDE, RSI welcomed groups of volunteers from Standard Chartered Bank, US Navy, NTUC Income, Salesforce, and more. Our total volunteers increased 12 times during peak periods. We are grateful to the volunteers who stepped up to join us.

HOW WE HELP

COMMUNITY SUPPORT

Provides financially vulnerable members of our community with sponsorships, reasonably priced clothing, furniture and household products



CARE FOR THE ENVIRONMENT

Through public donations, we help to reduce waste, recycle usable parts and reuse items



WORK THERAPY PROGRAMME

We create jobs and provide work therapy opportunities to promote self-dignity, self-reliance and enhance employability skills



HUMANITARIAN AID

We provide emergency and humanitarian aid on an ad-hoc basis



FUTURE PLANS

RSI's ambitious future plan encompasses strengthening collaborations with corporations and government agencies, aiming to bolster collection efforts and attract more volunteer groups to offset manpower costs. We intend to upgrade our vehicle fleet to ensure smooth operations. Moreover, we seek to expand our impact by establishing one additional processing centre and one more Family Store in Singapore. These initiatives will enable us to broaden our reach, enhance efficiency, and create a more sustainable and impactful social enterprise.

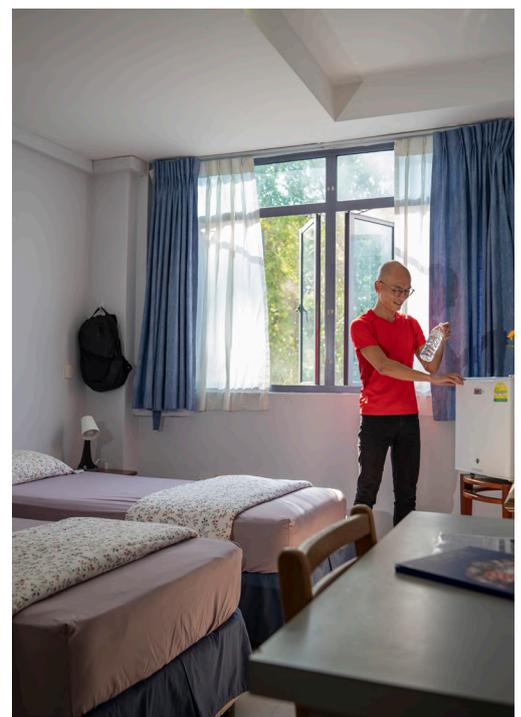
PRAISEHAVEN RETREAT CENTRE



CONVENIENTLY LOCATED NEXT TO HILLVIEW MRT STATION, PRAISEHAVEN RETREAT CENTRE IS AN AFFORDABLE VENUE FOR FUNCTIONS, RETREATS AND CAMPS.

We have a range of function rooms, apartments and bedrooms with complimentary Wi-Fi. There are also nearby amenities such as eateries, malls and nature parks for those who appreciate the outdoors.

For more information about the retreat centre, please email retreat.centre@smm.salvationarmy.org or call 6349 5302.





VOLUNTEERING AT THE SALVATION ARMY

Volunteers play an active role in The Salvation Army's work, caring and enriching the lives of the children, youth, elderlies, migrant workers, ex-offenders and families we serve. Currently there are more than 1500 volunteers. From all walks of life, these volunteers - both individuals and corporates such as Ministry of Defence and Bank of America, contribute their skills, time and resources, lend support for outings and fund raising events, and befriend our beneficiaries, bringing hope and happiness to these beneficiaries.

In addition to individuals and corporates, schools such as Raffles Junior College, Victoria Junior College and Nanyang Primary School have also stepped up to volunteer with The Salvation Army, beyond their curriculum during the school holidays.

The volunteers not only transformed the lives of others but also experience personal growth and fulfilment by discovering a sense of purpose within the community.

For more information about volunteering with us, please email volunteer@smm.salvationarmy.org, call 6555 0249 or go online to www.givlly.com/tsa/volunteer_register



The Salvation Army was established under the Statutes of Singapore, Ordinance 23 of 1939 as Salvation Army Ordinance (Chapter 377).

IPC REGISTRATION NUMBER

IPC000549

LAWYERS

Donaldson & Burkinshaw

AUDITORS

Nexia Singapore PAC

UNIQUE ENTITY NUMBER

T07CC3012G

BANKERS

DBS Bank Ltd

INVESTMENT MANAGER

Nikko Asset Management Asia Ltd

Lion Global Investors Ltd

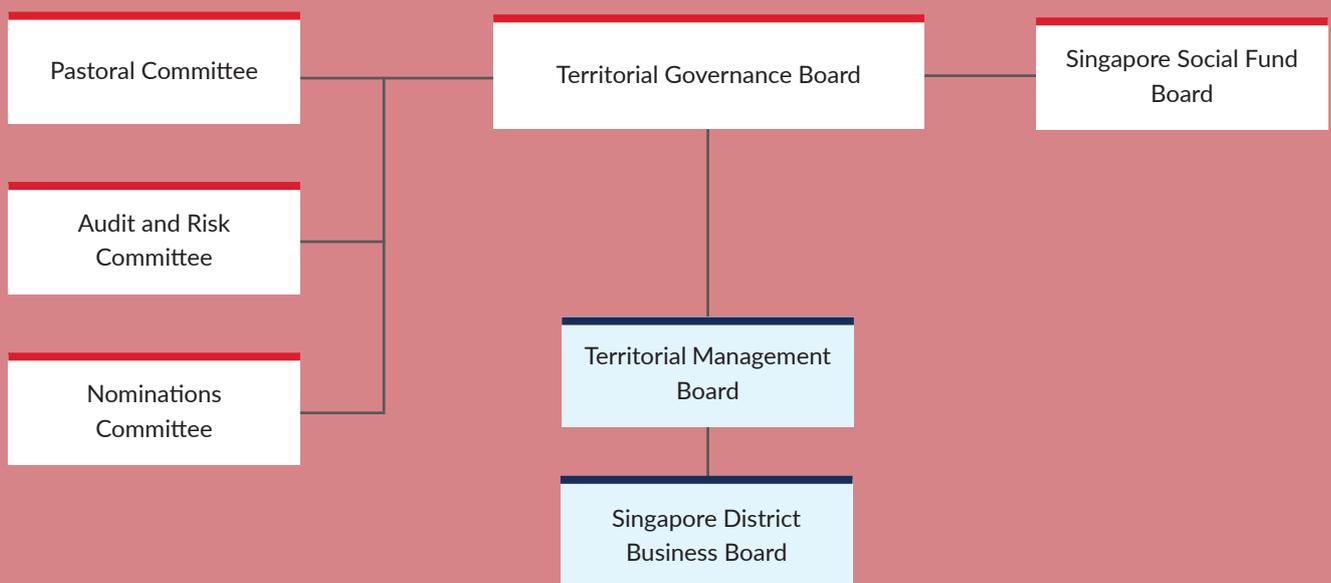
REGISTERED ADDRESS

20 Bishan Street 22

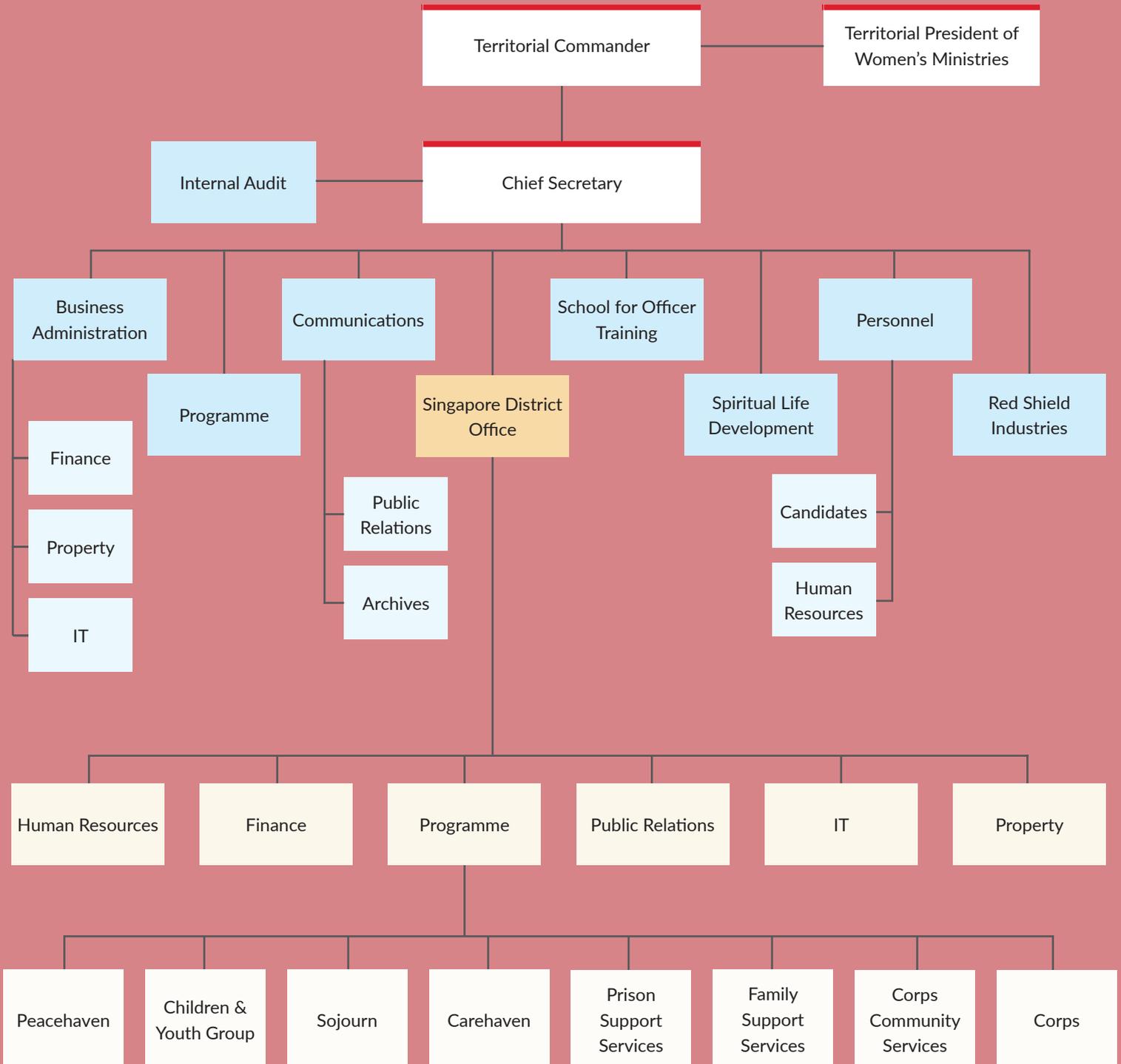
Singapore 579768

CORPORATE GOVERNANCE

TERRITORIAL GOVERNANCE ORGANISATION STRUCTURE



CORPORATE GOVERNANCE MANAGEMENT STRUCTURE



CORPORATE GOVERNANCE

TERRITORIAL GOVERNANCE BOARD

The role of the Territorial Governance Board (TGB) is to effectively and efficiently advance The Salvation Army in our Territory. The TGB directs and supervises Territorial Management Board through execution of the following functions of governance:

- Mission, purpose and strategy
- Policy approval and compliance
- Accountability
- Performance measurement
- Risk management

TERRITORIAL GOVERNANCE BOARD MEMBERS:

NAME	APPOINTMENT ON TGB	APPOINTMENT DATE	MEETINGS ATTENDED IN FY 2023	DESIGNATION
Colonel Rodney S. Walters ¹	Chairman	3 Jan 2022	4/4	Territorial Commander, The Salvation Army
Colonel Hary Haran ²	Chairman	1 Nov 2022	7/7	Territorial Commander, The Salvation Army
Lieut-Colonel Kyle Smith	Member	1 Nov 2022	3/3	Chief Secretary, The Salvation Army
Colonel Wendy Walters ¹	Member	3 Jan 2022	3/4	Territorial President of Women's Ministries, The Salvation Army
Lieut - Colonel Lisa Smith	Member	1 Nov 2022	3/3	Territorial President of Women's Ministries, The Salvation Army
Major Asit George ³	Member	3 Jan 2022	4/6	Territorial Secretary for Business Administration, The Salvation Army
Major Brenda Tan	Member	3 Jan 2022	5/7	Territorial Secretary for Personnel, The Salvation Army
Major Sunetra George ³	Member	3 Jan 2022	3/6	Territorial Secretary for Communications, The Salvation Army
Captain Andrew Lo	Member	3 Jan 2022	6/7	Territorial Secretary for Youth and Candidates, The Salvation Army
Ms Koh Guek Eng	Member	3 Jan 2022	7/7	Territorial Director of Business Operations, The Salvation Army
Mr William Phua	Member	3 Jan 2022	7/7	Territorial Director of Audit, Risk and Safety Management, The Salvation Army
Ms Jasinta Lim	Member	3 Jan 2022	3/7	Human Resource Business Partner, Intel Corporation (Penang, Malaysia)
Ms Sim Hwee Hoon	Member	3 Jan 2022	6/7	Director, INCOME and Independent Non-Executive Director, StashAway
Mr Terence Tan	Member	3 Jan 2022	7/7	Senior Lecturer, National University of Singapore
Mr Johnson Wong	Member	25 Jan 2023	1/2	Chartered Accountant (Singapore), FCCA

¹ On 31 Oct 2022, Colonel Rodney S Walters and Colonel Wendy Walters concluded their tenure as Chairmain and Member of the Board respectively.

² As of November 1, 2022, Colonel Hary Haran has taken on the role as the Chairman of the Board.

³ On 31 Jan 2023, Major Asit George and Major Sunetra George concluded their tenures as Members of the Board.

CORPORATE GOVERNANCE

TERRITORIAL MANAGEMENT BOARD

The Territorial Management Board (TMB) is the Board that implements all management decisions, which include the planning, organising and achieving of strategies, on behalf of the Territorial Governance Board.

TERRITORIAL MANAGEMENT BOARD MEMBERS:

NAME	APPOINTMENT ON TMB	ANNUAL REAPPOINTMENT DATE	DESIGNATION
Lieut - Colonel Kyle Smith	Chairman	3 Jan 2023	Chief Secretary, The Salvation Army
Major Asit George ¹	Member	3 Jan 2023	Territorial Secretary for Business Administration, The Salvation Army
Major Brenda Tan	Member	3 Jan 2023	Territorial Secretary for Personnel, The Salvation Army
Major Sunetra George ¹	Member	3 Jan 2023	Territorial Secretary for Communications, The Salvation Army
Major Lalroengi	Member	3 Jan 2023	Territorial Assistant Secretary for Programme, The Salvation Army
Captain Andrew Lo	Member	3 Jan 2023	Territorial Secretary for Youth and Candidates, The Salvation Army
Ms Koh Guek Eng	Member	3 Jan 2023	Territorial Director of Business Operations, The Salvation Army
Mr Marcus Moo	Member	3 Jan 2023	Singapore District Director of Social and Community Services, The Salvation Army
Ms Pearly Kwok	Member	3 Jan 2023	Territorial Director of Finance, The Salvation Army
Mr Peter Leow	Member	3 Jan 2023	Territorial Director of Human Resources, The Salvation Army
Mr Raynard Tang	Member	3 Jan 2023	Territorial Director of Property, The Salvation Army
Mr Thomas So	Member	3 Jan 2023	Territorial Director of Information Technology, The Salvation Army
Mr Low Kar Leong	Member	3 Jan 2023	Manager, Programme, The Salvation Army

¹ On 31 Jan 2023, Major Asit George and Major Sunetra George concluded their tenures as Members of the Board.

CORPORATE GOVERNANCE

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee's roles include reviewing the reports and findings of both the external and internal auditors, which include areas on compliance, performance improvement, risk management, fraud control, and audit support services.

AUDIT AND RISK COMMITTEE

NAME	APPOINTMENT	APPOINTMENT DATE	DESIGNATION
Mr Johnson Wong	Chairman	3 Jan 2022	Chartered Accountant (Singapore), FCCA
Mr Chan Wah Tiong	Non-Executive Member	3 Jan 2022	Chief Executive Officer, St. Andrew's Nursing Home Cluster and Executive Director, St. Andrew's Nursing Home
Mr Philip Ting	Non-Executive Member	15 Feb 2022	Former Executive Director and CEO, Hong Leong Asia Ltd
Mr Roger Loo	Non-Executive Member	3 Jan 2022	Partner, BDO LLP Singapore
Major Asit George ¹	Non-Member		Territorial Secretary for Business Administration, The Salvation Army
Captain Andrew Lo	Non-Member		Territorial Secretary for Youth and Candidates, The Salvation Army
Mr William Phua	Minute Secretary		Territorial Director of Audit, Risk and Safety Management, The Salvation Army

¹ On 31 Jan 2023, Major Asit George concluded his tenure as Member of the Board.

CORPORATE GOVERNANCE

NOMINATIONS COMMITTEE

The Nominations Committee is a committee of the board whose principal functions are to evaluate the skills and characteristics that are needed in board candidates and to recommend prospective candidate(s) to the board.

NOMINATIONS COMMITTEE

NAME	APPOINTMENT	APPOINTMENT DATE	DESIGNATION
Colonel Hary Haran	Chairman	3 Jan 2022	Territorial Commander, The Salvation Army
Lieut-Colonel Kyle Smith	Member	2 Jan 2023	Chief Secretary, The Salvation Army
Lieut-Colonel Lisa Smith	Member	2 Jan 2023	Territorial President of Women's Ministries, The Salvation Army
Major Brenda Tan	Member	2 Jan 2023	Territorial Secretary for Personnel, The Salvation Army
Mr Terence Tan	Non-Executive Member	3 Jan 2022	Senior Lecturer, National University of Singapore
Ms Sim Hwee Hoon	Member	3 Jan 2022	Director, INCOME and zIndependent Non-Executive Director, StashAway
Ms Jasinta Lim	Non-Executive Member	2 Jan 2023	Human Resource Business Partner, Intel Corporation (Penang, Malaysia)

CORPORATE GOVERNANCE

PASTORAL COMMITTEE

The role of the pastoral committee is for succession planning to sustain the foundations of our faith and work.

PASTORAL COMMITTEE MEMBERS:

NAME	APPOINTMENT DATE
Colonel Rodney Walters	1st April 2022
Colonel Wendy Walters	1st April 2022
Colonel Hary Haran	1st April 2022
Lieut-Colonel Kyle Smith	1st Dec 2022
Lieut-Colonel Lisa Smith	1st Dec 2022
Major Tan Guat Hai	1st April 2022
Major Brenda Tan	1st April 2022
Major Asit George	1st April 2022
Major Sunetra George	1st April 2022
Major Lim Chee Kwee	1st April 2022
Major Lalroenji	1st April 2022
Captain Andrew Lo	1st April 2022
Captain Cherry Ip	1st Dec 2022

CORPORATE GOVERNANCE

DISTRICT BUSINESS BOARD

The District Business Board (DBB) is the Board that considers Singapore programme proposals, budget and expenditures in accordance with operating processes and policies.

DISTRICT BUSINESS BOARD MEMBERS:

NAME	APPOINTMENT ON DBB	ANNUAL REAPPOINTMENT DATE	DESIGNATION
Captain Anthony Yong	Chairman	1 Jan 2023	Singapore District Officer
Captain Lee Wai Chun	Member	1 Jan 2023	Singapore District Director of Women's Ministries & Personnel Officer
Ms Teresa Ng	Secretary	1 Jan 2023	Singapore Finance Manager
Mr Marcus Moo	Member	1 Jan 2023	Singapore District Director of Community and Social Services
Ms Fiona Soh	Member	1 Jan 2023	Singapore District Director of Public Relations
Ms Lo Suan Jong	Member	1 Jan 2023	Singapore District Human Resource Manager
Major Lim Chee Kwee	Member	1 Jan 2023	Bishan Chinese Corps Officer

KEY POLICIES

At The Salvation Army, we believe in transparency and accountability to our valued stakeholders. This section outlines the fundamental policies that govern our operations and guide our commitment to making a positive impact on the communities we serve. Each policy is carefully crafted to uphold our principles of integrity, inclusivity, and compassion. By adhering to these policies, we aim to assure our stakeholders that their trust in us is well-placed, and we remain steadfast in our mission to bring hope, relief, and lasting change to those in need.

RESERVE POLICY

The policy defines reserves as the part of the income funds that is freely available for the operating purposes of The Salvation Army, not subject to commitments and spending limits. It does not include endowment funds and restricted funds.

Since the reserve provides financial stability and the means for the development of our principal activity, a separate reserve for the General Fund and Social Fund is kept. The reserve target in each Fund is set at 3 to 24 months of Fund's annual operating expenditure. The level of the reserve target is being reviewed annually.

THE SALVATION ARMY'S RESERVE POSITION:

	Current Year (as at 31 Mar 2023) \$'000	Previous Year (as at 31 Mar 2022) \$'000
Unrestricted and Designated Funds	109,882	120,234
Restricted Funds	4,006	4,535
Total Funds	113,888	124,769
Annual Operating Expenditure	49,550	45,193
No. of Years Reserves Coverage of Annual Operating Expenditure	2.2	2.7

CONFLICT OF INTEREST POLICY

The Salvation Army's Conflict of Interest Policy aims to protect the organisation's welfare and best interests over and above all priorities and objectives. The policy mandates that no key personnel of The Salvation Army shall be involved in activities that violate the principles of the organisation and derive any personal profit or gain, directly or indirectly, by reason of his or her work with The Salvation Army.

Each key personnel shall disclose to the Territorial Management Board of any personal interest which he or she may have in any matter pending before the organisation. He/she shall inform and refrain from participation in any decision on such matters, upon his/her taking up of the employment/appointment in the organisation. Annual declaration of interests by key personnel is required. He/She shall fully disclose to the Territorial Management Board in the event a conflict of interest situation may arise.

ANTI-MONEY LAUNDERING POLICY

The policy seeks to protect The Salvation Army, its officers, employees and all personnel related to The Salvation Army against money laundering practices to which all charities are at risk of being exposed to through exploitation by criminals and terrorists. All The Salvation Army personnel are required to be vigilant; be committed to strong governance and financial transparency; know our key donors and beneficiaries; conduct transactions via regulated financial channels; ensure that funds are applied in a consistent way to our mission and objectives; and report suspicious transactions to the authorities.

HUMAN RESOURCES MANAGEMENT

Fair employment practices and non-discriminatory policies were enforced including the use of psychometric tool and tests for TSA to gain access to a wider talent pool and better evaluate and assess applicants whom are aligned to the vision and missions of TSA.

HR management and merit-based practices were reviewed and refined to improve attraction, retention and motivation of staff through innovative and inclusive collaborations and integration, enhancement of reward, performance, learning and development management practices. Policies on flexi work was enhanced in response to the pandemic were rolled out to balance individual needs and operational demands. Flexible work arrangements is also part of the business continuity plan that helped TSA to build resilience and adaptability in case of crisis events or emergencies.

FRAUD CONTROL STRATEGY

Fraud is a criminal act that will not be tolerated by The Salvation Army. Fraud (includes finances, material, and property) perpetrated by anyone in the organisation will be referred for investigation and the matter be reported to the Territorial Management Board. Any allegation of fraud will be treated with confidentiality.

This policy statement outlines detailed steps on the identification of suspected or actual fraud. It includes investigation, recommendations of actions to be taken, such as reporting to the Police and informing The Salvation Army International Headquarters, disciplinary action, and recovery of debt. Appropriate counselling will be made available to all affected parties. Prevention is imperative and all heads, managers, and supervisors must meet their responsibilities in preventing fraud and, wherever possible, adopt the necessary procedures and policies to minimise the risk of recurrence.

DATA PROTECTION POLICY

The Salvation Army data protection policy provides information about how The Salvation Army collects, uses, and discloses personal data about individuals while recognising both individuals' right to protect personal data and our need to collect, use, or disclose it for purposes that we believe are reasonable and appropriate in the circumstances of the Army's Corps, charitable work, and other work in the community.

It applies to the personal data of all individuals who attend services or other meetings of The Salvation Army corps and/or are the beneficiaries/clients or potential beneficiaries/clients of the Army's work as well as donors, employees, volunteers, and online users of our websites and online platforms. If individuals are not in any of these categories but we collect, use, or disclose personal data about individuals in the course of the Army's work in the community, this data protection policy will apply to that personal data consistently with the way in which it applies to the above individuals.

WHISTLEBLOWING POLICY

The Salvation Army is committed to maintaining a high standard of moral and ethical conduct; and complies with accounting, financial reporting, internal controls, corporate governance, auditing requirements and any relevant legislation. In line with this commitment and our belief in open communication and transparency, the Whistleblowing Policy aims to provide an avenue for employees, volunteers, and external parties to raise concerns and offer reassurance that they will be protected from reprisals or victimisation for whistleblowing in good faith.

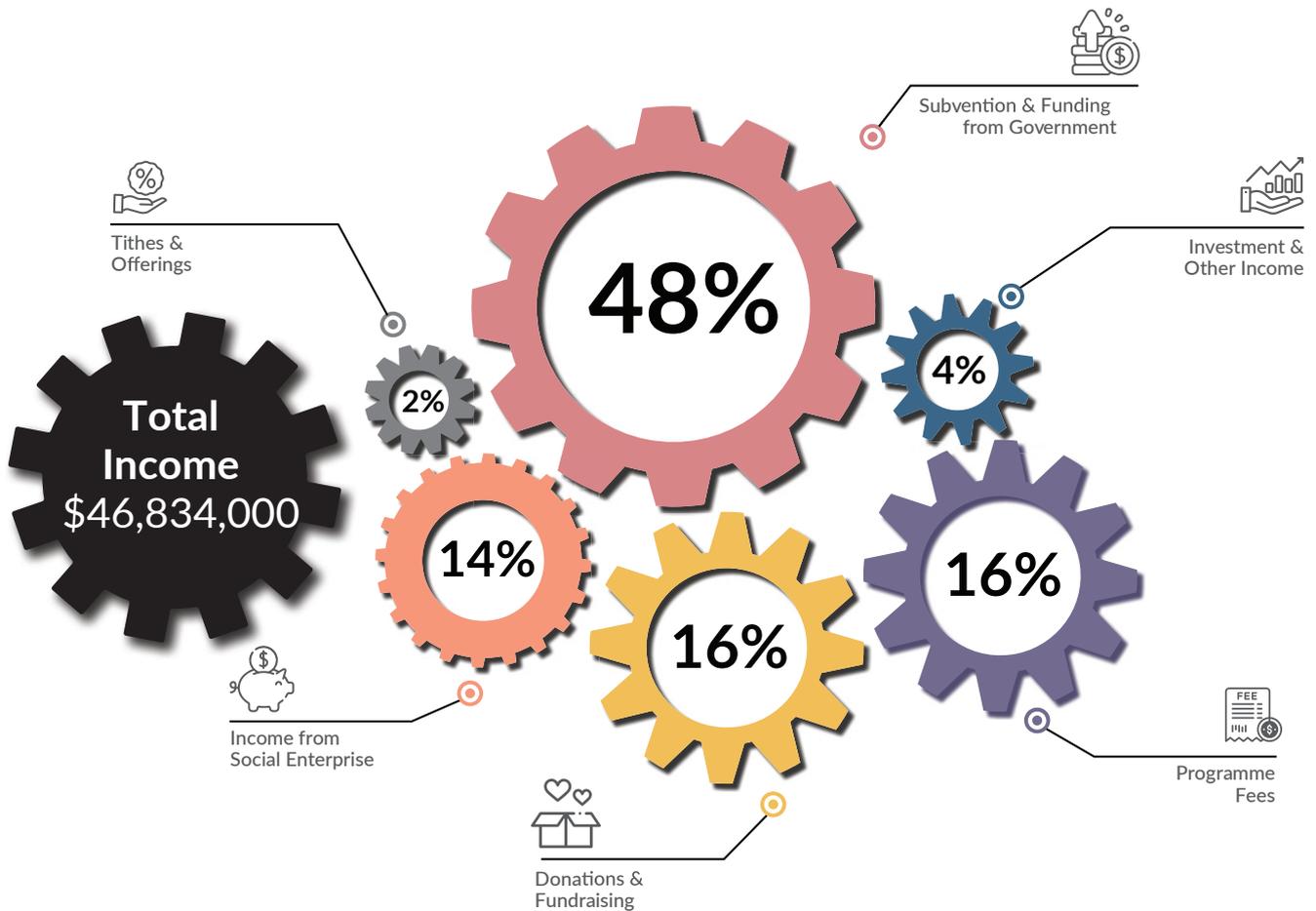
VOLUNTEER MANAGEMENT POLICY

The Volunteer Management Policy aims to cover The Salvation Army's overall approach in the management of volunteers engaged in the Singapore. Volunteer roles should be aligned with the centre's objectives which form a part of The Salvation Army's mission. The Salvation Army strives to match volunteers to roles that meet our centres' and beneficiaries' needs, while taking into consideration the volunteer's skills, knowledge, experience, interests, motivations, and commitment level. Volunteer roles in general should be aligned with the centres/corps/departments' objectives which form a part of The Salvation Army's mission, i.e. address needs of the organization. The policy also covers guidelines about volunteer security screening, volunteers' code of conduct orientation, training, feedback and appreciation of volunteers. In addition, as part of child protection policies, individual volunteers working with children will also receive and sign the 'Code of Conduct for Working with Children'.

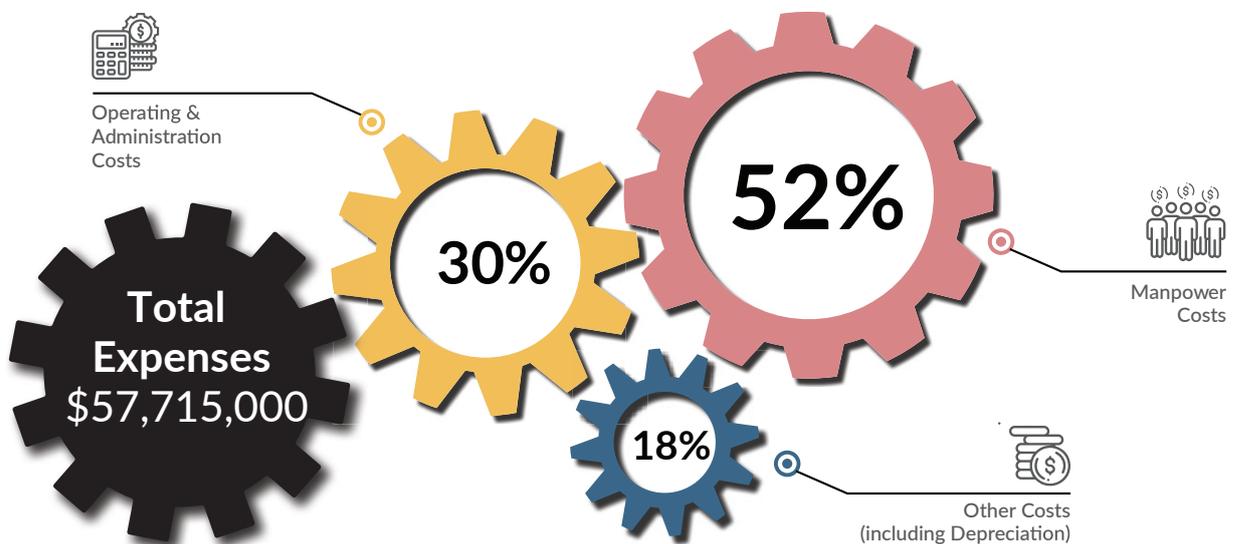
SUMMARY FINANCIAL STATEMENTS

INCOME AND EXPENSES FOR THE YEAR ENDED 31 MARCH 2023

OPERATING INCOME



OPERATING EXPENSES



SUMMARY FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

STATEMENT OF FINANCIAL POSITION	2023 (S\$'000)	2022 (S\$'000)
Non Current Assets	90,200	95,967
Current Assets	29,963	35,314
Total Assets	120,163	131,281
Current Liabilities	6,275	6,512
Total Liabilities	6,275	6,512
NET TOTAL ASSETS	113,888	124,769
ACCUMULATED FUNDS	113,888	124,769
STATEMENT OF FINANCIAL ACTIVITIES	2023 (S\$'000)	2022 (S\$'000)
Income		
Donations and Fund Raising	7,449	7,702
Tithes and Offerings	1,022	911
Subvention and Funding from Government	22,072	23,375
Programme Fees	7,609	6,584
Income from Social Enterprise	6,669	7,786
Investment and other Income	2,013	3,848
	46,834	50,206
Expenses		
Manpower Costs	30,162	29,583
Operating and Administration Costs	17,374	17,398
Other Costs (including Depreciation)	10,179	4,025
	57,715	51,006
(Deficit) / Surplus	(10,881)	(800)
STATEMENT OF CHANGES IN ACCUMULATED FUND	2023 (S\$'000)	2022 (S\$'000)
Balance as at 1 April	124,769	125,569
(Deficit) / Surplus	(10,881)	(800)
Balance as at 31 March	113,888	124,769
STATEMENT OF CASH FLOWS	2023 (S\$'000)	2022 (S\$'000)
Net cash effect of operating activities	(3,470)	206
Net cash effect of investing activities	1,372	(7,765)
Net change in cash and cash equivalents	(2,098)	(7,971)
Cash and cash equivalents as at 1 April	25,138	33,109
Cash and cash equivalents as at 31 March	23,040	25,138

GOVERNANCE EVALUATION CHECKLIST

FOR THE PERIOD APRIL 2022 - MARCH 2023

S/N	CODE GUIDELINES	CODE ID	RESPONSE
Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if "No")		Yes
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Complied
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter. Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")	1.1.12	Complied No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years .	1.1.13	Not Applicable
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied

S/N	CODE GUIDELINES	CODE ID	RESPONSE
Human Resource and Volunteer² Management			
13	The Board approves documented human resource policies for staff.	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (skip item 16 if "No")		Yes
16	There are volunteer management policies in place for volunteers.	5.7	Complied
Financial Management and Internal Controls			
17	There is a documented policy to seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes ,and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify and regularly monitor and review the charity's key risks .	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")		Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Policies			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")		Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 24 if "No")		Yes
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
25	The charity discloses in its annual report: (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")		No
26	No governing board member is involved in setting his own remuneration.	2.2	Not Applicable

S/N	CODE GUIDELINES	CODE ID	RESPONSE
27	<p>The charity discloses the exact remuneration and benefits received by each governing board member in its annual report.</p> <p>OR</p> <p>The charity discloses that no governing board member is remunerated.</p> <p>Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)</p>	8.3	Not Applicable
28	<p>No staff is involved in setting his own remuneration.</p>	2.2	Complied
29	<p>The charity discloses in its annual report:</p> <p>a. the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and</p> <p>b. whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied
30	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>a. the staff is a close member of the family³ belonging to the Executive Head⁴ or governing board member of the charity;</p> <p>b. the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied
Public Image			
31	<p>The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.</p>	9.2	Complied

P.S. This governance evaluation checklist applies to The Salvation Army Social Fund

Notes:

¹Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

²Volunteer: A person who willingly serves the charity without expectation of any remuneration.

³Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –

- who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
- who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

- the child or spouse of the Executive Head or governing board member;
- the stepchild of the Executive Head or governing board member;
- the dependant of the Executive Head or governing board member.
- the dependant of the Executive Head's or governing board member's spouse.

⁴Executive Head: The most senior staff member in charge of the charity's staff.



LEAVING A LEGACY

“

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Beyond a Lifetime

The Salvation Army is most grateful to donors like yourself who give generously to support our work over the years. It would mean a lot to those in need if such giving could be extended to the future through your estate.

There will always be people in need of assistance beyond your lifetime. By choosing to make a lasting contribution to The Salvation Army, your generosity and kindness will help sustain our mission that began in Singapore in 1935; to give the most comprehensive care possible to people in need.

You may choose from varied giving options through your will, insurance policies, annuities, and Central Provident Fund. Your gift, no matter how big or small, will help to transform lives.

For more information, kindly contact: legacies@smm.salvationarmy.org or WhatsApp: 8823 0533.

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WAYS TO DONATE:

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1. Scan the QR code with your mobile banking app
2. Key in the donation amount
3. Enter your NRIC/FIN/UEN in the reference box for tax deductible benefits

For tax deductible receipts, kindly email
donations@smm.salvationarmy.org

DONATE VIA CHEQUE OR CREDIT/DEBIT CARD

Please mail your donation with this slip to: **The Salvation Army, Ang Mo Kio Central PO Box 640 Singapore 915605**

Yes, I would like to give a one-time contribution of: \$500 \$200 \$100 \$ _____

Personal Particulars

Dr / Mr / Ms / Mdm / Mrs _____

Address _____ Postal Code ()

Email _____ Tel/HP _____

Personal donation NRIC / FIN _____

Corporate donation Company Name _____ UEN _____

This donation is tax deductible and the deduction will be automatically included in your tax assessment if you have provided your Tax Reference number (e.g. NRIC/FIN/UEN).

Donation Details

DONATE WITH CHEQUE

I enclose my cheque made payable to The Salvation Army

Cheque No. _____ Bank _____

OR DONATE WITH CREDIT/DEBIT CARD

Please charge my donation to: MasterCard VISA Amex Diners

Name as on card _____

Card No. - -

Card Expiry /

Signature _____

Upon successful clearance of my donation, I would like to receive:

- An SMS acknowledgement only
- A tax deductible receipt for donations of \$50 and above.

I would like to find out more about:

- Monthly Donation Volunteering
- Wills & Legacies



THE SALVATION ARMY SINGAPORE

Ang Mo Kio Central PO Box 640

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