

# SOCIAL FUND ANNUAL REPORT 2022



## A SHIELD FOR ALL

THE SALVATION ARMY



The Lord  
is my  
strength  
and my  
shield.  
Psalm 28:7a

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# OUR MISSION

The Salvation Army,  
an international movement,  
is an evangelical part of the  
universal Christian Church.

Its message is based on the Bible.  
Its ministry is motivated by the  
love of God. Its mission is to  
preach the gospel of Jesus Christ  
and meet human needs in His  
name without discrimination.

The Salvation Army's iconic Red Shield bears hope for many vulnerable people from all walks of life.

For over 80 years in Singapore, we have answered God's call to protect and comfort those who need care and compassion. God is our strength and we mirror Him by extending His shield of hope to the weak and defenceless. Our strong determination to help those in need will spur us on to break new grounds in providing a better future for generations to come.

# CHAIRMAN'S MESSAGE



**“ WE HAVE BEEN ACTIVELY SERVING THE UNDERPRIVILEGED SINCE 1935 AND HAVE AIDED GENERATIONS DURING THE ECONOMIC RECESSIONS AND THE COVID-19 OUTBREAK. ”**

The Salvation Army is known around the world for our work with people who have fallen on hard times. Here in Singapore, we have been actively serving the underprivileged since 1935 and have aided generations during the economic recessions and the Covid-19 outbreak. We have helped many vulnerable persons and families become more resilient in overcoming their challenges.

Today, The Salvation Army continues to be at the forefront of meeting needs. We have been actively augmenting our services for the elder sector with Peacehaven's group comprising a Nursing Home, Day Centres at Bedok and Changi, Bedok Arena and Peacehaven Jade Circle. Our services include residential, integrated home and day programmes, dementia and maintenance day programmes and inter-generational programmes. We have also moved in tandem with the Agency for Integrated Care to run Active Ageing Hubs at Peacehaven Bedok Arena in 2020 and Peacehaven Jade Circle in 2022. These hubs will provide essential support to seniors living in the community, and our staff and volunteers will also be conducting assessments to identify their needs. As many have varying needs and limited social networks, we will promote active ageing, befriending and buddying programmes to support them. This latest step will boost Peacehaven's comprehensive suite of integrated, holistic services, which would benefit around 3,000 seniors and their families.

Due to the growing needs from the ground, we started Prison Support Services in April 2022 to focus on supporting former inmates in aftercare. Our current Kids in Play programme will continue to serve the children and their caregivers whose parents or spouses are incarcerated. As for Prison Support Services, we will be adopting a personalised approach to empowering and supporting former inmates through one-to-one mentoring and family and peer support. By tapping onto resources in the community, we will also help them meet their essential needs, such as accommodation and employment, which are critical for their re-integration into the community. Our prison work over the years has contributed to reducing recidivism in Singapore, and we look forward to making more impact on the re-integration journey of former inmates.

While we seek to better serve the various disadvantaged communities, we hope that you will join us as a donor, volunteer or partner in uplifting those around us who are in desperate need of a helping hand.

**Mr Bill Foo**  
Chairman  
The Salvation Army  
National Advisory Board

# TERRITORIAL COMMANDER'S MESSAGE



The Salvation Army Red Shield is often characterised as an iconic symbol of empathy, love, and hope for those struggling. We have been using this logo since our early days in England. During World War II, we ministered to soldiers from 'Red Shield huts' that displayed the Red Shield on the tents. Ever since, our logo gained prominence and has now become a symbol of The Salvation Army's dedicated service in over 130 countries.

Today, The Salvation Army is one of a few charities in Singapore who serve an extensive range of social services. We seek to shield vulnerable persons from hopelessness, provide all-encompassing care and restore them to independence wherever possible.

In recent years, the work of The Salvation Army has expanded with the addition of new services and the enhancement of existing services. In April 2022, we formed the Children and Youth Group with the aim of becoming more integrated and efficient in the management of resources. This new arm bands together with the work of the following centres and programmes: Gracehaven, Gracehaven Fostering, The Haven, Youth Development Centre and Kids in Play. The Salvation Army has always strongly believed in the importance of reunifying and reconciling broken families. The goal of building stronger and resilient families continues to be a shared goal of the Children and Youth group, which serves around 400 families.

I would also like to share that the new Territorial Governance Board (TGB) Charter for the Singapore, Malaysia and Myanmar Territory, which came into effect on 1 January 2022, was approved by the General of The Salvation Army. This board is accountable to The General for its responsibilities. There are currently five non-executive members in TGB who do not participate in the organisation's day-to-day management. Non-executive members bring independence, stakeholder representation and expertise to the TGB. We have also established an Audit and Risk Committee, which has four non-executive members who are not officers nor employees of the Territory. The Audit and Risk Committee will review the reports and findings of both external and internal auditors.

As we continue to give our utmost to serve all without discrimination, we urge you to join our community of supporters who share the same compassionate heartbeat for people in need. We are deeply grateful for your support and will continue to be prudent with what you give to provide meaningful programmes to uplift the underprivileged.

**Colonel Rodney S. Walters**  
Territorial Commander  
The Salvation Army  
Singapore, Malaysia and Myanmar Territory

**“ WE SEEK TO SHIELD VULNERABLE PERSONS FROM HOPELESSNESS, PROVIDE ALL-ENCOMPASSING CARE AND RESTORE THEM TO INDEPENDENCE WHEREVER POSSIBLE. ”**

# 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.

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.

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 2022, members of our National Advisory Board include Mr Aje Saigal, Ms Catherine Ong, Ms Cheng Pai Ling, Mr Eugene Lim, Mr Luke Lim, Mr Richard Yong, Datuk Robert Chua, Mr Wen Khai Meng, Colonel Rodney S. Walters, Lieutenant Colonel Hary Haran, Major Asit George, Major Sunetra George, Ms Judy Chun and Ms Angeline Tan.



**LEFT TO RIGHT:**  
 • Mr Eugene Lim • Major Sunetra George • Mr Luke Lim • Ms Catherine Ong • Mr Aje Saigal • Lieutenant Colonel Hary Haran  
 • Datuk Robert Chua • Mr S. Dhanabalan



**LEFT TO RIGHT:**  
 • Colonel Rodney S. Walters • Mr Bill Foo • Ms Judy Chun • Ms Angeline Tan • Mr Wen Khai Meng • Ms Cheng Pai Ling • Mr Richard Yong  
 • Major Asit George

# SINGAPORE SOCIAL FUND BOARD



The Salvation Army Singapore Social Fund Board periodically reviews the strategic plan of the Singapore Social Fund including but not limited to the development plan of the capacity and capability of our services, and the monitoring of the progress of existing programmes and new initiatives.



**LEFT TO RIGHT:**  
 • Ms Lee Pei Yee • Mr Peter Tan • Lieutenant Colonel Hary Haran • Ms Koh Guek Eng • Mr Lee Chee Yong

The board oversees the work of the Territorial Management Board as far as it applies to the effective decision-making and management of the operations of the Singapore Social Fund.

In line with our Territorial Governance Board Charter, the role of the Singapore Social Fund Board includes:

- Review and approve the strategic mission plan for the Singapore Social Fund and ensure it aligns with The Salvation Army Territorial and International mission objectives;
- Approve and monitor the annual budget of the Singapore Social Fund to ensure adequacy of resources and the fulfillment of the fund objectives;
- Review and where necessary adjust, on an annual basis, the strategic plan in response to significant changes in programmes and/or the external environment.

We are blessed to have Mr Lee Chee Yong as our Chairman of the Singapore Social Fund Board. As at 31 March 2022, members of the Singapore Social Fund Board include Mr Geh Si Yuan, Ms Ho Yin Fong, Ms Lee Pei Yee, Mr Peter Tan, Mr Zheng Haoran, Colonel Rodney S. Walters, Lieutenant Colonel Hary Haran and Ms Koh Guek Eng.



**LEFT TO RIGHT:**  
 • Colonel Rodney S. Walters • Mr Geh Si Yuan • Ms Ho Yin Fong • Mr Zheng Haoran

# KEY HIGHLIGHTS



## Visit to Territorial Headquarters

We hosted Ms Gan Siow Huang, Minister of State for Ministry of Education and Ministry of Manpower, and Member of Parliament for Marymount SMC, during her visit to our Territorial Headquarters on 23 June 2021. It was a fruitful time to share about our work in the community. The evening ended with both parties affirming the importance of working together to help those in need.



## Upskilling Foreign Domestic Workers

With the Centre for Domestic Employees, Carehaven collaborated with Mercer Singapore to run a digital literacy course for our foreign domestic workers. With computers donated by Engineering Good, volunteers from Mercer taught the women how to use various Microsoft applications. Participants found the course very beneficial and appreciated the opportunity to learn skills that will be useful when they return to their country to work or start their own business.



## Red Shield Event 2021

We held our annual corporate fundraiser online for the second year, and we were honoured to have Dr Vivian Balakrishnan, Minister for Foreign Affairs, as our guest-of-honour. The programme allowed viewers to learn how The Salvation Army helped the vulnerable and marginalised, including the migrant workers amid the pandemic. We raised around \$205,000 with the generous support of many donors.



## #MAYWECARE

#MAYWECARE was a joint effort by The Salvation Army and our strategic partners to encourage families to thank our foreign domestic helpers by taking them out to eat on May Day. The campaign underlined the need to treat our domestic workers with kindness. As part of the campaign efforts to appreciate the domestic workers for their dedication, our partners extended discounts and promotions to bless them.

## One Family, One Community, and We Care

Kids in Play held our first virtual breakfast event in 2021 to support our Muslim clients during Ramadan by breaking fast with them to foster a culture of mutual support and respect across all races and beliefs. Volunteers helped deliver meals to our clients' homes before everyone gathered online to share a common bond over parental or marital incarceration themes.



## Accreditation by ACHS International

In 2021, Peacehaven was the first nursing home in Singapore to achieve international accreditation by the Australian Council on Healthcare Standards (ACHS) International Accreditation Program based on the Evaluation and Quality Improvement Program (EQuIP) Residential Care Standards. EQuIP is a quality assessment and improvement program designed to assist and support healthcare organisations in ensuring safe and high-quality patient care and services and to achieve continuous quality improvement.

## Go Green Workshops

Young residents from the Children and Youth Group - The Haven participated in Go Green Workshops organised by PSA Singapore and conducted by Zero Waste SG. During the workshops, our residents learnt to protect our environment and adopt environmentally friendly habits. They also participated in DIY upcycling activities, made tote bags and used old t-shirts and unwanted CDs for ornamental cards.



## 9th Asia Pacific Eldercare Innovation Awards 2021

At the 9th Asia Pacific Eldercare Innovation Awards Ceremony, Peacehaven Jade Circle Arena was presented the 'Best Day Centre' award for providing the best centre-based health care and social services to facilitate ageing-in-place. The Awards honour organisations that have demonstrated eldercare innovation in their business, operational and service models to change the way seniors age.



## Amazing Race

Children and Youth Group - Youth Development Centre organised an Amazing Race in March 2022 to foster teamwork and camaraderie among our youths. Race participants were divided into groups and had to work together to complete different tasks at various checkpoints. Our youths took away many learning points, as they had to co-operate with others and find ways to achieve their goals as a team.

## #Feet2Foster

In celebration of 65 years of fostering in Singapore, Children and Youth Group - Gracehaven Fostering organised our first virtual race, #Feet2Foster, which was held over three months. From September to November 2021, participants walked, ran and cycled at their own pace and accumulated their completed distances. We were very heartened to have 631 enthusiastic participants who sacrificed their time and energy to cover a collective distance of over 147,000 km and helped raise a grand sum of \$66,516. Special thanks goes to Association of Independent Wealth Managers Singapore as a core sponsor and partner of the event.

## Christmas Fundraisers

We were thankful to have raised around \$100,000 for all our Christmas fundraisers in 2021 through the support of many steadfast partners and donors. For our Christmas Kettling campaign, we raised funds at the malls via physical donation stands and online platforms, including our microsite, christmaskettling.sg. We were also grateful to Starbucks Singapore for holding its annual Christmas Open House in support of The Salvation Army.



## Territorial Governance Board

The Salvation Army Singapore, Malaysia and Myanmar Territory set up a new Territorial Governance Board Charter, which came into effect on 1 January 2022. The Board is accountable to the General of The Salvation Army, and the Charter defines the roles, responsibilities and authorities of the Board (both individually and collectively) in the effective and efficient functioning of the Territory.



## Peacehaven Bedok Arena Opening

On 26 March 2022, Ms Cheryl Chan, Member of Parliament for East Coast GRC, officially opened our Peacehaven Bedok Arena. Bedok Arena provides the Dementia Day Programme to support our clients and their families. We help our clients live in a community for as long as possible with early intervention. The centre also serves as an inter-generational lifestyle club for all ages to interact and embrace a healthy lifestyle.



Gracehaven has many enriching and enjoyable programmes. Even during the pandemic, the staff held virtual activities with volunteers for us. We are grateful to the volunteers and donors who organised fun programmes like making a lava lamp or sending treats that brightened our days.

**16-year-old resident**  
Gracehaven

Each child deserves to be happy, to be loved and cared for. Although I am not their biological mother, I love them the same way I love my children. My heart breaks when it is time for my foster children to leave but it is all right as long as their hearts will not be hurt again.

**Mdm Anitha, foster mother**  
Children and Youth -  
Gracehaven Fostering



## CHILDREN & YOUTH GROUP GRACEHAVEN



Gracehaven cares for children and youth who require out-of-home care, protection, or rehabilitation due to the lack of parental supervision, risk behaviours or family breakdowns.

Our comprehensive range of services includes interim placement and assessment, residential care, fostering and home-based interventions to reunite our residents with their natural families in a safe and timely manner. Children and youth under our residential care receive support through customised care plans and therapeutic programmes. We also work closely with various community partners to provide holistic support for an all-rounded development.

During the year, Gracehaven focused on helping the children academically and building their self-esteem. We kept our children and youth socially, physically and

mentally engaged through online and on-site activities. Gracehaven Fostering also supported foster families and raised awareness for fostering through a mix of in-person and virtual events, such as our first virtual race, #Feet2Foster, which was a great success.

Moving forward, we plan to collaborate with more partners to enhance our programmes and help residents develop social skills, which are essential for their transition into young adults. For Gracehaven Fostering, we hope to better support foster parents of children with special needs and explore more creative ways to recruit new foster parents.

## CHILDREN & YOUTH GROUP 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 the 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.

During the year, we extended various programmes to raise our residents' self-esteem and help them understand themselves better by identifying their strengths and weaknesses. We also ran a Digital Intelligence Quotient programme to equip residents with digital skills and guide them on navigating safely in the digital world. For recreational activities, we brought the residents on outings and worked with partners to provide mentoring and enriching programmes.

In the coming year, we hope to collaborate with more corporate sponsors to support and journey with our children and youth. We also plan to build on our capabilities by equipping staff on trauma informed positive behaviour intervention to provide better care for residents who have a traumatic past.



### A Broken Life Restored

In 2013, Jeremiah's\* father passed away due to a terminal illness. After his father's death, Jeremiah was severely neglected by his mother. Despite attempts to find an alternative care arrangement amongst his relatives, none of them was able to help. Jeremiah felt deeply hurt and abandoned by his own family as no one wanted to care for him. Eventually, the Ministry of Social and Family Development referred Jeremiah to the Children and Youth Group - The Haven.

At the beginning of his stay in The Haven, Jeremiah took each day as it came, as he no longer felt certain about his future. He was unmotivated to perform well academically and often disappointed with his grades. To support Jeremiah, we took a systemic approach to mentoring and guided him to tap on his strengths. We also equipped him with life skills to help him gain a new perspective of himself and help improve his focus on life. His youth workers also worked closely with him to chart a direction for his future and the steps needed to attain his goals. Jeremiah has since made remarkable progress and is currently pursuing his tertiary education.

*\*Name has been changed.*





“ I have been visiting Youth Development Centre very regularly since 2019. I like it there, as the staff are amicable and encouraging. The centre is also equipped with many amenities and games. During the school holidays, I get to participate in fun activities and interact with other youth.  
**Sulaiman, 15-year-old youth**  
 Youth Development Centre ”

## CHILDREN & YOUTH GROUP YOUTH DEVELOPMENT CENTRE

**With a team comprising social and youth workers, Youth Development Centre reaches out to youths who are troubled with issues at home or in school.**



Through an array of interesting activities and programmes, we befriend and guide youths in overcoming their challenges. We also aim to inculcate values and impart life skills to help them become responsible adolescents.

During the year, we ran interest groups such as tchoukball, dance and music. We also provided workshops to equip our youths with new skills. Opportunities are extended to those who demonstrate leadership to join our mentoring programme so that they can become good role members to younger members. The centre also served as a conducive venue for youths to study where volunteer tutors dropped by to coach and befriend them. In addition, our Next Chapter team provided aftercare services for children and youths who have been discharged from our residential homes or for those who are in non-residential care but require further monitoring.



“ The Salvation Army played a big part in helping me and supporting my family. Kids In Play staff engaged my children to help them make sense of my incarceration and how to cope with their struggles. They also counselled us on managing our expectations in my reintegration journey.  
**Mr Graceson Ang** ”

## CHILDREN & YOUTH GROUP KIDS IN PLAY

**At Kids in Play, we provide professional support and journey with families impacted by parental incarceration to reduce its impact on their lives.**



We advocate building a more inclusive society where families of incarcerated persons are embraced and empowered to be contributing members of the community. As part of our efforts to support these families, we provide casework management, counselling, and practical help and referrals for financial assistance during family crisis. We also seek to strengthen their family ties through organising various programmes for the children, their caregivers and incarcerated parents. These include online group work sessions, video conferences, and open visits with incarcerated parents and gifts/meals distribution during celebrative events.

During the year, we collaborated with Singapore Prison Service to create more opportunities for families to connect by holding additional video conferences at our premises. For the virtual Family

Bonding Programme, we held workshops for the incarcerated parents beforehand to prepare them for the actual event. We got them to create a comic strip of their favourite family memory as a gift to their children. We also held various family-centred activities and collaborated with partners to sponsor gift packs, 'Back to School' items, and meals to support clients who were breaking fast during Ramadan. A special Thanksgiving event was held where staff, corporate sponsors, volunteers, community partners and families all came together for the first time to appreciate one another's contribution and journey.

In the near future, we hope to reach more children and families by collaborating with other agencies. We also hope to provide more opportunities to empower these families through internal and external synergies.

# CAREHAVEN

Carehaven manages a residential programme that meets the needs of female migrant domestic workers who are caught in distressed circumstances and are unable to continue earning an income until their situation is resolved.

Besides caring for the women's socio-emotional, physical and mental health, we also advocate safe migration practices to help foreign domestic workers return safely to their home country.

During the fiscal year, we worked with internal and external partners to provide a spectrum of enrichment programmes that included financial literacy, digital literacy, sewing and baking. By equipping the women, we hope to empower them to be resilient and gain work skills that they can use when they return to their home country. We also organised excursions, which were welcomed after the shelter's pandemic safety measures were reduced.



“ I am so thankful to the Carehaven team for caring and helping me stay strong. Even though I have been through many bad experiences, I will stand up and face my problems.  
**Mary, foreign domestic worker**  
Carehaven ”

# SOJOURN

Sojourn aims to befriend and support the male migrant workers, who often find it challenging working in a new environment in a foreign country, far away from their loved ones.

With this in mind, we provide meaningful programmes that seek to improve the well-being of male migrant workers and enhance the social integration between the migrant and local communities.

During the year, we worked closely with our strategic partners to offer health screenings, physiotherapy and traditional Chinese medicine treatments. We cared for migrant workers by connecting and holding enrichment activities on virtual platforms. Together with the kind support from like-minded partners and donors, we brought the migrant workers for a Singapore River cruise and a tour at Gardens by the Bay. To reach out to migrant workers living in the factory-converted dormitories, Sojourn Cafe was opened in Little India, which doubles up as a site for a soup kitchen programme for malnourished migrant workers and help desk services for those who require assistance.



“ Family Support Services provided me with emotional support whenever I was unable to cope with my difficulties. They also gave me food rations and sent referrals to relevant agencies for financial assistance. Because of their help, I became more positive and learned how to overcome my challenges.  
**Mdm Sheila, client**  
Family Support Services ”

# FAMILY SUPPORT SERVICES

**Family Support Services is a community-based centre in Tiong Bahru that provides a suite of care programmes for the elderly living alone and families struggling to make ends meet.**

We offer casework management, counselling, financial and food ration assistance, elderly befriending services, and support groups for the elderly. We also have an outreach service called Guardian Angel, which assists frail elderly in areas such as medical appointments, grocery shopping and home refurbishment.

We started a Senior Digital for Life programme in FY2022 to help seniors become confident in using digital apps in their daily lives. Through one-to-one sessions and Digital Support Groups, we have guided seniors to use essential apps such as SingPass and Healthhub and social media apps to connect with family and friends. Moving forward, we seek to encompass more holistic care in our casework management through more programmes to prevent social isolation and depression in their lives.



# PEACEHAVEN NURSING HOME

**Peacehaven Nursing Home offers a gamut of services to care to our residents who have disabilities and require support.**

The Home has 15 separate Resident Living Areas (RLAs), each designed as a unique home-like environment. Residents in each RLA are provided with clinical, therapy, and pastoral care, as well as on-site access to services from a general practitioner, dietician, geriatrician, speech therapist and pharmacist.

Awarded with bizSAFE level 4 status, we are also the first nursing home in Singapore to achieve international accreditation by the Australian Council on Healthcare Standards (ACHS) International EQulP Residential Care Standards. Going forward, Peacehaven as a whole plans to introduce more interactive activities to engage our residents and clients to improve their overall well-being.



“ I am grateful for the care provided by the care staff. I feel like I belong to one big family in Peacehaven, and I consider the staff my family members. ”  
**Mr Ang, resident**  
 Peacehaven Nursing Home

# PEACEHAVEN JADE CIRCLE

**Peacehaven Jade Circle is a purpose-built facility that re-invents residential and community care, focusing on autonomy, choices and dignity.**



Jointly developed with Lien Foundation and Khoo Chwee Neo Foundation, it comprises an intergenerational lifestyle club (Jade Circle Arena), a residential facility (Jade Circle Apartments) and a dementia care-training centre (Jade Circle Acaademy). Jade Circle Arena is also an Active Ageing Care Hub that provides support to seniors living in the neighbourhood. Our wide range of recreation and fitness stations in Jade Circle Arena allows our residents and clients to live an active life, and we support their physical, mental, and psychosocial well-being through purposeful play.

“ I look forward to coming to the centre everyday. I enjoy the activities, and the food is delicious. The staff are kind and friendly to the elderly. ”  
**Mdm Chan, client** (Dementia Day Programme)  
 Peacehaven Jade Circle

**We offer the Integrated Home and Day Care programme at Bedok and Changi Day Centres for our clients living in the community.**

We provide medical, nursing, rehabilitation, psychosocial support, home assessment and assistance with activities of daily living at the centres and at the clients' homes. With the support from clinical professionals and social workers, we adopt a multidisciplinary approach and hold regular reviews to assess our client's outcomes or when there are significant changes in a client's status.



# PEACEHAVEN DAY CENTRES

# PEACEHAVEN BEDOK ARENA

**Peacehaven Bedok Arena aims to improve the quality of life for our clients by helping them to stay physically, mentally and socially active.**



Our amenities include Gym Tonic and various recreation and fitness stations. Bedok Arena also provides the Dementia Day Programme to support our clients and their families. With early intervention, we help our clients live in the community for as long as possible. We are an Active Ageing Care Hub that supports seniors through the Community Befriending Programme and the Community Resources and Engagement Support Teams.



# CORPS COMMUNITY SERVICES

**Serving the community is a vital component of The Salvation Army's faith in action. We are called to meet needs without discrimination and are poised to extend a helping hand to those requiring aid.**

Our Corps Community Services provide various support programmes such as befriending, counselling and practical assistance. Bishan Chinese Corps runs a meaningful programme that offers groceries vouchers and renders assistance to destitute elderly. The programme also seeks to bring cheer to the elderly, as many live alone and do not have family support. We assess their needs before planning the most appropriate support for them. Moving forward, there are plans to further meet the elderly's needs and help them overcome any challenges they face in this digital era.



“My love for children drove me to search The Salvation Army website for volunteering opportunities to work with children. I came across the Kids in Play programme. It has been a fulfilling journey, befriending the children, working and interacting with them. I am so glad to be one of the many that have contributed to making a positive impact in their lives.”

**Angelique, Volunteer**

# VOLUNTEERISM



**Developing meaningful partnerships with our valued volunteers is paramount to the work of The Salvation Army. Individual and corporate volunteers have had opportunities to work directly with our beneficiaries; choose indirect support services such as processing of donation-in-kind items and supporting events; or initiate projects that would help further our work with those we serve.**

We like to extend our gratitude and appreciation to over 1,000 individuals, corporations, schools and groups who have volunteered their time, skills, talents and resources as children and youth mentors, befrienders, logistic and retail helpers in FY2022.

To enhance our volunteer management processes and allow our volunteers to have a more impactful experience, our new Volunteer Management System was launched on 4 February 2022 that was made possible by NCSS Start Digital Grant. Training was conducted for all our volunteer coordinators prior to the launch.



# IMPACTING LIVES



## AVERAGE MONTHLY MUSTER OF BENEFICIARIES FOR FY2022

1	Protecting Young Persons, Reconnecting, Reuniting and Reconciling Families under the Children and Youth Group	578
2	Caring for Elders and People living with Dementia under Peacehaven Group	496
3	Befriending & Supporting Vulnerable Migrant Workers through Carehaven and Sojourn	2,286
4	Serving the Community through Family Support Services	170
<b>TOTAL</b>		<b>3,530</b>

### Peacehaven Jade Circle model of care

**85%**

of residents/clients with severe dementia showed improvement in assisted daily living.

**84%**

of residents/clients are able to be purposefully engaged after interventions.

**61%**

showed improvement in overall well-being.

### Children and Youth Group

**38%**

of children have reconciled and reunited with their families.

**6X**

increase in access to family-based care over the last 4 years.

**38% - 52%**

of children and youth under our residential care have reduced risk factors of self-harm and trauma after interventions.

# MOVING FORWARD



**Peacehaven Group** intends to further strengthen its capabilities and competencies in the area of dementia care in FY2022/2023. Our Jade Circle Academy is working to establish a strategic partnership with Dementia Australia to promote a greater understanding of dementia in Singapore, through adoption of virtual reality technology in existing dementia care training programmes and to support efforts in educating the community about dementia.

**Children and Youth Group** is projected to commence renovation of a dedicated wing at its premise at Gracehaven - leading to the centralization of all of its Interim Placement Assessment Centre residential services within one premise. In addition, the group's current drop-in centre facility at Kallang Bahru will undergo renovations in the coming year with the intent to upgrade the quality of the facility to better serve the children and youths in the community.

**Sojourn** will be embarking on a new approach of outreach by working with supportive migrant workers employer companies directly. This manner of outreach will add to the existing methods of outreach which are done either through dormitory operators or in partnership with other agencies. Within this financial year, Sojourn's soup kitchen programme will be implemented fully from our Flanders Square premise.

**Prison Support Services** will be expanding its working relationship with the Singapore Prison Service in this financial year, extending beyond its iconic Kids In Play family bonding programme. Starting

FY2022/2023, a dedicated Prison Support Services centre will be established at our premise in Changi to work with other strategic partners to support released inmates in the provision of aftercare support services. The range of services will include the provision of practical needs, accommodation, employment opportunities, family reunification and regaining of faith and confidence.

**Family Support Services** will be rolling out its full implementation of its digital programmes for socially isolated seniors, targeting at least 100 seniors over the course of the Senior Digital Support Group programme. This will help vulnerable seniors to remain in touch with loved ones and have access to relevant services should there be a similar Covid-19 lockdown occurrence in the future.

**Strategic Organisational Restructuring**  
For much of our history, our Territorial Headquarters has directly managed all social services in Singapore. With the newly implemented Governance Structure, internal organisational restructuring would have to take place to establish the inaugural Singapore District Headquarters in FY2023, led by District Leaders who would be chairing the equivalent of an autonomous Business Board that is administratively distinct from that of the Territory.

**FY2023 Fundraising Initiatives**  
To sustain our fundraising efforts amid the COVID-19 restrictions and measures for the past two years, our fundraising strategy pivoted to using virtual fundraising platforms to run events, more online donation opportunities, digital marketing, and our islandwide appeals throughout the year.



We welcomed the announcement of further easing of community measures in early 2022 that allowed in-person events. We plan to resume our signature fundraisers like the Red Shield Appeal Event, the Charity Golf Tournament and Christmas Kettling. Public education talks, tours and meaningful volunteer activities will be offered to enable individuals and corporate partners to engage with our beneficiaries and advocate for them. We intend to reach out to more audience segments, including youths, through digital marketing channels and provide more funding opportunities to help the vulnerable under our care in Singapore.

**Planned Fundraising Initiatives**

- Annual Red Shield Appeal Luncheon
- Charity Golf Tournament and Dinner
- Charity Musical

- Christmas Kettling
- Islandwide Appeals / Red Shield Club
- Digital Marketing Campaigns
- Donor Stewardship Campaigns
- Other Fundraisers

**Planned Fundraising Expenditures** 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.



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

**IPC REGISTRATION NUMBER**  
IPC000549

**UNIQUE ENTITY NUMBER**  
T07CC3012G

**REGISTERED ADDRESS**  
20 Bishan Street 22  
Singapore 579768

**INTERNAL AUDITOR**  
William Phua

**LAWYERS**  
Donaldson & Burkinshaw

**BANKERS**  
DBS Bank Ltd

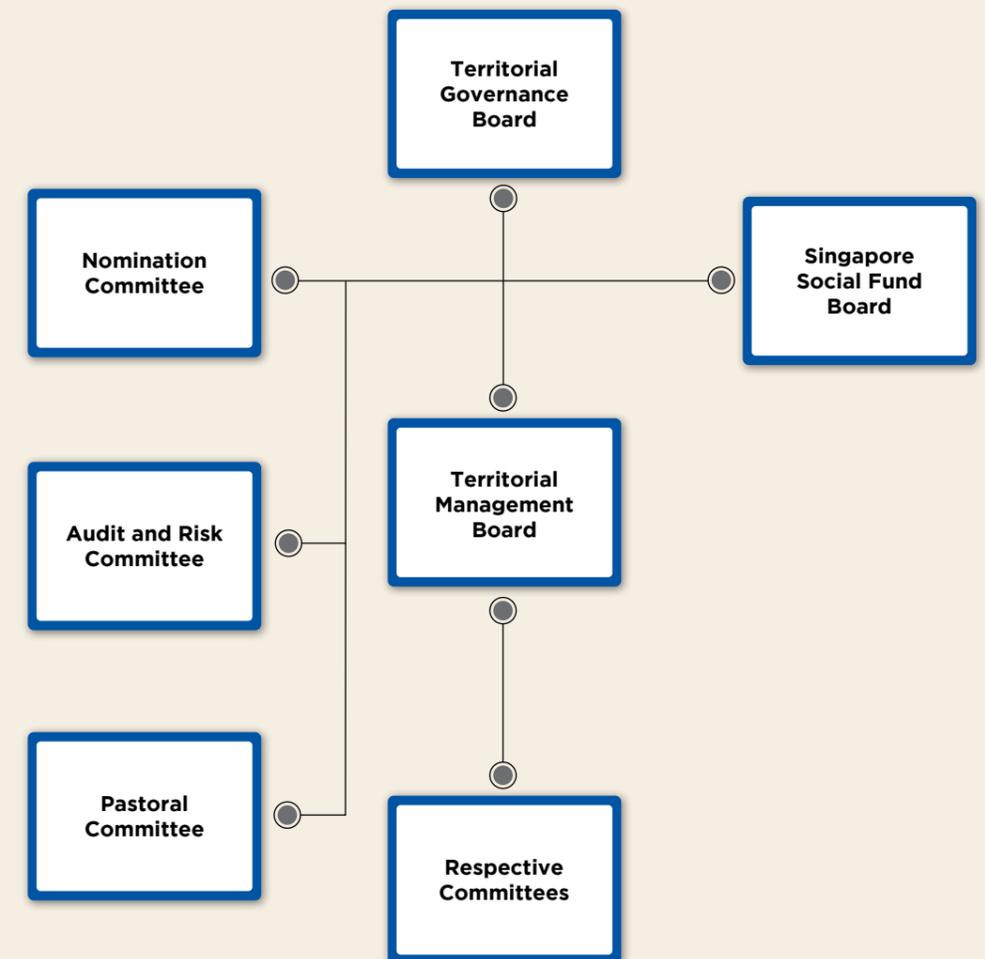
**AUDITORS**  
Kreston ACA PAC

**INVESTMENT MANAGER**  
Nikko Asset Management Asia Ltd  
Lion Global Investors Ltd

# CORPORATE GOVERNANCE



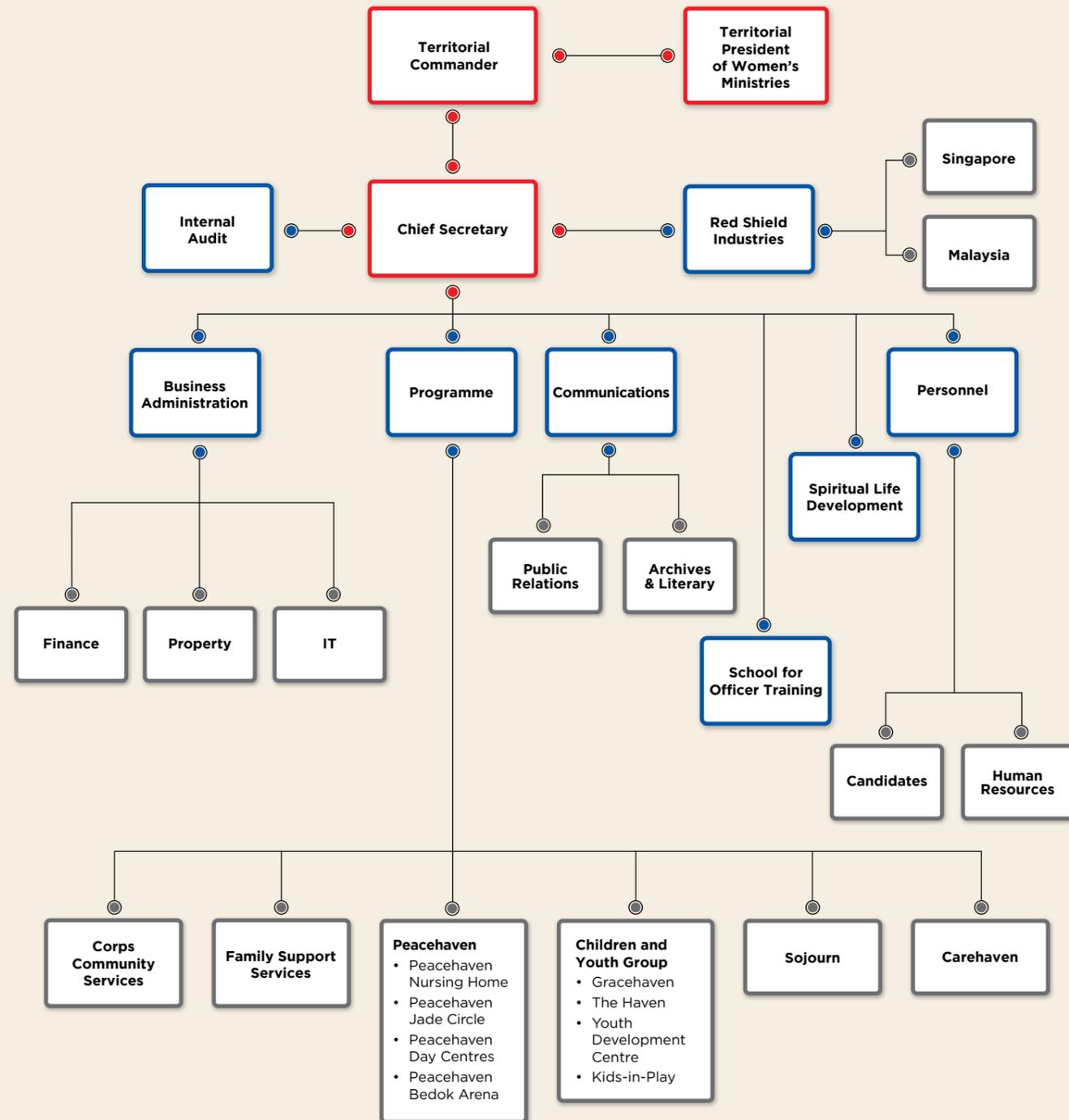
## TERRITORIAL GOVERNANCE ORGANISATION STRUCTURE



# CORPORATE GOVERNANCE



## MANAGEMENT STRUCTURE



# CORPORATE GOVERNANCE



## TERRITORIAL GOVERNANCE BOARD

The former Central Management Council (CMC) ceased to convene when the Territorial Governance Board (TGB) Charter came into effect on 1 January 2022 that outlines the manner in which the Board will discharge the governance responsibilities stipulated within the Charter.

The role of the 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 FY2022	DESIGNATION
Colonel Rodney S. Walters	Chairman	3 Jan 2022	1/3*	Territorial Commander, The Salvation Army
Lieut-Colonel Hary Haran	Member	3 Jan 2022	3/3	Chief Secretary, The Salvation Army
Colonel Wendy Walters	Member	3 Jan 2022	1/3*	Territorial President of Women's Ministries, The Salvation Army
Major Asit George	Member	3 Jan 2022	3/3	Territorial Secretary for Business Administration, The Salvation Army
Major Brenda Tan	Member	3 Jan 2022	3/3	Territorial Secretary for Personnel, The Salvation Army
Major Sunetra George	Member	3 Jan 2022	3/3	Territorial Secretary for Communications, The Salvation Army
Captain Andrew Lo	Member	3 Jan 2022	2/3	Territorial Secretary for Youth and Candidates, The Salvation Army
Ms Koh Guek Eng	Member	3 Jan 2022	3/3	Director, Finance, The Salvation Army
Mr William Phua	Member	3 Jan 2022	3/3	Director, Audit, Risk and Safety Management, The Salvation Army
Ms Jasintha Lim	Member	3 Jan 2022	3/3	Human Resource Business Partner, Intel Corporation (Penang, Malaysia)
Ms Sim Hwee Hoon	Member	3 Jan 2022	3/3	Director, INCOME Independent Non-Executive Director, StashAway
Mr Terence Tan	Member	3 Jan 2022	3/3	Senior Lecturer, National University of Singapore

\*Away on 2 months' furlough

# CORPORATE GOVERNANCE



## SINGAPORE SOCIAL FUND BOARD

- The Salvation Army, under our Singapore Social Fund, is registered as an Institution of Public Character (IPC) for tax exemption purposes and is governed by our Singapore Social Fund Board.
- The Salvation Army Singapore Social Fund Constitution provides the terms of reference for the board.
- Consistent with the faith and social intents of The Salvation Army, the Singapore Social Fund seeks to provide services to the underprivileged in our society without discrimination which include: assist in the rehabilitation of individuals; establish conduct, carry on and control social programmes of a charitable and reformatory in nature; provide shelter, care and nursing for the well-being of people in need; and provide guidance and education of moral, cultural and religious nature for any person received into the care of our social services.
- The board shall comprise of a minimum of 10 members, and no more than one third of the board should make up of officers and employees of The Salvation Army. The Chairperson of the board is neither an Officer or employee of The Salvation Army.
- The term of each board member shall be 1 year with an annual re-appointment up to 4 years, unless the member is an active officer or employee of the Salvation Army. However, the role of treasurer is subject to a term limit of 4 years regardless if the board member is an active officer or employee of the Salvation Army.
- The board through the Nomination Committee conducts self-evaluation to assess their performance and effectiveness before the re-appointment.
- None of the board members have served for more than 10 consecutive years.
- One member resigned voluntarily from the board in November 2021. (After-note: His replacement has only been appointed in June 2022).
- None of the board members are related to one another.
- No board members are remunerated for their board services in the financial year.

# CORPORATE GOVERNANCE



## SINGAPORE SOCIAL FUND BOARD MEMBERS

NAME	APPOINTMENT ON SSFB	FIRST APPOINTMENT DATE	ANNUAL RE-APPOINTMENT DATE	MEETINGS ATTENDED IN FY2022	DESIGNATION
Mr Lee Chee Yong	Chairman	30 May 2019	19 May 2021	4/4	Managing Director, Film Screen Pte Ltd
Ms Koh Guek Eng	Treasurer	30 May 2019	19 May 2021	4/4	Director, Finance, The Salvation Army
Colonel Rodney S. Walters	Member	30 May 2019	19 May 2021	3/4	Territorial Commander, The Salvation Army
Lieut-Colonel Hary Haran	Member	1 May 2020	19 May 2021	4/4	Chief Secretary, The Salvation Army
Mr Geh Si Yuan	Member	30 May 2019	19 May 2021	3/4	Operations Manager, Eatons Interiors Pte Ltd
Ms Ho Yin Fong	Member	30 May 2019	19 May 2021	4/4	Dean, Faculty and Leadership Development & Head, National Institute of Early Childhood, National Institute of Early Childhood Development
Ms Lee Pei Yee	Member	30 May 2019	19 May 2021	3/4	Christian Ministry Staff, Trinity Annual Conference
Mr Peter Tan	Member	30 May 2019	19 May 2021	4/4	Electrical Engineer, Director, CAN Engineering Services Pte Ltd
Mr Zheng Haoran	Member	30 May 2019	19 May 2021	4/4	IT Analyst, Integrated Health Information Systems

Mr Douglas Pang ceased to be a board member at 24 Nov 2021.

## DISCLOSURE OF REMUNERATION

The Salvation Army has a documented set of Human Resource Policies in place. No paid staff is allowed to set his or her own remuneration.

During the financial year, The Salvation Army, under our Singapore Social Fund, employed 387 staff.

None of the paid staff is a close member of the family of the Executive Head or a member of our governance board, who received annual remuneration exceeding \$50,000 in FY2022.

Disclosure of annual remuneration of the 3 highest paid staff, who each receives remuneration exceeding \$100,000 during the financial year:

REMUNERATION BAND	NUMBER OF STAFF
Between \$100,000 to \$199,999	2
Between \$200,000 to \$299,000	1

None of the 3 highest paid staff serve on The Salvation Army Singapore Social Fund 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 RE-APPOINTMENT DATE	DESIGNATION
Lieut-Colonel Hary Haran	Chairman	3 Jan 2022	Chief Secretary, The Salvation Army
Major Asit George	Member	3 Jan 2022	Territory Secretary for Business Administration, The Salvation Army
Major Brenda Tan	Member	3 Jan 2022	Territorial Secretary for Personnel, The Salvation Army
Major Sunetra George	Member	3 Jan 2022	Territorial Secretary for Communications, The Salvation Army
Captain Andrew Lo	Member	3 Jan 2022	Territorial Secretary for Youth and Candidates, The Salvation Army
Captain Lee Wai Chun	Member	3 Jan 2022	Corps Officer The Salvation Army
Ms Koh Guek Eng	Member	3 Jan 2022	Director, Finance The Salvation Army
Mr Marcus Moo	Member	3 Jan 2022	Director of Social & Community Services, The Salvation Army
Ms Pearly Kwok	Member	3 Jan 2022	Accountant, The Salvation Army
Mr Peter Leow	Member	3 Jan 2022	Director, Human Resources, The Salvation Army
Mr Raynard Tang	Member	3 Jan 2022	Director, Property, The Salvation Army

# 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 in compliance, performance improvement, risk management, fraud control and audit support services.

### AUDIT AND RISK COMMITTEE MEMBERS

NAME	APPOINTMENT	APPOINTMENT DATE	DESIGNATION
Mr Johnson Wong	Chairman	3 Jan 2022	Senior Manager, Finance, YWCA
Mr Chan Wah Tiong	Member	3 Jan 2022	Chief Executive Officer, St. Andrew's Nursing Home Cluster and Executive Director, St. Andrew's Nursing Home
Mr Philip Ting	Member	15 Feb 2022	Retired, former Executive Director and CEO of Hong Leong Asia Ltd
Mr Roger Loo	Member	3 Jan 2022	Partner, BDO LLP Singapore
Major Asit George	Member	3 Jan 2022	Territorial Secretary for Business Administration, The Salvation Army
Mr William Phua	Member	3 Jan 2022	Director for Audit, Risk and Safety Management, The Salvation Army

## 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.

### NOMINATION COMMITTEE MEMBERS

NAME	APPOINTMENT	APPOINTMENT DATE	DESIGNATION
Colonel Rodney S. Walters	Chairman	3 Jan 2022	Territorial Commander, The Salvation Army
Lieut-Colonel Hary Haran	Member	3 Jan 2022	Chief Secretary, The Salvation Army
Major Sunetra George	Member	3 Jan 2022	Territorial Secretary for Communications, The Salvation Army
Ms Sim Hwee Hoon	Member	3 Jan 2022	Director, INCOME Independent Non-Executive Director, StashAway
Mr Terence Tan	Member	3 Jan 2022	Senior Lecturer, National University of Singapore

# KEY POLICIES



The Salvation Army continually works at putting good organisational policies and processes in place, towards good governance standards and in compliance with the code of governance for charities and institutions of public character.



## RESERVE POLICY

The policy defines reserves as that part of the income funds that is freely available for the operating purposes of The Salvation Army, not subject to commitments, planned expenditure 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 established at a level below 2 years of Fund's annual operating expenditure. The level of the reserve is being reviewed annually.

The Salvation Army's Social Fund reserve position:

	CURRENT YEAR (AS AT 31 MAR 2022)	PREVIOUS YEAR (AS AT 31 MAR 2021)
	\$'000	\$'000
Unrestricted and Designated Funds	14,064	15,093
Restricted Funds	4,523	965
<b>Total Funds</b>	<b>18,587</b>	<b>16,058</b>
Annual Operating Expenditure	29,720	28,949
No. of Years Reserves Coverage of Annual Operating Expenditure	0.5	0.5

## 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 and shall refrain from participation in any decision on such matter, 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 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

The Salvation Army management accepts the responsibility for good employee relations within relevant legislation and labour framework. The Human Resources Department is responsible for administering the personnel policies and procedures concerning employment matters.

All employees are given an Employee Manual. Guidelines are also established for effective

management of our volunteer resources. A risk register is maintained to monitor areas of staffing, competency deficiency, and workplace safety and health. We recognise that attracting, retaining and motivating people requires innovative integration and enhancement of our reward, performance, learning and development management practices.

## 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 it happening.

## 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 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.

## WHISTLE BLOWING 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 Whistle Blowing 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 whistle blowing in good faith.

## VOLUNTEER MANAGEMENT POLICY

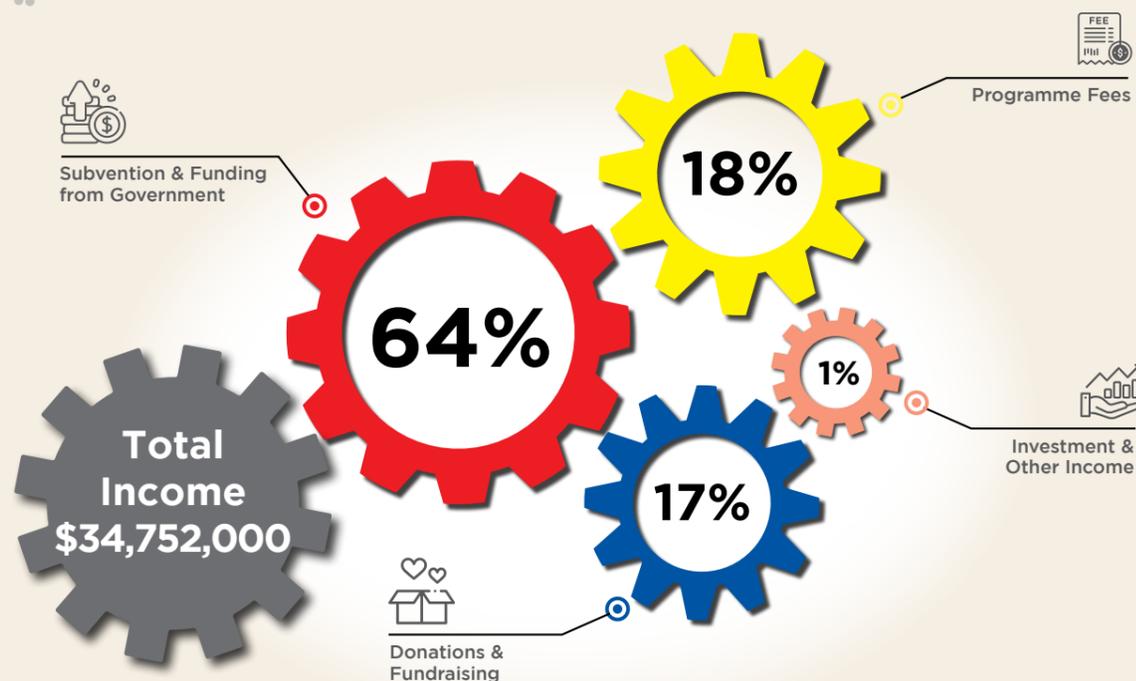
Volunteers are valuable partners to The Salvation Army and work closely with our employees to contribute to, extend and enrich the care of the beneficiaries. The Volunteer Management Policy aims to cover The Salvation Army's overall approach in the management of volunteers engaged by The Salvation Army.

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. The policy also covers guidelines about volunteers' code of conduct, orientation, training, feedback and appreciation of volunteers.

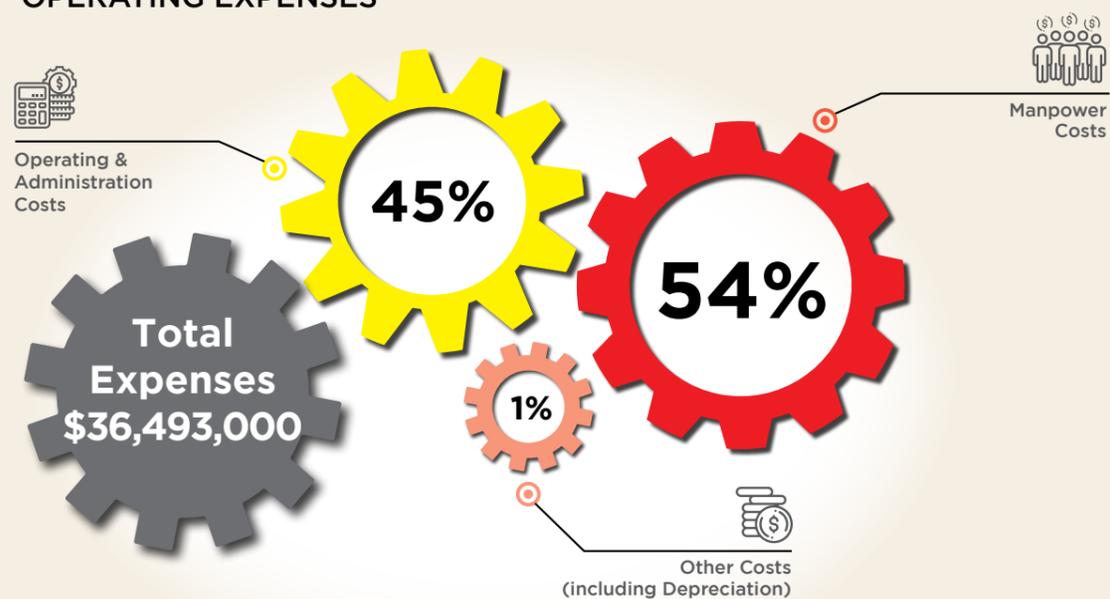
# SUMMARY FINANCIAL STATEMENTS

INCOME AND EXPENSES FOR THE YEAR ENDED 31 MARCH 2022

## OPERATING INCOME



## OPERATING EXPENSES



# SUMMARY FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

STATEMENT OF FINANCIAL POSITION	2022 (S\$'000)	2021 (S\$'000)
Non Current Assets	1,183	1,602
Current Assets	20,858	18,679
<b>Total Assets</b>	<b>22,041</b>	<b>20,281</b>
Current Liabilities	3,454	4,223
<b>Total Liabilities</b>	<b>3,454</b>	<b>4,223</b>
<b>NET TOTAL ASSETS</b>	<b>18,587</b>	<b>16,058</b>
<b>ACCUMULATED FUNDS</b>	<b>18,587</b>	<b>16,058</b>

STATEMENT OF FINANCIAL ACTIVITIES	2022 (S\$'000)	2021 (S\$'000)
<b>Income</b>		
Donations and Fund Raising	6,059	5,986
Subvention and Funding from Government	22,238	26,148
Programme Fees	6,419	4,500
Investment and other Income	36	189
	<b>34,752</b>	<b>36,823</b>
<b>Expenses</b>		
Manpower Costs	19,560	17,240
Operating and Administration Costs	16,399	15,963
Other Costs (including Depreciation)	534	435
	<b>36,493</b>	<b>33,638</b>
Grants and Transfers from / (to) General Fund	4,270	(3,741)
<b>Surplus / (Deficit)</b>	<b>2,529</b>	<b>(556)</b>

STATEMENT OF CHANGES IN ACCUMULATED FUND	2022 (S\$'000)	2021 (S\$'000)
Balance as at 1 April	16,058	16,614
Surplus / (Deficit)	2,529	(556)
<b>Balance as at 31 March</b>	<b>18,587</b>	<b>16,058</b>

STATEMENT OF CASH FLOWS	2022 (S\$'000)	2021 (S\$'000)
Net cash effect of operating activities	858	(541)
Net cash effect of investing activities	(69)	(539)
<b>Net change in cash and cash equivalents</b>	<b>789</b>	<b>(1,080)</b>
Cash and cash equivalents as at 1 April	14,506	15,586
<b>Cash and cash equivalents as at 31 March</b>	<b>15,295</b>	<b>14,506</b>

The full set of audited financial statements is available at [salvationarmy.org.sg](http://salvationarmy.org.sg) to save on printing costs as well as care for the environment.

# GOVERNANCE EVALUATION CHECKLIST



## FOR THE PERIOD APRIL 2021 - MARCH 2022

S/N	CODE GUIDELINES	CODE ID	RESPONSE
<b>Board Governance</b>			
1	Induction and orientation are provided to incoming governing board members upon joining the Board. <b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if "No")</b>	1.1.2	Complied Yes
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> 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) <b>can only serve a maximum of 4 consecutive years</b> . 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 <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied
6	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter. <b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")</b>	1.1.12	Complied No
7	The charity discloses in its annual report the reasons for <b>retaining the governing board member who has served for more than 10 consecutive years</b> .	1.1.13	Not Applicable
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied
<b>Conflict of Interest</b>			
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied
<b>Strategic Planning</b>			
11	The Board <b>periodically reviews and approves the strategic plan</b> 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 <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied

S/N	CODE GUIDELINES	CODE ID	RESPONSE
<b>Human Resource and Volunteer<sup>2</sup> Management</b>			
13	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
14	There is a <b>documented Code of Conduct</b> 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. <b>Are there volunteers serving in the charity? (skip item 16 if "No")</b>	5.5	Complied Yes
16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied
<b>Financial Management and Internal Controls</b>			
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 <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	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 <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied
21	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure. <b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")</b>	6.2.1	Complied Yes
22	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied
<b>Fundraising Practices</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")</b>		Yes
23	All collections received (solicited or unsolicited) are <b>properly accounted for and promptly deposited</b> by the charity. <b>Did the charity receive donations in kind during the financial year? (skip item 24 if "No")</b>	7.2.2	Complied Yes
24	All donations in kind received are <b>properly recorded and accounted for</b> by the charity.	7.2.3	Complied
<b>Disclosure and Transparency</b>			
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. <b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")</b>	8.2	Complied No
26	<b>No</b> 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 <b>exact</b> remuneration and benefits received by each governing board member in its annual report.</p> <p><u>OR</u></p> <p>The charity discloses that no governing board member is remunerated.</p> <p><b>Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)</b></p>	8.3	Not Applicable
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	<p>The charity discloses in its annual report:</p> <p>(a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity’s subsidiaries) <b>exceeding \$100,000</b> 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><u>OR</u></p> <p>The charity discloses that <b>none</b> 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 family<sup>3</sup> belonging to the Executive Head<sup>4</sup> 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><u>OR</u></p> <p>The charity discloses that there is <b>no</b> paid staff, being a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied
<b>Public Image</b>			
31	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied

**Notes:**

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

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

<sup>3</sup> Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –  
 (a) 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  
 (b) 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:  
 (a) the child or spouse of the Executive Head or governing board member;  
 (b) the stepchild of the Executive Head or governing board member;  
 (c) the dependant of the Executive Head or governing board member.  
 (d) the dependant of the Executive Head’s or governing board member’s spouse.

<sup>4</sup> Executive Head: The most senior staff member in charge of the charity’s staff.



# LEAVING A LEGACY

**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](mailto:legacies@smm.salvationarmy.org) or WhatsApp: **8823 0533**.



# ONE-TIME CONTRIBUTION FORM



Yes, I will help by giving a one-time contribution

\$500  \$200  \$100  \$ \_\_\_\_\_

## PERSONAL PARTICULARS

Name: Dr / Mr / Ms / Mdm / Mrs \_\_\_\_\_

Address: \_\_\_\_\_ Postal Code ( \_\_\_\_\_ )

Email: \_\_\_\_\_ Tel: \_\_\_\_\_ Mobile: \_\_\_\_\_

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 (eg. NRIC/FIN/UEN).

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Tel: 6555 0188

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### Changi Corps

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### (C/O Territorial Headquarters)

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## PEACEHAVEN NURSING HOME

### PEACEHAVEN JADE CIRCLE

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## PRAISEHAVEN RETREAT CENTRE

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### Hotline for Pick-Up of Bulky Items

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## WhatsApp for Donation In-Kind Enquiries

Tel: 8520 5343

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Tel: 6718 2513 (press 2)

## IMH Pick N Choose Store

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Tel: 6349 5312

## Praisehaven Mega Family Store

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## Tanglin Family Store

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Tel: 6349 5312

## SCHOOL FOR OFFICER TRAINING

500 Upper Bukit Timah Road Singapore 678106  
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## SOJOURN

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## THE HAVEN

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## YOUTH DEVELOPMENT CENTRE

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