ALL HUMAN LIFE IS PRECIOUS BEYOND MEASURE. BUT LIFE AS A JOURNEY IS NEVER WITHOUT THREAT OR TROUBLE. AS SUCH, LIFE CAN BE BROKEN, LACKING AND EMPTYED OF HOPE.

Compelled by the call of the Christian faith to bring new life where it is greatly needed, The Salvation Army seeks to rebuild, restore and revive.

Giving ourselves in service of those within our care, that they may have life and have it abundantly.

Greater love has no one than this, that one lay down his life for his friends.

John 15:13 (NASB)
At The Salvation Army, we see our community through eyes of love, recognising need and responding with compassion. Eighty years ago, our pioneers put their faith in God into action, opening their hearts to spread love to the underprivileged. It is with this same love that we press on towards building a brighter future for our beneficiaries.
LED TO
#Serve

We strive to be neighbours to anyone in need, serving them before ourselves, and as we would ourselves. With our social programmes and centres, we have made good effort to reach out in relevant and tangible ways in order to alleviate the many forms of suffering and estrangement faced by people in society, regardless of their age, race or religion.
Supported by the strength, prayers and financial aid of our officers, staff, volunteers, partners and donors, The Salvation Army has served our community with meaningful initiatives that give new life to the diverse sectors of need. Together, we can do more than we could ever imagine for the lives of others, and we invite all who are willing to join us on the next leg of our journey.
For those who have been on this journey with us throughout the years, it is evident that our faith in humanity and our commitment to serve is deeply ingrained in the work that we do. We are constantly adapting to the changing social landscape, identifying needs and improving our programmes to benefit various needy segments in the community.

To this end, I am pleased to share the key highlights and developments of our work in FY2016. Peacehaven Nursing Home introduced Gym Tonic, a system that combines advanced technology in its exercise equipment, to help our residents remain active and provide early intervention so that they can remain living in the community for as long as possible.

Our Family Support Services’ Guardian Angel programme, which started in 2015, has also been providing essential care services to needy and frail elderly in the community. Our services include bringing the elderly for their medical appointments, reminding them of their medicine prescription, helping to run errands, assisting with household chores, explaining the content of important mail and organising recreational activities to keep their minds active.

As we enter a new season of the work we have been called to do, we look forward to giving hope for the next 80 years with your continued and invaluable support. We believe that there are still greater things to be done and a better future to build for those under our care.

Mr Bill Foo
Chairman
The Salvation Army Advisory Board, Singapore

Since The Salvation Army first started in 1935, we have answered God’s call to love without discrimination and care for our neighbours as ourselves. Throughout the past 80 years, we have made good effort in relevant and tangible ways to meet diverse needs in the community.

I am pleased to share with you our latest programme developments as we embark on our next 80 years in Singapore. Gracehaven has been selected to run an Interim Placement and Assessment Centre (IPAC) by the Ministry of Social and Family Development and the centre will be ready by end 2016. Gracehaven IPAC will provide a temporary care environment for up to 15 Child Protection cases, while assessment into the needs of these children are undertaken to facilitate the timely placement of these children and young persons in the most appropriate care environment. In July 2016, our other children’s home, The Haven, started Transitions@Haven, a hostel for older boys to ease their transition towards independent living outside the children’s home.

Aside from our children’s homes, Peacehaven Day Centres at Bedok and Changi are offering the Integrated Home and Day Centre programme to provide holistic and individualised care to the frail elderly at the day centres and at the clients’ homes. These centres aim to improve our clients’ quality of life and provide early intervention so that they can remain living in the community for as long as possible.

Colonel Lyndon Buckingham
Territorial Commander
The Salvation Army
Singapore, Malaysia & Myanmar Territory

Chairman’s Message

Operator at the 3rd Asia Pacific Eldercare Innovation Awards 2015.

We are grateful to be able to forge long-term partnerships with our dedicated volunteers and supporters. To commemorate the 106th year of Charity Bike ‘n’ Blade, a team of 100 avid cyclists and bladers completed a total distance of 300km from Desaru to Mersing and back, raising a significant amount of donations for Peacehaven Nursing Home. We have also been very privileged to have the support of Starbucks Singapore for the last 12 years and last year being the highest amount raised so far. It has also been inculcated in our young residents to contribute back to society and no amount of giving is too small. In October 2015, the talented young residents from The Haven participated in an art auction where their canvas artwork was up for auction and the proceeds raised were donated to another local charity.

The Salvation Army remains committed to its mission to ensure that love and hope should know no end. Good governance is also foremost in what we do and we like to assure you that every donated dollar is stretched and prudently managed to care for around 1,600 beneficiaries a month. Your contribution allows us to strive forth in our mission to bridge the gap in society and we hope to receive your unending support, which will propel us towards achieving greater things and giving more hope for the community in the next 80 years. Join us in our journey in building a better future for the children, elderly, individuals and vulnerable families in need.

Colonel Lyndon Buckingham
Territorial Commander
The Salvation Army
Singapore, Malaysia & Myanmar Territory

MESSAGE
THE SALVATION ARMY 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.

A COMMITMENT TO EXCELLENCE AND SERVING OTHERS HAS UNITED THESE LIKE-MINDED PROFESSIONALS FROM DIVERSE BACKGROUNDS TO FORM AN 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 Advisory Board. As at 31 March 2016, members of our 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, Mr Winston Tan, Colonel Lyndon Buckingham, Major Garth Niemand and Ms Angeline Tan.

KEY Highlights

Gym Tonic – Exercise as Medicine

Launched on 16 April 2015 in Peacehaven Nursing Home, Gym Tonic combines exercise with state-of-the-art technology. Targeted at elderly who are frail, prone to falls and idle, strength training exercises are customized to individual residents based on their needs. This enables our residents to remain active, maintain and delay their functional decline in normal ageing or in the event of acute incidents such as falls and strokes. This new system also enhances the productivity of our physiotherapists as the equipment automatically collects the resident’s physical assessment data and exercise records, allowing our physiotherapists to view their records at a glance and adjust the resident’s exercise regime if necessary.

Momentum: Celebrating The Past, Embracing The Future

In April 2015, The Salvation Army celebrated our 80th anniversary with an overarching theme “Momentum: Celebrating The Past, Embracing The Future.” Special services conducted over the Easter weekend featured international leaders of The Salvation Army, General André Cox and Commissioner Silvia Cox. A celebration of praise meeting was also held and Mrs Josephine Teo, Member of Parliament for Bishan-Toa Payoh GRC, graced the event.

A New Look for Youth Development Centre

With the support of the Care & Share movement, our Youth Development Centre underwent renovation work to refurbish some of the rooms. There is now a fully-equipped music room and a brand new dance room for our youth to enjoy. A study room and counselling room were also added to create a more conducive environment for the youth.

80 Years of Giving Hope – Red Shield Appeal Luncheon

Held at Grand Copthorne Waterfront Hotel on 4 September 2015, The Salvation Army’s annual Red Shield Appeal Luncheon was graced by Mr Chan Heng Kee, Permanent Secretary, Ministry of Social and Family Development. To commemorate our 80th Anniversary, Mr Chan, The Salvation Army leaders and advisory board members were invited on stage for a cake cutting ceremony. A special sand art performance by renowned sand artist, Ms Oscar Ng, brought guests along on a journey through The Salvation Army’s 80 years in Singapore. Using only sand, Ms Ng traced our history from 1935 when the late Commissioner Herbert Lord established this movement in Singapore till where we are today.

Charity Bike ’n’ Blade Marks 10th Year Down Memory Lane

Charity Bike ‘n’ Blade crossed its 10th year with passion and grit whilst raising a grand amount of over $420,000 for Peacehaven Nursing Home and St. Andrew’s Community Hospital. Held from 4 to 6 September 2015, the event covered a 300 km Desaru-Mersing-Desaru route. Backed by passionate corporate and individual supporters, the event saw around 100 cyclists and bladers coming together to raise awareness and funds for beneficiaries with dementia.

Haven’s Young Talents Paying it Forward

On 8 October 2015, children from The Haven were given an opportunity to give back to society through an art gallery auction held by Capital Group. A selection of works photographed by our young artists was displayed for auction and all proceeds went to the Children’s Cancer Society. It was indeed an affirmation to our talented children from The Haven as their works alone raised a total of $7,800 at the live auction.

3rd Asia Pacific Eldercare Innovation Awards 2015

Peacehaven Nursing Home’s transitional convalescent facility, known as “Grace Corner”, was awarded the Best Rehabilitation Operator at the 3rd Asia Pacific Eldercare Innovation Awards 2015 Ceremony and Dinner in conjunction with the 6th Ageing Asia Innovation Forum 2015.

Staff Appreciation Dinner

The Salvation Army officers and staff celebrated their Staff Appreciation Dinner on 26 February 2016. The theme for the night was “Ready, Set, Go” and many enthusiastic staff came decked out in sporting outfits as they battled it out to be the leading cheer squad, with judges looking out for team spirit and cheer outfits as they transformed lives and holistically. The night ended with a cake to commemorate Gracehaven’s 25 years of improving lives and receiving certificates for improvements in their behaviour, academically and holistically.

Gracehaven’s 25th Anniversary

Gracehaven celebrated its 25th anniversary on 11 December 2015 with a stellar performance by the residents and sharing of stories by ex-residents. The night also saw the youths, who were beaming with pride, receive certificates for improvements in their behaviour, academically and holistically. The night also saw the youths, who were beaming with pride, receive certificates for improvements in their behaviour, academically and holistically.

Christmas Kettling and Starbucks Open House 2015

With the generous support from our donors, partners, volunteers and participating malls, our annual Christmas Kettling rang in a grand total of over $263,700, including the proceeds from the Starbucks Christmas Open House. Celebrating 12 years of partnership with Starbucks, the event saw the highest amount raised so far, bringing in a total of $71,909 across 116 Starbucks stores in Singapore with 29,940 cups served.

A New Hoist for the Elderly

Peacehaven Nursing Home received from Nippon Paint Singapore a $10,000 hoist which will help mobility-challenged elderly in their therapy sessions and improve the safety of rehabilitation exercises. With this new ceiling hoist, our elderly will be able to carry out therapeutic training with greater ease, while requiring minimal staff assistance. The hoist supports one’s weight and helps to relieve muscles, allowing users to train their muscles and reduce any over-exertion even if they are not strong enough to stand up.
Peacehaven Changi Day Centre and Peacehaven Bedok Day Centre (previously known as Peacehaven Bedok Multi-Service Centre) were running the Singapore Programme for Integrated Care for the Elderly (SPICE), providing nursing care, rehabilitation and medical services for senior clients. From 1 February 2016 onwards, SPICE was enhanced and renamed as the Integrated Home and Day Centre programme in tandem with the current needs of our clients which include the delivery of services at the client’s home.

This programme provides holistic care to the frail elderly with a comprehensive suite of care services tailored to each individual. Depending on the client’s needs, we offer medical, nursing, rehabilitation, psychosocial support, home assessment and personal care at the centre and at the client’s home.

Reaching out to clients with multiple-care needs, including dementia, the programme aims to deliver seamless care even as their needs change with time. A multidisciplinary approach is adopted in developing the client’s individualised care plan, taking into consideration the client’s needs and goals. Supported by a case manager, occupational therapist, physiotherapist and medical social worker, there will also be a care review to assess the client’s outcomes and care plan or when there are significant changes in a client’s status.

Peacehaven is a member of Eastern Heath Alliance and collaborates with other healthcare providers in the region to form a seamless model of care.

Our one-stop centres, serving mostly clients on government subsidy, aim to improve the quality of life of our senior citizens and also provide early intervention so that they can continue living in the community for as long as possible.

Mdm Tan aged 96 is wheelchair bound and diagnosed with severe dementia. Mdm Tan’s elder daughter, Alice, took on three jobs a day to support the family financially; while her younger daughter, Jane, cared for Mdm Tan even though she was suffering from psychiatric issues. Sadly, Jane’s condition deteriorated and required regular treatments at the Institute of Mental Health. This left Alice struggling as her younger sister could no longer care for their mother. In 2011, Madam Tan was referred to Peacehaven Bedok Day Centre and Jane joined her a year later to receive better care. Alice is relieved knowing that both her mother and sister are well taken care of and can continue living in the community for as long as possible.

* Names have been changed to protect the individuals.
Peacehaven Nursing Home

Peacehaven Nursing Home provides compassionate and quality care to sick and frail elderly who have physical or mental disabilities with minimal or no appropriate caregiver support at home. With a capacity of 401 beds, the Home has 13 Resident Living Areas (RLAs) designed to make residents feel at home instead of in an institution. Residents benefit from direct access to nursing care facilities, general practitioners’ services, occupational therapy, physiotherapy, speech therapy and pastoral care.

We are committed to maintaining the Ministry of Health’s Enhanced Nursing Home Standards by providing the elderly with good medical care and ensuring that their dignity is respected. We also regularly review our services and programmes to see if enhancements can be made through innovative technology and methods. Gym Tonic has been benefiting our clients by helping them to stay as functionally independent as possible by using the gym equipment for building muscle strength.

Hope RLA caters to the needs of residents with dementia and the person-centred care model empowers the residents to make decisions and continue in self-care. This helps them to keep their minds active and maintain their physical health. In collaboration with Changi General Hospital, our transitional convalescent facility, Grace Corner, provides focused and lower-intensity rehabilitation services to clients with short term disability conditions. This enables them to regain maximum mobility and return home to live independently.

Peacehaven is an approved training centre which offers Institute of Technical Education skills certificates in home care, dementia care and rehabilitation therapy. It is also accredited by the National Resuscitation Council as a basic cardiac life support training centre. Under the Agency for Integrated Care, we participated as a training provider for caregiver training and foreign domestic worker training that include a home visitation to ensure that the elderly are well cared for at home.

Peacehaven is a founding member of Eastern Health Alliance, the regional health system for the people of eastern Singapore. We have also been awarded the bizSAFE level 4 status which affirms our commitment to safety and health standards at our workplace.

The Haven

The Haven’s children, aged 6 to 20 years old, come from dysfunctional families and are mostly referred by the Ministry of Social and Family Development. Each child has a unique past but regardless of their background, we are dedicated to loving them, providing them a safe shelter and preparing them for the day when they can be reunited with their family.

At The Haven, individualised care plans meet each child’s educational, social and emotional needs. Our social workers and care staff also provide counselling to help them overcome past hurts and gain strength to move on in life with a positive attitude.

As there are many siblings in the Home, it is important to help them maintain positive and close relationships with each other. Our Siblings programme allows the children to bond through games, outings and birthday celebrations. Counselling sessions are also arranged for siblings to identify and work towards resolving conflict and building a stronger relationship.

Transitions@Haven was recently started to take in older male residents from The Haven and Gracehaven and equip them with independent living skills. When they are ready to move out and live on their own, the young adults will be provided with support and resources to ease their transition into the community.

Through the Life Skills Programme, I learned many different things, such as how to apply for a job and handle interviews. I am also able to spend time with my brothers and get to know them better through the Siblings Programme at the Haven.
Gracehaven

Known as one of the largest residential care institutions in Singapore, Gracehaven nurtures children and young persons who are in need of protection, suffer from broken relationships with their parents or who have had a brush with the law.

Through love and grace, the entire family of Gracehaven staff, which comprises residential care associates, social workers, case workers, administrative and operations staff, collectively journey with each child and young person towards the goal of reunification with their families.

Recreational activities and programmes that are rooted in character-building and life-enrichment, are important components to the home’s rehabilitative work. For instance, our Social Circus workshop is where children are given opportunities to explore and develop their strengths in performing arts and to exercise their creativity, while at the same time building perseverance, discipline and confidence.

Gracehaven has also partnered many generous sponsors and dedicated volunteers. The Beautiful People Movement is one example amongst the many committed partners, where a team of dedicated folks devote themselves to a bimonthly programme which guides the girls at Gracehaven to discover and fulfil their potential. Mentoring and group sessions have also helped the girls cultivate a spirit of love for self and others and empower them to live with dignity and respect.

As Gracehaven grows, our programmes have also evolved. By end 2016, Gracehaven will be hosting an Interim Placement and Assessment Centre (IPAC) supported by the Ministry of Social and Family Development. The purpose of IPAC is to provide a safe and nurturing environment for children and youth in need of immediate protection; child protection cases which are in the midst of assessment into their subsequent care needs and the eventual placement in the most appropriate care environment.

Ryan endured domestic violence from a young age, witnessing his mother suffer from abuse inflicted by his father. To protect him from further emotional trauma, Ryan’s mother decided to seek help from a Child Guidance Clinic in 2013 and Ryan was referred to Gracehaven by the Family Court. Initially, Ryan had difficulty adjusting to the new environment, often displaying defiance and aggression towards staff and other residents. However, as time went by, the structured and conducive environment in Gracehaven enabled him to focus on his studies and grow as a person. With encouragement from social workers, Ryan tried his hand at playing the ukulele and dance classes. Training with other residents helped Ryan to forge friendships and he has shown significant progress in his behaviour and maturity. He is now more considerate towards others and is able to better manage his emotions.

* Name has been changed to protect the individual.
Youth Development Centre hopes to enhance the lives of our youth and to equip them with life skills and knowledge.

Located in the residential area of Kallang Bahru, Youth Development Centre functions as a drop-in centre and provides a comfortable respite for youth between the ages of 12 and 21 years old, specifically reaching out to the low-income latch-key youth profile group, with an added focus on those from underprivileged backgrounds and/or those with at-risk behaviours. With 143 youths, we engage them in a wide range of activities, allowing them to develop an area of interest to pursue. Some sporting activities include rock climbing, kayaking, basketball, skating, cycling, soccer and tchoukball. Like a close knit family, the youth engage in weekly Boxfit sessions, fellowship dinners, movie nights, festive celebrations and recreational outings to museums and farms.

With the support of the Care & Share movement, Youth Development Centre underwent a renovation to refurbish some of our rooms. There is now a fully-equipped music room and a brand new dance room for our youth to enjoy. A study room and counselling room were also added to create a more conducive environment.

In the year ahead, we plan to start various interest groups where youth can develop their leadership potential and be empowered to lead the team when they participate in competitions or performances.

PRISON SUPPORT SERVICES – Kids In Play

In FY2016, KIP provided casework and counselling services to a total of 431 children and 236 caregivers. Throughout the year, we held group work sessions for children and their caregivers. Children learned how to deal with the issues arising from parental incarceration, whilst caregivers were equipped with parenting skills and taught the impact of incarceration on the children. Our clients also received encouragement through befriending and mentoring programmes from CHOC (Children Helping Other Children) Ambassadors and WHOW (Woman Helping Other Women) sessions.

Pre-sessions with inmates were also organised and they were taught how to have positive communication and to empathize with their children in the struggles they were facing. After each pre-session, a Family Bonding programme would be conducted in the prison for the children to have a meaningful and memorable interaction with their parents without any physical barrier between them.

In addition to running these programmes, KIP is developing a risk and needs assessment tool and embarking on pilot group work sessions with different groups of clients in the future.

KIP HAS HELPED ME TO ACCEPT AND REFLECT ON THE PAST. BEING IN THE PROGRAMME HAS TAUGHT ME TO BE OPEN-MINDED AND NON-JUDGEMENTAL. I HAVE REALISED THAT I HAVE THE POWER TO CHANGE AND SHAPE MY FUTURE. I CAN ALSO MAKE A POSITIVE IMPACT FOR THE PEOPLE AROUND ME.

John
17-year-old

PRISON SUPPORT SERVICES – Kids In Play

Youth Development Centre has helped me improve my academic grades and I have also learnt a new sport, tchoukball!

Alicia
14-year-old
SERVICES

Established in the Bukit Ho Swee district, Family Support Services (FSS) is a one-stop community-based centre that reaches out to the less privileged families and elderly living in the neighbourhood. We provide an extensive range of services such as casework management and counselling to families or individuals who need help to cope with various difficulties and emotional issues; food ration and financial assistance; health checks and support groups for the elderly, mothers and youth.

I VISIT THE CENTRE OFTEN AND I AM ALWAYS IN AWE OF THE ATMOSPHERE AND KINDNESS THE STAFF BRING TO ALL VISITORS AND BENEFICIARIES. IT IS A SPECIAL PLACE AND I LOOK FORWARD TO CONTINUING OUR COLLABORATION.

Pernille Vederso Bussone
 Volunteer from Cycling Without Age

Under the Care & Share movement, we launched the Guardian Angel programme which is an outreach service to help frail elderly clients by providing them with care and assistance to maintain a healthy level of functioning in the community. Our services include bringing the elderly for their medical appointments and haircuts; helping to run errands to the pharmacy, supermarket or post office; reminding them of their medicine prescription; assisting with household chores; explaining the content of important mail and organising recreational activities to keep their minds active. The specially designed trishaw donated by Cycling Without Age has also brought much joy to the elderly, especially those with mobility issues. The ride allows them to connect with the world outside their home and revisit places which hold special meaning in their hearts.

Besides extending a practical life-line and friendship to the marginalised in the community, FSS also partners with many corporate and individual volunteers to organise educational and interactive activities such as visits to Gardens By The Bay, National Gallery and the Silver Arts Festival. These outings mean a lot to the elderly and disadvantaged families who look forward to such opportunities.

Moving forward, we are looking towards extending the Guardian Angel programme to more elderly persons and expanding our services. In addition, FSS is also planning to get the elderly clients to create a personalised Life Story Book to capture their life experiences and pass it on to future generations.

I HAVE JOINED THE BISHAN CHINESE CORPS ELDERLY PROGRAMME FOR 14 YEARS. I FEEL HAPPY WHENEVER I ATTEND THE PROGRAMME AS THE PEOPLE ARE VERY FRIENDLY. I ENJOY THE SINGING AND HAVE ALSO BENEFITTED FROM THE TALKS.

Madam Lee
78-year-old client

Our Corps Community Services is an extension of our churches’ caring ministry to help those in need through befriending and practical support. Bishan Chinese Corps organises a monthly programme for elderly who have little in life. This social programme uplifts the spirits of the elderly through singing, exercise and the sharing of a meal. Free haircuts and supermarket vouchers are also given by kind volunteers and supporters. During school term, Changi Corps runs a weekly tuition programme supported by the corps’ young adults for students from Primary one to Secondary two.

Our Corps Community Services

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Madam Lee
78-year-old client
Throughout the year, The Salvation Army has engaged more than 1200 individual volunteers and partnered many corporate volunteers and schools who have come forward to organise an array of activities for the young and old, bringing much delight to them.

Volunteers with skills to contribute or who are simply passionate to make a difference, are most welcome to work alongside us in serving and enriching lives.

Volunteerism

IT WAS A GREAT MUSIC SESSION WITH THE ELDERLY AND I LOOK FORWARD TO FUTURE COLLABORATIONS WITH THE SALVATION ARMY TO BENEFIT MORE BENEFICIARIES.

Zi Xuan
Volunteer from J.P. Morgan

For more information, please visit the SA-V Portal at sg.salvationarmy.org/volunteer.
Central Council Members

Colonel Lyndon Buckingham
Territorial Commander 1 Jan 2016

Lieutenant-Colonel Evelyn Posadas
Teritorial Secretary for Women’s Ministries 1 Jan 2016

Major Hary Haran
Territorial Programme Secretary 1 Jan 2016

Major Lee Kong Yee
Senior Training and Education Officer 1 Jan 2016

Major Patricia Niemand
Assistant Territorial Secretary for Programme 1 Jan 2016

Major Lim Chee Kwee
Literary Secretary 1 Jan 2016

Mdm Koh Guek Eng
Director, Finance 1 Jan 2016

Social Fund Expenditure Board

The Social Fund Expenditure Board is concerned with the economical and efficient conduct of all business pertaining to the Social Fund. The Board monitors that all expenditures are within the approved budget and can give approval for expenditure not in the budget after due care and consideration. The Board also establishes policies and safeguards for the smooth running of all social programmes. The Social Fund Expenditure Board will seek the approval of the Finance Council for expenditures beyond the Board’s limit.

Social Fund Expenditure Board Members

Colonel Bronwyn Buckingham
Territorial President of Women’s Ministries 1 Jan 2016

Lieutenant-Colonel Leopoldo Posadas
Chief Secretary 1 Jan 2016

Major Garth Niemand
Territorial Secretary for Business Administration 1 Jan 2016

Major Hary Haran
Territorial Programme Secretary 1 Jan 2016

Major Lee Kong Yee
Senior Training and Education Officer 1 Jan 2016

Major Patricia Niemand
Assistant Territorial Secretary for Programme 1 Jan 2016

Major Lim Chee Kwee
Literary Secretary 1 Jan 2016

Mdm Koh Guek Eng
Director, Finance 1 Jan 2016

Internal Audit Board

The Board serves to evaluate, assess and monitor governance, risk and compliance factors and can challenge any current practice, champion best practices and be a catalyst for improvement with the objective of ensuring that the organization as a whole can achieve its strategic objectives. To this end, the Board is prepared to make any necessary recommendations for developmental effectiveness.

Internal Audit Board Members

Major Garth Niemand
Territorial Secretary for Business Administration 1 Jan 2016

Major Hary Haran
Territorial Programme Secretary 1 Jan 2016

Major Lee Kong Yee
Senior Training and Education Officer 1 Jan 2016

Major Francis Ng
Liaison Officer (East Malaysia), Team Leader & Commanding Officer 1 Jan 2016

Mr Paul Boon
Internal Auditor 1 Jan 2016

Human Resources Board

The Board reviews human resource policies and procedures and ensures that they are effectively implemented. It considers strategic matters related to salaries and allowances, and evaluates annual wage adjustments and variable bonus factors. It also assesses and approves applications for hiring and promotion (senior positions) and reviews training, grievances, discipline, redundancies, resignations and dismissals. Recommendations made by the Board will be submitted to the Finance Council for approval.

Human Resources Board Members

Colonel Bronwyn Buckingham
Territorial President of Women’s Ministries 1 Jan 2016

Lieutenant-Colonel Leopoldo Posadas
Chief Secretary 1 Jan 2016

Major Garth Niemand
Territorial Secretary for Business Administration 1 Jan 2016

Major Hary Haran
Territorial Programme Secretary 1 Jan 2016

Major Lee Kong Yee
Senior Training and Education Officer 1 Jan 2016

Major Patricia Niemand
Assistant Territorial Secretary for Programme 1 Jan 2016

Major Lim Chee Kwee
Literary Secretary 1 Jan 2016

Mdm Koh Guek Eng
Director, Finance 1 Jan 2016

Ms Angeline Tan
Director, Public Relations 1 Jan 2016

Mr John Ng
Director, Property 1 Jan 2016

Ms Judy Chun
Director, Social and Community Services (Malaysia) 8 Mar 2016

Mr Peter Khoo
Superintendent 1 Jan 2016

Mrs Toh-Chia Lai Ying
Director, Human Resources 1 Jan 2016

Mdm Koh Guek Eng
Senior Manager, Human Resources 1 Jan 2016

Mr Peter Leow
Senior Manager, Human Resources 1 Jan 2016
**Organisation Structure**

- **International Trustee Company Board**
- **International Finance Council**
- **Advisory Board**
- **Territorial Commander**
- **Chief Secretary**
- **Territorial Secretary for Women’s Ministries**
- **Territorial President of Women’s Ministries**
- **Business Administration**
- **Programme**
- **Candidates**
- **School for Officer Training**
- **IT**
- **Public Relations**
- **Finance**
- **Property**
- **Family Support Services**
- **Peacehaven Day Centres**
- **Prison Support Services – Kids in Play**
- **Youth Development Centre**
- **Corps Community Services**
- **Gracehaven**
- **Peacehaven Nursing Home**
- **The Haven**
- **Archives and Literary**
- **Human Resources**
- **Spiritual Life Development**

**CONFIDENTIALITY OF DONORS**

The Salvation Army respects donors’ confidentiality. All information and records will be kept confidential. The donor’s name or other details will not be published in any corporate collateral unless permission has been obtained from the donor. The Salvation Army also respects the donor’s decision to be excluded from the donor list or to restrict the frequency of solicitations through the use of mailings, email, telephone or other approaches.

**Corporate Governance**

**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.**

**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 Finance Council 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 Finance Council in the event a conflict of interest situation may arise.

**Donor Confidentiality Policy**

The Salvation Army respects donors’ confidentiality. All information and records will be kept confidential. The donor’s name or other details will not be published in any corporate collateral unless permission has been obtained from the donor. The Salvation Army also respects the donor’s decision to be excluded from the donor list or to restrict the frequency of solicitations through the use of mailings, email, telephone or other approaches.

**Reserve Policy**

The policy defines reserve as that part of the income funds that is freely available for its operating purposes not subject to commitments, planned expenditure and spending limits. It does not include endowment funds, restricted funds and designated funds. In the audited financial statements, this reserve is termed “unrestricted reserve”. The reserve provides financial stability and the means for the development of our principal activity. The reserve is to be established at a level equivalent to three times the amount of annual operating expenditure. The level of the reserve is being reviewed annually.

**Position on Gambling**

The Salvation Army believes that gambling has serious and adverse effects upon vulnerable individuals and their families and upon the very fabric of society. Compulsive and addictive gambling is a serious social problem and creates many casualties in society, as it promotes and condones false values and is therefore detrimental to the spiritual and moral well-being of those who participate in gambling. The Salvation Army worldwide cares and rehabilitates such vulnerable casualties of gambling. Therefore, The Salvation Army in the Singapore, Malaysia and Myanmar Territory will refrain from receiving or applying for funding from any lottery or gambling source.
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 Finance Council. 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.

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 victimization for whistle blowing in good faith.

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 recognize that attracting, retaining and motivating people requires innovative integration and enhancement of our reward, performance, learning and development management practices.
SUMMARY STATEMENT OF
Financial Performance
For the year ended 31 March 2016

Operating Income

<table>
<thead>
<tr>
<th></th>
<th>2016 ($’000)</th>
<th>2015 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>27,654</td>
<td>28,891</td>
</tr>
<tr>
<td>Expenditures</td>
<td>25,556</td>
<td>23,366</td>
</tr>
<tr>
<td>Surplus</td>
<td>2,098</td>
<td>5,525</td>
</tr>
</tbody>
</table>

Appropriations from/(to) Funds

<table>
<thead>
<tr>
<th></th>
<th>2016 ($’000)</th>
<th>2015 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of current years income to Unrestricted funds</td>
<td>(26,936)</td>
<td>(28,611)</td>
</tr>
<tr>
<td>Designated (operational) funds</td>
<td>(2,718)</td>
<td>(280)</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>2,000</td>
<td>–</td>
</tr>
</tbody>
</table>

To finance current costs from

<table>
<thead>
<tr>
<th></th>
<th>2016 ($’000)</th>
<th>2015 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted funds</td>
<td>24,780</td>
<td>22,876</td>
</tr>
<tr>
<td>Capital contribution funds</td>
<td>374</td>
<td>292</td>
</tr>
<tr>
<td>Designated (operational) funds</td>
<td>402</td>
<td>198</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

Transfers between Funds

<table>
<thead>
<tr>
<th></th>
<th>2016 ($’000)</th>
<th>2015 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted funds</td>
<td>336</td>
<td>128</td>
</tr>
<tr>
<td>Capital contribution funds</td>
<td>(455)</td>
<td>(394)</td>
</tr>
<tr>
<td>Designated (operational) funds</td>
<td>119</td>
<td>85</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>–</td>
<td>181</td>
</tr>
</tbody>
</table>
of Changes in Funds and Reserves for the year ended 31 March 2016

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Contribution Fund</td>
<td>1,033</td>
<td>952</td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>2,001</td>
<td>1</td>
</tr>
<tr>
<td>Designated (Operational) Funds</td>
<td>4,803</td>
<td>2,606</td>
</tr>
<tr>
<td>Unrestricted Funds</td>
<td>12,787</td>
<td>10,967</td>
</tr>
<tr>
<td>Total Funds and Reserves</td>
<td>20,624</td>
<td>14,526</td>
</tr>
</tbody>
</table>

of Financial Position as at 31 March 2016

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Contribution Fund</td>
<td>1,033</td>
<td>952</td>
</tr>
<tr>
<td>Restricted Funds</td>
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<td>2,606</td>
</tr>
<tr>
<td>Unrestricted Funds</td>
<td>12,787</td>
<td>10,967</td>
</tr>
<tr>
<td>Total Funds and Reserves</td>
<td>20,624</td>
<td>14,526</td>
</tr>
</tbody>
</table>

General Information

The Salvation Army (the “Organisation”) was constituted as a corporation in Singapore under the Statutes of the Republic of Singapore, Salvation Army Ordinance (Chapter 377). The Organisation is registered as an exempt charity under the Charities Act (Chapter 37) and domiciled in Singapore. The registered address of the Organisation is at 20 Bishan Street 22, Singapore 579768.

Basis of Preparation

The financial statements of the Fund have been prepared in accordance with Singapore Charities Accounting Standards (“CAS”). The financial statements have been prepared on the historical cost basis. The financial statements are presented in Singapore dollars (“S$”), which is the Fund’s functional currency.

Funds

- **Capital Contribution Funds**: These represent funds set up by the Fund to meet the costs of plant and equipment.
- **Designated (Operational) Funds**: These are funds specifically set aside by the Fund to meet operational planned or anticipated needs.
- **Restricted Funds**: These are donations or legacies held for restricted purposes as specified by the donors.
- **Unrestricted Funds**: This is the working capital of the Fund.
**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 England in 1865, 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, visit sg.salvationarmy.org

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**Tax Exempt Receipts**

The Fund enjoys concessionary tax treatment whereby qualifying donors are granted tax deductions for the donations made to the Fund. The total value of tax exempt receipts issued was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total value of tax exempt receipts issued</td>
<td>7,943</td>
<td>10,999</td>
</tr>
</tbody>
</table>

During the financial year, the Fund returned a donation amount of S$2 million at the request of the donor. As the project for which the donation income was intended was shelved, and the donation income was not utilised, the Finance Council agreed for the donation to be refunded and the tax exempt receipt issued was cancelled.

**Related Party Transactions**

**Transactions with related parties**

Significant transactions between the Fund and related parties took place at terms agreed between the parties during the financial year:

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactions with General Fund Singapore</td>
<td>(1,827)</td>
<td>(1,579)</td>
</tr>
<tr>
<td>Transactions with Property Fund Singapore</td>
<td>(1,427)</td>
<td>(1,389)</td>
</tr>
</tbody>
</table>

**Compensation for key management personnel**

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and other short term benefits</td>
<td>159</td>
<td>165</td>
</tr>
</tbody>
</table>

Key management personnel comprises members of the Finance Council and two other personnel who are not members of the Finance Council. Except for the above, there is no claim by the key management personnel for services provided to the Fund, either by reimbursement or by providing allowances or by direct payment to a third party. The compensation of key management personnel disclosed in the table above is for one person.

**Commitments**

**Operating lease commitments – as lessee**

Future minimum rental payable under non-cancellable operating leases in respect of rental of equipment at the financial year end date are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Later than one year but not later than five years</td>
<td>3</td>
<td>16</td>
</tr>
<tr>
<td>During the financial year, lease payment recognised as expenditure in the financial activities amounted to</td>
<td>4</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>19</td>
</tr>
</tbody>
</table>

**Taxation**

The Fund is part of the operation of The Salvation Army, Singapore, which is registered as an exempt Organisation under the Charities Act (Chapter 37). By virtue of Section 13(1)(zm) of the Income Tax Act (Chapter 134), the Organisation’s income is exempted from income tax.
**Red Shield Club**

Join our Red Shield Club!

The Red Shield Club is a recurring-donation programme providing a steady, dependable and cost-effective source of funds for The Salvation Army’s social centres and programmes.

Benefits of regular giving:

- **Convenient:** Avoid the hassle of writing a cheque or worrying about enclosing cash in envelopes.
- **Simple:** Receive a single summary of all your gifts in a year.
- **Life-changing:** Regular gifts enable us to plan and develop our services and programmes more effectively to help people.
- **Affordable:** It is easier to find $10 a month than it is to find $120 a year.
- **Cost-efficient:** Reduce the Army’s gift processing and mailing costs.
- **Flexible:** Alter or cease your pledge at any time.
- **Cost-saving:** Reduce the Army’s gift processing and mailing costs.
- **Convenient:** Receive a single summary of all your gifts in a year.
- **Simple:** Regular gifts enable us to plan and develop our services and programmes more effectively to help people.
- **Life-changing:** It is easier to find $10 a month than it is to find $120 a year.
- **Affordable:** Reduce the Army’s gift processing and mailing costs.
- **Flexible:** Alter or cease your pledge at any time.

How it works:

1. Decide on the amount you wish to contribute each month, then select your deduction by inter-bank Giro or by credit card.
2. Fill out your personal and bank particulars using the monthly contribution form on the right and mail the completed form back to us.
3. Your desired monthly donation will be automatically deducted on the 4th of every month.

**CONTRIBUTION FORM**

**Personal Particulars**

Name: Dr / Mr / Ms / Mdm / Mrs

NRIC/ FIN/ UEN: __________________________ Tel: __________________________ Email: __________________________

Address: __________________________ Postal Code ( )

**Monthly Donation by Interbank GIRO**

Part 1: For Donor’s Completion

To: The Manager

Bank: __________________________ Branch: __________________________

My Account Number

I would like to: 

a. Make a new contribution of / Increase my contribution to $_________

b. [ ] You are entitled to reject The Salvation Army’s debit instructions if my/our account does not have sufficient funds and charge me/us a fee for this. You may also, at your discretion, allow the debit even if this results in overdraft on the account and impose charges accordingly.

c. [ ] This authorization will remain in force until terminated by your written notice sent to my/our address last known to you or upon receipt of my/our written revocation through The Salvation Army.

Date: __________________________

Signature(s) or thumbprint(s) as in bank record

Ref No.

Part 2: For The Salvation Army’s Official Use

Bank: __________________________ Branch: __________________________ The Salvation Army’s Account No.

03 03 03 92 43 58 3

Date: __________________________

Signature: __________________________

**Monthly Donation by Credit/Charge Card**

I would like to: 

a. Make a monthly contribution of / Increase my monthly contribution to $_________

Yes, I want an annual receipt (only applicable to donors who have provided their NRIC/ FIN/ UEN).

No, I do not need an annual receipt.

Bank Branch The Salvation Army’s Account No.

Ref No.

Card No. __________________________ Card Expiry Y Y

Date: __________________________

Signature: __________________________

For thumbprints, please go to the branch with your identification.

Signature/Thumbprint # differs from the Financial Institution’s records

Wrong account number

Signature/Thumbprint # incomplete/unclear#

Wrong account number

Account operated by signature/thumbprint#

Amendments not countersigned by customer

Others:

Name of Approving Officer: __________________________

Authorised Signature: __________________________

Date: __________________________

The Salvation Army respects donors’ confidentiality. By submitting our donation form, you consent to the use of your personal data for processing donations, donor relationship management, fund raising and communications. To opt out of receiving communication materials for our donors, kindly contact us at 6555 0246.

Tel: 3938

**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 (  )  

Tel:  

Mobile:  

**Email:**  

☐ Personal donation  

NRIC/ FIN:  

☐ Corporate donation  

Company Name:  

UEN:  

This donation is a 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). IRAS no longer accepts claims for tax deduction based on donation receipts.

**Donation Details**

☐ I enclose my cheque made payable to The Salvation Army  

Cheque No:  

Bank:  

☐ Please charge my donation to:  

- ☐ MasterCard  
- ☐ VISA  
- ☐ Amex  
- ☐ Diners  

Card No:  

Card Expiry:  

Card as on card  

Name as on card  

Signature  

☐ I would like an SMS acknowledgement upon the successful clearance of my donation. My mobile number is provided above. By opting for this service, I will not receive the tax deductible receipt.

OR

☐ Yes, I want a tax deductible receipt (only applicable to donors who have provided their NRIC/ FIN/ UEN). Receipt will only be issued for a donation of $50 and above.

☐ Current donor  

☐ New donor  

☐ I would like to know how to include The Salvation Army in my Will.

The Salvation Army respects donors’ confidentiality. By submitting our donation form, you consent to the use of your personal data for processing donations, donor relationship management, fund raising and communications. To opt out of receiving communication materials for our donors, kindly contact us at 6555 0246.

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**Thank you for your donation!**

Please mail your donation with this slip to:  

The Salvation Army, Ang Mo Kio Central PO Box 640 Singapore 915605

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**Donate cash online:**

sg.salvationarmy.org

**Donate in-kind:**

www.redshieldindustries.com

**Be our volunteer:**

sg.salvationarmy.org/volunteer

Tel: 6555 0232

**For other enquiries:**

public_relations@smm.salvationarmy.org

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**Territorial Headquarters**

20 Bishan Street 22 Singapore 579768  

Tel: 6555 0188

**Child Care Centres**

Blk 610 Ang Mo Kio Ave 4 #01-1227  

Singapore 560610  

Tel: 6452 4862

Blk 247 Bukit Batok East Ave 5 #01-86  

Singapore 650247  

Tel: 6562 4976

Blk 402 Fajar Road #01-217  

Singapore 670402  

Tel: 6760 2624

Blk 159 Tampines St 12 #01-95  

Singapore 521159  

Tel: 6785 2976

**Corps**

Balestier Corps  

126 Balestier Road Singapore 329681  

Tel: 6513 2460

Bishan Chinese Corps  

20 Bishan Street 22 Singapore 579768  

Tel: 6643 8874

Changi Corps  

7 Upper Changi Road North Singapore 507705  

Tel: 6546 5828

Kallang Bahru Outpost  

Blk 66 Kallang Bahru #01-507  

Singapore 330066  

Tel: 6291 2142

Singapore Central Corps  

20 Bishan Street 22 Singapore 579768  

Tel: 6555 0252

Singapore Eratchippu Corps  

500 Upper Bukit Timah Singapore 678106  

Tel: 6349 5346

William Booth Corps  

500 Upper Bukit Timah Road Singapore 678106  

Tel: 6349 5327

William Booth Corps @ Bukit Panjang Student Care Centre  

Blk 404 Fajar Road #01-267  

Singapore 670404  

Tel: 6763 0837

Family Support Services  

Blk 42 Beo Crescent #01-95  

Singapore 160042  

Tel: 6273 7207

Gracehaven  

3 Lorong Napiri Singapore 547528  

Tel: 6580 2250

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**Peacehaven Bedok Day Centre**

Blk 121 Bedok North Road #01-161/163  

Singapore 460121  

Tel: 6445 1630

**Peacehaven Changi Day Centre**

9 Upper Changi Road North Singapore 507706  

Tel: 6546 5678

**Peacehaven Nursing Home**

9 Upper Changi Road North Singapore 507706  

Tel: 6546 5678

**Praisehaven Retreat Centre**

500 Upper Bukit Timah Road Singapore 678106  

Tel: 6349 5302

**Prison Support Services – Kids In Play**

356 Tanglin Rd Singapore 247674  

Belvedere Block B, BB 3-4  

Tel: 6355 1456

**Red Shield Industries**

Hotline for Pick-Up of Bulky Items  

Belvedere Block B, BB 3-4  

Tel: 6355 1456

**Bukit Merah Family Store**

Blk 133 Jalan Bukit Merah #01-1530  

Singapore 160133  

Tel: 6275 5877

**Hope Centre Family Store**

7 Upper Changi Road North Singapore 507705  

Tel: 6546 0309

**IMH Pick N Choose Store**

10 Buangkok View Singapore 539747  

Tel: 6385 3874

**Praisehaven Mega Family Store**

500 Upper Bukit Timah Road Singapore 678106  

Tel: 6349 5312

**Tanglin Mega Family Store**

356 Tanglin Road Singapore 247674  

Tel: 6718 2513

**School for Officer Training**

500 Upper Bukit Timah Road Singapore 678106  

Tel: 6349 5332

**The Haven**

350 Pasir Panjang Road Singapore 118692  

Tel: 6775 0366

**Youth Development Centre**

Blk 65 Kallang Bahru #01-305  

Singapore 330065  

Tel: 6291 6303

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For other enquiries: public_relations@smm.salvationarmy.org