a source of strength
The Salvation Army Annual Report 2014

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.
ALL DREAMS, HOPE AND STRENGTH

The Salvation Army draws its strength from our faith in God, the purest source of all things good. His love has provided us a wellspring of inspiration on how we can continue to help nourish others’ lives through acts of compassion, so that hope may flourish in our community.
IT DOESN’T MATTER IF A ROOM HAS BEEN DARK FOR A DAY, A WEEK, OR TEN THOUSAND YEARS – WE TURN ON THE LIGHT AND IT IS ILLUMINATED.

SHARON SALZBERG

love

Empowers

Life

Our work starts from a heart for the estranged in society, young and old who need relief from their circumstances. Through our nationwide centres and social programmes, individuals can always find a shoulder to lean on and the courage to rise again with the help of our officers, staff, donors and volunteers.
ALONE WE CAN DO SO LITTLE;

TOGETHER WE CAN DO SO MUCH.

HELEN KELLER

finding strength in Numbers

Our beneficiaries over the years have been supported by the collective efforts and financial aid of many. We believe in standing in unity with our staff and partners across Singapore to empower the less fortunate in whatever way we can.
Chairman’s Message

To many people in the community, The Salvation Army is a symbol of strength. Over the past 79 years, we have demonstrated our resolve to be a source of strength, help and hope for the poor and the vulnerable. Our work has grown to encompass a diverse range of social services catering to various needs in the community, reaching out to all Singaporeans, young and old.

In FY2014, we stayed true to our mission and continued to be a pillar of strength to those under our care. We identified a need to further enhance sibling relationships and launched a new Siblings Programme at The Haven with the aim to improve relationships and to grow a stronger support system amongst the siblings. Family Support Services also worked closely with our partners to reach out to Redhill housing estate to conduct health checks for clients living in the neighbourhood. This outreach effort generated greater awareness amongst the elderly who are now more informed of the available support and services at the centre.

We have continuously remained in touch with the social landscape to better understand the changing needs and to adapt our services accordingly.

Currently, we are also exploring opportunities to cater to the needs of those who have fallen in the social gap and we are working with the Ministry of Social and Family Development towards helping more children and families in need.

Also in the pipeline is the opening of a new Family Hub and Logistics Centre at Tanglin by our social enterprise arm, Red Shield Industries (RSI). RSI will launch the new Family Hub at Tanglin featuring a bigger retail space with upcoming plans to incorporate a café, flea market, sports facilities, barbecue pits and a mini jungle adventure for young children to explore. There will be something for everyone in the family from the young to the young at heart.

AS THE SALVATION ARMY CONTINUES TO MOVE FORWARD IN OUR EFFORTS TO REACH OUT TO MORE PEOPLE IN NEED, WE WOULD LIKE TO ENCOURAGE BOTH CORPORATES AND INDIVIDUALS TO JOIN US IN OUR EFFORTS TO EMPOWER THE LESS FORTUNATE; GIVING THEM STRENGTH FOR TODAY AND HOPE FOR TOMORROW.

Thank you for your generous support, both in the past and in the coming days.

Mr Bill Foo
Chairman
The Salvation Army Advisory Board, Singapore

Territorial Commander’s Message

The Home now runs a total of three ITE courses, with the other two earlier obtained in Home Care and Dementia Care.

Peacehaven has also worked closely with the authorities to strengthen the quality of nursing home care in Singapore by being a part of the Nursing Home Standards Workgroup. The Home has also taken the lead in participating in the voluntary baseline assessments to identify areas for improvement to meet the Enhanced Nursing Home Standards.

Looking beyond Peacehaven, we embrace neglected and wayward adolescents, innocent children whose parents are in prison, forsaken seniors and destitute families in the community. There is a constant demand for our services throughout the year and our dedicated staff work tirelessly at all our centres and homes. We sincerely hope that you will continue to support us as we strive forth in our mission to be a source of strength to those in need.

THE SALVATION ARMY DRAWS ITS STRENGTH FROM OUR FAITH IN GOD. GOD’S PASSIONATE LOVE EMPOWERS US TO LOVE PEOPLE REGARDLESS OF RACE, RELIGION AND BACKGROUND.

In loving people, our heart goes out to those who are vulnerable and marginalised. We strive to meet their needs, strengthen them emotionally and mentally, and empower those who can to be self-reliant.

Singapore is one of the fastest ageing countries in Asia and being prepared to care for the increasing number of elderly persons remains our top priority. Peacehaven continues to play an important role in meeting the needs of the frail and elderly.

During the year, our nursing home launched SPICE@Peacehaven (Singapore Programme for Integrated Care for the Elderly) to provide centre and home-based services for elderly who have high care needs to age gracefully within the community. We also acquired health and fitness equipment specially designed to promote independence and mobility amongst seniors, and reduce falls and incontinence. In June 2013, Peacehaven also became an approved training centre for ITE Skills Certificate course in rehabilitation care.

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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 1 April 2014, members of our Advisory Board include Mr Aje Saigal, Mr Wen Khai Meng, Datuk Robert Chua, Mr Winston Tan, Mr Richard Yong, Mr Luke Lim, Mr Eugene Lim, Ms Catherine Ong, Colonel Lyndon Buckingham, Lieut-Colonel Leopoldo Posadas and Ms Angeline Tan.
Key Highlights

01 The Haven Siblings Programme
The Haven launched a new Siblings Programme with the aim to improve relationships and to grow a stronger support system amongst the siblings. Through the programme, the siblings get to participate in monthly outings and spend their birthdays together. Special activities are also planned to help them foster a closer bond and allow them to communicate without feeling awkward.

02 The Helping Hand Project 2013
The Singapore, Malaysia and Myanmar Territory raised around S$27,000 to support the Philippines Territory’s Music Ministries.

03 Enhancing Manpower Capabilities in Patient Care
Peacehaven Nursing Home was appointed an ITE Approved Training Centre for ITE skills certificate in Rehabilitation Therapy.

04 Outreach Efforts in the Community
Working closely with The Australian and New Zealand Association, Family Support Services visited the community at the Redhill housing estate to conduct health checks for its clients living in the neighbourhood. This effort also reached out to more elderly persons who are now more aware of the support and services available at its centre.

06 Red Shield Appeal Luncheon 2013
The annual Red Shield Appeal Luncheon was held on 2 August 2013 at Conread Centennial Hotel with Acting Minister for Social and Family Development, Mr Chan Chun Sing, as guest of honour. The Salvation Army shared two new programmes by Prison Support Services - Kids In Play ‘Journey with Me’ is a new befriending initiative to provide emotional support and positive role models to children who are affected by their parent’s incarceration. CHOC (Children Helping Other Children) Ambassadors is a peer mentoring programme whereby teenagers who have grown up with the programme are paying it forward by volunteering in support sessions for kindergarten and school age children.

05 Family Thrift Stores’ Anniversaries
The Upper Serangoon Mega Family Thrift Store celebrated its 13th Anniversary on 13 July 2013, while Praisehaven Mega Family Thrift Store celebrated its 11th Anniversary on 7 September 2013. Both celebrations engaged the community with exciting activities such as live auctions, cooking demonstrations, movie screenings and story-telling.

07 President’s Volunteerism and Philanthropy Awards 2013
Beautiful People
On 23 October 2013, National Volunteer & Philanthropy Centre held the President’s Volunteerism and Philanthropy Awards at Mandarin Orchard Singapore Ballroom, with President Tony Tan Keng Yam gracing the event as guest of honour. Beautiful People was recognised for their contribution to Gracehaven.

Its programme encourages volunteers to build valuable relationships with teenage girls through group activities and mentoring, with the aim of inspiring and empowering the girls to live with dignity and respect for themselves and others.

08 Healthy Meals in Child Care Centres
The Salvation Army's child care centres have embarked on the healthy meals in Child Care Centre Programme (HMCCP) with the National Health Promotion Board, introducing a nutritionist to the child care centres to provide advice on nutritious food and serving portions.
09 Christmas Kettling

With the support of our generous donors, partners and dedicated volunteer bell-ringers, The Salvation Army raised around $287,000 for Christmas Kettling, including efforts from Starbucks Christmas Open House and Love for A Dollar (LoveFAD).

The year marked the 10-year partnership at the annual Starbucks Christmas Open House, and over $62,000 was raised. In addition to the Open House, Starbucks organised a Christmas Festival at its Plaza Singapura outlet. The festival featured performances by local artistes and a pop-up thrift store.

10 WHOW

What a night

On 24 January 2014, Prison Support Services - Kids In Play celebrated an evening with its supportive volunteers, sponsors and beneficiaries. The night witnessed the debut of the WHOW (Women Helping Other Women) choir, which hopes to raise awareness of the plight of caregivers and families who are affected by incarceration. There was also a prize-giving ceremony for the CHOC (Children Helping Other Children) Ambassadors and beneficiaries as an encouragement for those who performed well for their year end exams. There were a total of 32 awards presented with support from Drew & Napier.

11 SPICE@Peacehaven

Singapore Programme for Integrated Care for the Elderly (SPICE), developed by the Agency of Integrated Care, was officially launched at Peacehaven Nursing Home by Parliamentary Secretary for Health, Associate Professor Muhammad Faishal Ibrahim on 13 February 2014. SPICE@Peacehaven offers day care activities and rehabilitation to encourage the frail elderly to remain in the community, and to delay institutionalisation. Additionally, it is also the first to offer clients care services during weekends, subject to its clients’ care needs and the centre’s assessment.

12 The Salvation Army Staff Appreciation Dinner

The Salvation Army officers and staff celebrated its Staff Appreciation Dinner at Swatow Restaurant on 7 March 2014 and the theme for the night was ‘Make a Joyful Sound’. Certificates were presented to dedicated employees celebrating 5, 10, 15 and 20 years of service.

13 Best Dementia Care Programme

Hope Resident Living Area at Peacehaven Nursing Home clinched the Ageing Asia Investment Forum’s 2nd Asia Pacific Eldercare Innovation Award 2014 for Best Dementia Care Programme. The winner was determined by the delivery of dignity, health, independence and happiness of its clients.
For frail and elderly people suffering from physical or mental disabilities, Peacehaven Nursing Home offers an extensive range of services to cater to their individual needs.

Divided into 13 Resident Living Areas (RLAs), each RLA is designed as an individual home-like environment, with Hope RLA specially designed to cater to the needs of relatively independent residents with dementia. Residents also benefit from direct access to nursing care facilities, general practitioners’ services, occupational therapy, physiotherapy, speech therapy, podiatry, dental services and pastoral care.

In collaboration with Changi General Hospital, Grace Corner is designed to model a comfortable home environment, providing rehabilitation services for clients with short term debilitating conditions. It is the first facility in Singapore that provides focused and lower-intensity rehabilitation over 6 to 12 weeks to help clients regain maximum mobility and enable them to return home and live in the community as long as possible.

Another programme, Singapore Programme for Integrated Care for the Elderly (SPICE), enables more frail elderly clients to receive personalised care within the community. SPICE @ Peacehaven is the first to offer clients care services during weekends, subject to their care needs and the centre’s assessment.

In FY 2014, Peacehaven was awarded ‘Best Dementia Care Programme’ at the Ageing Asia Investment Forum’s 2nd Asia Pacific Eldercare Innovation Award. Moving ahead, the Home has plans to further develop the current care model for residents with dementia through continuous structural redesigning and enabling them to receive better quality of life.

Peacehaven Nursing Home is a founding member of Eastern Health Alliance, the regional health system for the people of eastern Singapore that aims to provide seamless healthcare services.
A day centre located within the community in the eastern part of Singapore, Peacehaven Bedok Multi-Service Centre offers rehabilitative programmes that enable senior citizens to lead fulfilling, active lives and age gracefully.

At the centre, there are various programmes catered to the different needs of the elderly. Singapore Programme for Integrated Care for the Elderly (SPICE) provides medical attention to the elderly clients with families who are unable to manage due to work and family commitments. Nursing care, rehabilitation, medical and escort services are provided with hopes that these clients will recover and lead a better quality of life in the community.

Engaging group and social activities such as Wii exercises, therapeutic games, meal preparations, community walks and outings also help the elderly maintain their muscle coordination and provide an opportunity for social interaction. Many corporate and individual volunteers have brought much joy to the elderly by organising outings or just spending time with them. The centre also works closely with local and international schools and such opportunities have enabled both students and elderly people to interact through craft work, games and songs and the generation gap is bridged through exchanges of smiles and laughter.

Moving in tandem with the needs of the ageing population, the centre is expanding the capacity of its SPICE programme to cater to more clients and aims to ensure continued quality of service and provide holistic care for its clients.

Peacehaven Bedok Multi-Service Centre, under the management of Peacehaven, is a member of Eastern Health Alliance, the regional health system for the people of eastern Singapore.

The Haven is dedicated to providing a safe and nurturing home for vulnerable and at-risk young people who are not cared for by their families. Individualised care plans meet each child’s educational, social, spiritual and emotional needs. Resources are directed towards helping each person reach his or her full potential with the ultimate goal of reuniting the person with the family.

Childhood is a critical time where genuine love received by children from their family or guardians forms how they value themselves and relationships. The Haven provides counselling to the young residents whose lives have been shattered by crisis, helping them to heal and gain strength to move on. Strong and healthy relationships built in The Haven will benefit the child as the ability to connect with others will continue to be carried on in life.

The Haven’s caring family consist of ‘aunties’ and ‘uncles’ who have roles such as residential care staff, social worker, programme co-ordinator and superintendent. Adding to the cosy atmosphere are regular volunteers who help to befriend, tutor, mentor and equip the young people with life skills. Social workers engage family members and beneficiaries to support care plans and work on possibilities of future plans to help the young persons transit back to their home environment.

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The Salvation Army ensures staff skills are constantly upgraded so that it is better prepared to meet emerging needs in this sector.
Gracehaven

Before I was in Gracehaven, my addiction to computer gaming was so intense that I did not attend school for a year. I would get irritated at the slightest things and my temper would flare up whenever my parents tried to separate me from my computer. My mother painfully filed a Beyond Parental Control Complaint against me and I was sent to Gracehaven. The staff were very warm and they helped rid my anxieties of being in a new environment. I made new friends very quickly and also started receiving tuition. Without me realising, my new life in Gracehaven helped me with my gaming addiction. Over time, I became more matured and considerate towards my parents and others around me. I am more driven now to want to do something meaningful with my life. I am very thankful to the staff in Gracehaven. If not for their dedication in helping me, the me today would not have existed and my parents would have been so heartbroken.

16-year-old Ivan From Gracehaven

Gracehaven is a place where character is built and nurtured. The Home strives to protect and guide young people who had a difficult start in life and are in danger of undesirable influences. Gracehaven also extends love and grace to children beyond parental control, patiently shaping them and eventually reintegrating them back with their families.

The Home provides care and rehabilitation to their residents. After school and during study breaks, the young people get to expend their energy and enjoy themselves at the playground, fitness corner and a large field where the boys often play soccer. A newly refurbished garden decked in vibrant hues welcomes children who like nature and have an interest in gardening.

Generous sponsors with a heart for the younger generation have also provided opportunities to its residents to explore places of interest and participate in enrichment workshops. During the school holidays, the young people attend inspirational camps organised by The Salvation Army.

A common thread in its programmes is the sharing of values of love for self and others, gratitude, responsibility and a willingness to give back. The social circus team from Gracehaven have performed on various occasions for the public, schools and other welfare organisations.

In the coming year, Gracehaven plans to increase the engagements with residents through more activities and programmes. Gracehaven is also developing a system to reinforce positive behaviour amongst residents so that they will eventually become responsible citizens.

The Salvation Army Annual Report 2014
Playing an important role in reconnecting and maintaining family ties, Prison Support Services – Kids In Play (KIP) works closely with Singapore Prison Service and other relevant social services to provide professional support for children of incarcerated parents and their caregivers through various programmes to facilitate reintegration.

Children Helping Other Children (CHOC) is a structured programme where children and teens are taught to deal with stigmatisation that comes from having a parent in prison. The programme helps them develop positive self-identity and self-confidence through a variety of planned activities. Teenagers who have benefitted from the programme have come back to volunteer as CHOC Ambassadors to share their experiences and support younger children going through similar situations.

For caregivers with an incarcerated family member, Women Helping Other Women (WHOW) is designed to focus on a variety of themes based on literature reviews about the issues they are facing. These sessions emphasise on positive parenting skills and self-care. It also acts as a support system for them to remain confident and to surmount obstacles with elan.

Social workers and caseworkers regularly facilitate sessions in prison with inmates to help them empathise and understand that their family members are going through an arduous journey together with them. It also makes them aware that their incarceration has a tremendous impact on their loved ones.

Family Bonding Programme is a programme behind prison walls that permits children to interact with their incarcerated parent without having a physical barrier between them. It is a time where the children get to see and have physical contact with their parent. Fun elements are incorporated into the sessions to help families discuss certain issues and bond through activities.

Moving forward, KIP plans to help families more holistically by having group work sessions with families who are going through transitions and enhance research capabilities to raise awareness of its programmes.

Collaborations with other corporate and individual volunteers also open doors for Family Support Services to plan educational tours, enrichment programmes for the youths and simple home refurbishments for the elderly so that they do not feel forsaken. Tapping on volunteers’ expertise, the elderly people receive basic health checks, blood pressure and blood glucose examinations during the food ration distribution. This convenient service allows the elderly to keep track of their health conditions.

Located in the heart of the community, Family Support Services reaches out to the less privileged and makes a difference in their lives by providing a range of services catered to meet their needs. Its core programmes include social and casework management, food ration assistance, elderly befriending services and support groups for the young and old.

The Mother’s Support Group, facilitated by the Australian and New Zealand Association (ANZA), aims to empower mothers to be more independent and enable them to overcome difficult situations. It also gives them an opportunity to find support and encouragement from one another. A weekly Elderly Drop-in Programme engages elderly people through different activities such as craft work, talks by guest speakers, cooking sessions and outings. These activities help them to stay in touch with the community and receive support and encouragement from one another, as well as counselling support from staff.

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Youth Development Centre

YOUTH DEVELOPMENT CENTRE IS A PLACE WHERE I CAN LEARN AND HANG OUT WITH MY FRIENDS. IT HAS GONE THROUGH A BIG CHANGE AND IS MORE YOUTHFUL AND FUN NOW.

15-year-old Sharifan

Youth Development Centre (YDC) reaches out to disadvantaged and disconnected young people living around Kallang Bahru and offers them opportunities to pursue their interests and lead purposeful lives. Its goal is to inspire young people to follow their dreams and help guide them towards becoming responsible young adults.

As sports is a key interest of young people, the centre provides regular training and host social and competitive games in tchoukball, basketball, skating, cycling, pool and dodge ball. Those who are inclined towards music can pick up the guitar or play the drums. Recreational activities such as movie nights, fellowship dinners and festive celebrations are also organised to encourage bonding between the young people. YDC also functions as a drop-in venue for young people to study which is beneficial to those who come from poorer backgrounds and do not have a conducive environment at home. Study groups are also formed by the youths to help and encourage one another in the process of learning. Ad hoc collaborations with external organisations such as the Central Narcotics Bureau also provide complementary learning experiences.

Taking a stance that young people’s views should be heard, activities and outings are planned based on their feedback and interest. The future direction of the centre is to engage the young people in planning new experiences and explore ways to strengthen their commitments by making positive contributions in their families and communities.

William Booth Corps @ Bukit Panjang

As a social extension of William Booth Corps, the centre reaches out to the residents at Bukit Panjang by providing student care services for students from primary three to secondary two, community services to families in need and social programmes for women.

The centre meets the needs of families who require supervision of students after school hours. Working parents can be assured that school assignments are completed in a holistic and nurturing environment. The staff also pay attention to each child’s emotional development needs and provide counsel to see them through their problems faced in school or at home. When the child transits from primary to secondary school, they continue to help the adolescent build a healthy self-esteem and develop good time management. During school holidays, the students get to participate in various enriching activities.

Practical help is extended to families in need to help them tide over a trying period. William Booth Corps Home League also runs regular programmes for women to find strength and support through friendships, acquire new skills and visit local places of interest.
Red Shield Industries

In FY2014, Red Shield Industries handled over 335,000 enquiries, made 20,000 collection trips and received 3,580,000 kg worth of items from the donation in-kind booths. An average of 10 tons of materials are processed daily in its processing centre and warehouse. All these items are reused and recycled, and contributed significantly to the reduction of Singapore’s carbon footprint.

Red Shield Industries (RSI) is the social enterprise arm of The Salvation Army and it operates five Family Thrift Stores and six donation-in-kind booths. It relies on the generosity of donors and retail the donated goods of merchantable quality in our stores. All other reusable items are packed and exported to countries where there is a need for such items for humanitarian aid, creation of new social enterprises or for sale. Recyclable materials such as metal, wood, paper and glass are sent to recycling facilities to help reduce waste. Surplus income generated by RSI contributes to the funding of The Salvation Army’s work.

In the past year, RSI has seen an increase in the number of corporate and individual donors who have come forward to implement corporate social responsibility initiatives, fulfill community involvement endeavors or simply do their bit for good.

RSI also supports a rehabilitation programme at the Pick and Choose Thrift Store located inside the Institute of Mental Health (IMH). The programme provides sales training to the clients from IMH who get to gain confidence and retail experience. Upon graduating from this programme, the clients are given the opportunity to work with RSI or other suitable organisations.

At its Family Thrift Stores, there is an eclectic mix of unique collectibles, fashion apparel, electronic gadgets, household items and many more. Antiques and furniture are only merchandised in two mega stores at Upper Bukit Timah Road and the new Family Hub at Tanglin, which replaced the store at Upper Serangoon Road since September 2014. Auction sales are also held at these stores to attract customers to bid for exotic and premium items.

The new Family Hub at Tanglin features a larger retail area and many more amenities. The team at RSI also intends to revive the Tanglin Friday Night Flea Market. Upcoming plans for the Family Hub include a cafe, internal courtyard for alfresco dining, multipurpose hall, barbeque pits, seminar and meeting rooms, and a mini jungle adventure for children to explore. An online shop (http://www.reddshop.com) launched in July 2014 rounds up RSI’s exciting line-up of happenings.

The Salvation Army Annual Report 2014

In the past year, RSI has seen an increase in the number of corporate and individual donors who have come forward to implement corporate social responsibility initiatives, fulfill community involvement endeavors or simply do their bit for good.

RSI also supports a rehabilitation programme at the Pick and Choose Thrift Store located inside the Institute of Mental Health (IMH). The programme provides sales training to the clients from IMH who get to gain confidence and retail experience. Upon graduating from this programme, the clients are given the opportunity to work with RSI or other suitable organisations.

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The Salvation Army recognises that every child is special and its child care programmes are designed to maximise a child’s full potential. The programmes are directed towards enhancing each child’s physical, intellectual, emotional and social development abilities through an integrated curriculum. The character building programme which inculcates positive traits such as confidence, resilience and empathy, lays a holistic foundation for each child.

Dedicated teachers plan engaging lessons and experiences that build on the children’s understanding of the world around them. Through play, hands-on experimentation and observation, the children use their senses to develop thinking skills. Interactive indoor and outdoor activities encourage the children to develop motor skills, language and numeracy competencies and creativity whilst they discover concepts and the environment.

Each child’s potential is limitless and it is our goal to start every child on a life-long journey with a positive attitude towards learning.
Corps

The Salvation Army Corps (Churches) are led by Corps Officers who preach the gospel and share Christian truths through workshops, courses, sharing of personal experiences and using Bible materials.

Ministering to the people attending the church and those in the wider community, The Salvation Army Corps is a vibrant place of Christian worship for the whole family where lives are changed through the power of Jesus Christ.

Across the six corps, Sunday Worship services are held in English, Mandarin and Tamil and various meetings cater to individuals, care groups, fellowship and families such as Children Ministries, Youth Fellowship, Christian Education Groups, Care Groups, Women’s and Men’s Ministries. Reaching out to the foreigners in our community, the corps also have Myanmar and Filipino Fellowship that also acts as a support group for those away from home.

In February 2013, young people from the corps had the opportunity to participate in a Korea Youth Congress and many were blessed by it.

In addition to a contemporary worship team leading the congregation in praise and worship, a few corps also have a brass band and perform at Christmas events and at various Salvation Army functions.

Apart from church services, The Salvation Army Corps also provides an extensive range of recreational activities for all ages, such as church camps, an inter-generational heritage hunt, enriching talks and barbeque gatherings.

The Corps are also involved in various community services to lend a hand to those in need through befriending and tuition services, counselling, spiritual and emotional support.

Located at Upper Bukit Timah, Praisehaven Retreat Centre has a total capacity of 226 beds and offers various types of bedrooms, apartments and dormitories. Other facilities at the centre include an auditorium accommodating up to 450 persons, chapels, halls, classrooms and an outdoor patio for barbeque parties. It is an ideal place for weddings, conferences, retreats and functions and is highly recommended by local churches, mission organisations and satisfied guests.

The centre is presently planning to undergo a makeover with changes to room configurations.
Together with my son, we volunteered as bellringers in December last year. We had the opportunity to meet with people from all walks of life and witnessed a young boy and his sister, walking excitedly towards us and eagerly pushed some coins into the kettle. We were also approached by a man who enquired if he could donate clothes and food. We were exhilarated to hear of people wanting to help in more ways than one.

Although the weather can get hot and tiring, it perks me up and gives me a boost of energy to carry on when a person comes forward to donate. It was a fulfilling experience, thank you for giving us the opportunity to play a part in improving the lives of the less fortunate.

Christina Chua, Christmas Kettling Bellringer

The Salvation Army welcomes volunteers to contribute their skills and expertise and work alongside with passion in serving and enriching lives without discrimination. Through meaningful partnerships with both corporate and individual volunteers, it has enriched the lives of the children, youths, elderly and families whom The Salvation Army serves.

Over the years, volunteers befriend and bring joy to various beneficiaries through outings and celebrations; providing tuition; sharing skills in the areas of sports, art, music; baking and handicraft; improving facilities with paint touch-ups and gardening; as well as organising fundraising and collection drive events. The Salvation Army also collaborates with schools to enhance and develop its volunteering systems to reach out to a larger pool of potential volunteers.

Volunteers are always welcome to serve directly with beneficiaries through academic mentoring, skill-sharing and establishing friendships. They may also choose indirect volunteering opportunities such as processing of donation in-kind items and assisting at fundraising events. Corporate and individual volunteers may also initiate projects that further the Army’s work with the needy and underprivileged. The Salvation Army strives to match each volunteer’s skills, interest, commitment level, experience and references to meet real needs through its network of social service centres and programmes.

For more information, please visit the SA-V Portal at sg.salvationarmy.org/volunteer.
Corporate Information

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

IPC Registration Number
000549

Unit Entity Number
T07CC3012G

Registered Address
20 Bishan Street 22
Singapore 579768

Lawyers
Donaldson & Burkinshaw

Finance Council

The Finance Council is the territory’s supreme policy and decision-making body for the control and management of territorial financial and property resources. It is responsible for the economical, efficient and successful conduct of all the business under its supervision.

Finance Council Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Date of Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colonel Lyndon Buckingham</td>
<td>Territorial Commander</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Colonel Bronwyn Buckingham</td>
<td>Territorial President of Women’s Ministries</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Lieut-Colonel Leopoldo Posadas</td>
<td>Chief Secretary</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Lieut-Colonel Evelyn Posadas</td>
<td>Territorial Secretary for Women’s Ministries</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Major Raelton Gibbs</td>
<td>Programme Secretary</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Major Lynn Gibbs</td>
<td>Editor, Literary Secretary and Assistant Programme Secretary</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Major Irene Chang</td>
<td>Territorial Candidates Secretary and Assistant Officer Personnel</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Major Francis Ng</td>
<td>Liaison Officer (East Malaysia), Team Leader and Commanding Officer</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Major Lim Chee Keew</td>
<td>Commanding Officer</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Captain Lalrindiki</td>
<td>Territorial Youth Secretary</td>
<td>22 May 2014</td>
</tr>
<tr>
<td>Mdm Koh Guck Eng</td>
<td>Director, Finance</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Mr John Ng</td>
<td>Director, Property</td>
<td>1 Jan 2014</td>
</tr>
</tbody>
</table>

Central Council

A Central Council is established at Territorial Headquarters to assist the Territorial Commander in policy matters relating to the operations of The Salvation Army in the territory, other than those which are the responsibility of the Territorial Finance Council.

Central Council Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Date of Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colonel Lyndon Buckingham</td>
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</tr>
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<td>Territorial Secretary for Women’s Ministries</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Major Raelton Gibbs</td>
<td>Programme Secretary</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Major Lynn Gibbs</td>
<td>Editor, Literary Secretary and Assistant Programme Secretary</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Major Lee Kong Yee</td>
<td>Senior Training and Education Officer</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Captain Hary Haran</td>
<td>Commanding Officer and Centre Manager</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Mdm Koh Guck Eng</td>
<td>Director, Finance</td>
<td>1 Jan 2014</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Date of Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colonel Lyndon Buckingham</td>
<td>Territorial Commander</td>
<td>15 Jan 2014</td>
</tr>
<tr>
<td>Lieut-Colonel Leopoldo Posadas</td>
<td>Chief Secretary</td>
<td>15 Jan 2014</td>
</tr>
<tr>
<td>Major Raelton Gibbs</td>
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</tr>
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</tr>
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<td>Major Lim Chee Keew</td>
<td>Commanding Officer</td>
<td>15 Jan 2014</td>
</tr>
<tr>
<td>Major Francis Ng</td>
<td>Liaison Officer (East Malaysia), Team Leader and Commanding Officer</td>
<td>15 Jan 2014</td>
</tr>
<tr>
<td>Major Irene Chang</td>
<td>Territorial Candidates Secretary and Assistant Officer Personnel</td>
<td>15 Jan 2014</td>
</tr>
<tr>
<td>Mdm Koh Guck Eng</td>
<td>Director, Finance</td>
<td>15 Jan 2014</td>
</tr>
<tr>
<td>Ms Angeline Tan</td>
<td>Director, Public Relations</td>
<td>15 Jan 2014</td>
</tr>
<tr>
<td>Mr John Ng</td>
<td>Director, Property</td>
<td>15 Jan 2014</td>
</tr>
<tr>
<td>Ms Linda Auyong</td>
<td>Director, Social and Community Services (Singapore)</td>
<td>15 Jan 2014</td>
</tr>
<tr>
<td>Mr Johnson Lee</td>
<td>Director, Social and Community Services (Malaysia)</td>
<td>15 Jan 2014</td>
</tr>
<tr>
<td>Mr Peter Khoo</td>
<td>Superintendent</td>
<td>15 Jan 2014</td>
</tr>
</tbody>
</table>
General Fund Expenditure Board

The General Fund Expenditure Board is concerned with the economical and efficient conduct of all the business pertaining to the General 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 General Fund Expenditure Board will seek the approval of the Finance Council for expenditures beyond the Board’s limit.

General Fund Expenditure Board Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
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<tbody>
<tr>
<td>Lieut-Colonel Leopoldo Posadas</td>
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<tr>
<td>Ms Angeline Tan</td>
<td>Director, Public Relations</td>
<td>1 Jan 2014</td>
</tr>
</tbody>
</table>

Property Fund Expenditure Board

The Property Fund Expenditure Board is concerned with the economical and efficient conduct of all business pertaining to the Property 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 is concerned with the general maintenance of all our properties, and proposes the purchase and sale of properties. The Property Fund Expenditure Board will seek the approval of the Finance Council for expenditures beyond the Board’s limit.

Property Fund Expenditure Board Members

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<thead>
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<td>Director, Public Relations</td>
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</tr>
</tbody>
</table>

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 organisation 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

<table>
<thead>
<tr>
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<th>Designation</th>
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</tr>
<tr>
<td>Mdm Koh Guck Eng</td>
<td>Director, Finance</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Mr Paul Boom</td>
<td>Internal Auditor</td>
<td>1 Jan 2014</td>
</tr>
</tbody>
</table>

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

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</tr>
<tr>
<td>Major Irene Chang</td>
<td>Territorial Candidates Secretary and Assistant Officer Personnel</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Mrs Toh-Chia Lai Ying</td>
<td>Director, Human Resources</td>
<td>1 Jan 2014</td>
</tr>
<tr>
<td>Mdm Koh Guck Eng</td>
<td>Director, Finance</td>
<td>1 Jan 2014</td>
</tr>
</tbody>
</table>
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.

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 donors list or to restrict the frequency of solicitations through the use of mailings, email, telephone or other approaches.

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 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.

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 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 as well as 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 offers reassurance that they will be protected from reprisals or victimisation 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 recognise that attracting, retaining and motivating people requires innovative integration and enhancement of our reward, performance, learning and development management practices.
statement by the Finance Council

THE ACCOUNTS FOR THE YEAR WERE AUDITED BY ARDENT ASSOCIATES LLP.

The Summary Financial Statements as set out on pages 41 to 44 contain only a summary of the information in the full financial statements. The Summary Financial Statements do not contain sufficient information to allow for a full understanding of the results and the state of affairs of the Organisation.

For further information, the full financial statements and the Auditors’ Report on those statements should be consulted.

The full financial report can be viewed at the Organisation’s website: www.salvationarmy.org/singapore

### Summary Statement of Financial Performance

For the year ended 31 March 2014

<table>
<thead>
<tr>
<th></th>
<th>2014 ($’000)</th>
<th>2013 ($’000)</th>
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<tbody>
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<td></td>
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</tr>
<tr>
<td></td>
<td>44%</td>
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</tr>
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</table>

| Operating Expenses   |              |              |
|                      | 25%          | 25%          |
|                      | 4%           | 4%           |
|                      | 6%           | 6%           |
|                      | 11%          | 11%          |
|                      | 5%           | 5%           |
|                      | 2%           | 2%           |
|                      | 5%           | 5%           |
|                      | 16%          | 16%          |
|                      | 53%          | 53%          |
|                      | 6%           | 6%           |
|                      | 54%          | 54%          |

### Appropriations

<table>
<thead>
<tr>
<th></th>
<th>2014 ($’000)</th>
<th>2013 ($’000)</th>
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<tbody>
<tr>
<td>Incoming resources</td>
<td>37,893</td>
<td>40,401</td>
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<tr>
<td>Expenditures</td>
<td>36,414</td>
<td>33,366</td>
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<td>Surplus</td>
<td>1,479</td>
<td>7,035</td>
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### Appropriations from/to funds

<table>
<thead>
<tr>
<th></th>
<th>2014 ($’000)</th>
<th>2013 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OF CURRENT YEARS INCOME TO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>(34,731)</td>
<td>(34,070)</td>
</tr>
<tr>
<td>Designated (capital) funds</td>
<td>(2,340)</td>
<td>(2,543)</td>
</tr>
<tr>
<td>Designated (operational) funds</td>
<td>(822)</td>
<td>(2,423)</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>–</td>
<td>(1,565)</td>
</tr>
</tbody>
</table>

### Appropriations from/to funds

<table>
<thead>
<tr>
<th></th>
<th>2014 ($’000)</th>
<th>2013 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TO FINANCE CURRENT COSTS FROM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>30,015</td>
<td>27,306</td>
</tr>
<tr>
<td>Capital contribution funds</td>
<td>2,688</td>
<td>2,271</td>
</tr>
<tr>
<td>Designated (capital) funds</td>
<td>–</td>
<td>14</td>
</tr>
<tr>
<td>Designated (operational) funds</td>
<td>3,651</td>
<td>3,307</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>60</td>
<td>468</td>
</tr>
</tbody>
</table>

### Transfers between funds

<table>
<thead>
<tr>
<th></th>
<th>2014 ($’000)</th>
<th>2013 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted funds</td>
<td>7,373</td>
<td>5,786</td>
</tr>
<tr>
<td>Capital contribution funds</td>
<td>(3,375)</td>
<td>(826)</td>
</tr>
<tr>
<td>Designated (capital) funds</td>
<td>(840)</td>
<td>(883)</td>
</tr>
<tr>
<td>Designated (operational) funds</td>
<td>(3,158)</td>
<td>(5,436)</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>–</td>
<td>1,359</td>
</tr>
</tbody>
</table>
Summary Statements

of Changes in Funds and Reserves for the year ended 31 March 2014

<table>
<thead>
<tr>
<th></th>
<th>Total Funds ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>As at 1 April 2012</td>
<td>115,702</td>
</tr>
<tr>
<td>Total surplus for the year</td>
<td>7,035</td>
</tr>
<tr>
<td>As at 31 March 2013 ($’000)</td>
<td>122,737</td>
</tr>
<tr>
<td>As at 1 April 2013 ($’000)</td>
<td>122,737</td>
</tr>
<tr>
<td>Total surplus for the year</td>
<td>1,479</td>
</tr>
<tr>
<td>As at 31 March 2014 ($’000)</td>
<td>124,216</td>
</tr>
</tbody>
</table>

of Financial Position as at 31 March 2014

<table>
<thead>
<tr>
<th>FUNDS AND RESERVE BALANCES</th>
<th>2014 ($’000)</th>
<th>2013 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted funds</td>
<td>20,672</td>
<td>23,328</td>
</tr>
<tr>
<td>Capital contribution funds</td>
<td>44,044</td>
<td>43,358</td>
</tr>
<tr>
<td>Designated (capital) funds</td>
<td>40,258</td>
<td>37,078</td>
</tr>
<tr>
<td>Designated (operational) funds</td>
<td>19,043</td>
<td>18,714</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>199</td>
<td>259</td>
</tr>
<tr>
<td>Total reserves</td>
<td>124,216</td>
<td>122,737</td>
</tr>
</tbody>
</table>

| Non current assets         | 61,633       | 61,246       |
| Current assets             | 65,111       | 63,124       |
| Total Assets               | 126,744      | 124,370      |

| Current Liabilities        | 2,528        | 1,633        |
| Total Liabilities          | 2,528        | 1,633        |

| Net Assets                 | 124,216      | 122,737      |

notes to the summary

Financial Statements

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.

The Salvation Army, Social Fund (the “Fund”) is conferred with Institute of Public Character status (IPC No.: IPC000549). Accordingly, qualifying donors are granted tax deduction for donations made by them to the Fund.

The Organisation operates Corps that provide Christian education and activities.

The Organisation also provides:
– nursing home;
– residential homes for the children and young people at risk;
– ministries to troubled young people;
– day care centre for the elderly;
– food for families;
– counselling services; and
– work therapy for the needy
– prison support service

The financial statements of the Organisation for the current financial year were approved and authorised for issue by the Finance Council on the date of the Statement by the Finance Council.

Basis of Preparation
The financial statements of the Fund have been prepared in accordance with Singapore Charities Accounting Standards (“CAS”) as the Finance Council elected to adopt the CAS for the financial year beginning 1 April 2012. 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
– Unrestricted funds
  This is the working capital of the Organisation.
– Fair value reserve
  Fair value reserve represents the cumulative fair value changes of available-for-sale financial assets until they are disposed or impaired.
– Capital contribution funds
  These represent funds set up by the Organisation to meet the costs of plant and equipment.
– Designated (capital) funds
  These are funds specifically set aside by the Organisation to meet planned or anticipated needs for property replacement or extensions.
– Designated (operational) funds
  These are funds specifically set aside by the Organisation to meet operational planned or anticipated needs.
– Restricted funds
  These are donations held for restricted purposes as specified by the donors.

Taxation
The Fund is registered as an exempt charity under the Charities Act (Chapter 37). By virtue of Section 13(1)(zm) of the Income Tax Act (Chapter 134) the Organisation income is exempted from income tax.
Commitments

– Capital commitments
Capital expenditure contracted for as at the financial year end date but not recognised in the financial statements are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2014 ($)’000</th>
<th>2013 ($)’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital commitments in respect of plant and equipment</td>
<td>220</td>
<td>–</td>
</tr>
<tr>
<td>Building construction contract</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Commitment to purchase medical beds and other programme equipments</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

– Operating lease commitments – as lessor
Future minimum lease receivable 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>2014 ($)’000</th>
<th>2013 ($)’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than five years</td>
<td>240</td>
<td>492</td>
</tr>
</tbody>
</table>

Lease terms do not contain restrictions on the Organisation’s activities concerning dividends, additional debt or further leasing. None of the leases include contingent rent.

– 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>2014 ($)’000</th>
<th>2013 ($)’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than five years</td>
<td>207</td>
<td>513</td>
</tr>
</tbody>
</table>

The Organisation leases land under operating leases. The lease period for the land will expire in 2013. The leases do not contain restrictions on the Organisation’s activities concerning additional debts for further leasing. The lease does not include contingent rent.

Related Party Transactions

– Transactions with related parties
Significant transactions between the Organisation and related parties took place at terms agreed between the parties during the financial year:

<table>
<thead>
<tr>
<th></th>
<th>2014 ($)’000</th>
<th>2013 ($)’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactions with The Salvation Army Malaysia</td>
<td>446</td>
<td>500</td>
</tr>
<tr>
<td>Transactions with The Salvation Army, Myanmar</td>
<td>–</td>
<td>8</td>
</tr>
<tr>
<td>Transactions with International Headquarters</td>
<td>(21)</td>
<td>(9)</td>
</tr>
</tbody>
</table>

– Compensation for key management personnel

Salaries and other short term benefits

<table>
<thead>
<tr>
<th></th>
<th>2014 ($)’000</th>
<th>2013 ($)’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>856</td>
<td>734</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 Organisation either by reimbursement or by providing allowances or by direct payment to a third party.

Top 3 Highest Paid Employees

<table>
<thead>
<tr>
<th>Annual salary band ($)’000</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 – 150</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

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
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.
• Flexible – alter or cease your pledge at any time.
• 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.
• Life-changing – regular gifts enable us to plan and develop our services and programmes more effectively to help people.

How it works:

One

Decide on the amount you wish to contribute each month, then select your deduction by inter-bank Giro or by credit card.

Two

Fill out your personal and bank particulars using the monthly contribution form on the right and mail the completed form back to us.

Three

Your desired monthly donation will be automatically deducted on the 4th of every month.

Monthly Contribution Form

Personal Particulars
Name: Dr / Mr / Ms / Mdm / Mrs
NRIC/ FIN/ UEN: __________________________ Date of Birth: __________________________

If it is a corporate donation, please include your Organisation’s name: __________________________

Address: __________________________ ( )
Tel: __________________________ Mobile: __________________________ Email: __________________________

Monthly Donation by Interbank GIRO
Part 1: For Donor’s Completion
To: (Name of Bank)
Branch: __________________________
Name(s) as in Bank’s Record: __________________________
Bank Account Number: __________________________

Bill To: The Salvation Army
I would like to: [ ] Make a new contribution of / [ ] Increase my contribution to __________________________

Part 1: For The Salvation Army’s Official Use

Part 2: For The Salvation Army’s Official Use
Bank Branch: __________________________
The Salvation Army’s Account No.: __________________________
Ref No.: __________________________

Part 3: For Bank’s Official Use
To: The Salvation Army
Name(s) as in Bank’s Record: __________________________
Bank Account Number: __________________________
Ref No.: __________________________

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

Date: __________________________

Signature as on card
Card No.: __________________________
Card Expiry: /

This donation is tax deductible and the deduction will be automatically included in your tax assessment if you have provided your Tax Reference number (e.g. NRIC/FIN/UEN). IRAS will no longer accept claims for tax deduction based on donation receipts.

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

No, I do not need an annual receipt.

Signature of Approving Officer
Authorised Signature
Date

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

Name of Approving Officer
Authorised Signature
Date

Signature as in bank record

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

Name of Approving Officer
Authorised Signature
Date

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

Monthly Donation by Credit/Charge Card

I would like to: [ ] Make a monthly contribution of / [ ] Increase my monthly contribution to $ __________________________

Bank Ref No/Branch: __________________________
To Be Debited: __________________________

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

Date: __________________________

Signature as on card
Card No.: __________________________
Card Expiry: /

This donation is tax deductible and the deduction will be automatically included in your tax assessment if you have provided your Tax Reference number (e.g. NRIC/FIN/UEN). IRAS will no longer accept claims for tax deduction based on donation receipts.

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Date

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Date

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NRIC/ FIN/ UEN: __________________________ Date of Birth: __________________________

If it is a corporate donation, please include your Organisation’s name: __________________________

Address: __________________________ ( )
Tel: __________________________ Mobile: __________________________ Email: __________________________

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Part 1: For Donor’s Completion
To: (Name of Bank)
Branch: __________________________
Name(s) as in Bank’s Record: __________________________
Bank Account Number: __________________________

Bill To: The Salvation Army
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Part 1: For The Salvation Army’s Official Use

Part 2: For The Salvation Army’s Official Use
Bank Branch: __________________________
The Salvation Army’s Account No.: __________________________
Ref No.: __________________________

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To: The Salvation Army
Name(s) as in Bank’s Record: __________________________
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Ref No.: __________________________

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

Date: __________________________

Signature as on card
Card No.: __________________________
Card Expiry: /

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Authorised Signature
Date

Signature as in bank record

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

Name of Approving Officer
Authorised Signature
Date

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

Monthly Donation by Credit/Charge Card

I would like to: [ ] Make a monthly contribution of / [ ] Increase my monthly contribution to $ __________________________

Bank Ref No/Branch: __________________________
To Be Debited: __________________________

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

Date: __________________________

Signature as on card
Card No.: __________________________
Card Expiry: /

This donation is tax deductible and the deduction will be automatically included in your tax assessment if you have provided your Tax Reference number (e.g. NRIC/FIN/UEN). IRAS will no longer accept claims for tax deduction based on donation receipts.

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No, I do not need an annual receipt.

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Authorised Signature
Date

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

Name of Approving Officer
Authorised Signature
Date

Signature as in bank record

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

Name of Approving Officer
Authorised Signature
Date

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

Monthly Contribution Form

Personal Particulars
Name: Dr / Mr / Ms / Mdm / Mrs
NRIC/ FIN/ UEN: __________________________ Date of Birth: __________________________

If it is a corporate donation, please include your Organisation’s name: __________________________

Address: __________________________ ( )
Tel: __________________________ Mobile: __________________________ Email: __________________________

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Part 1: For Donor’s Completion
To: (Name of Bank)
Branch: __________________________
Name(s) as in Bank’s Record: __________________________
Bank Account Number: __________________________

Bill To: The Salvation Army
I would like to: [ ] Make a new contribution of / [ ] Increase my contribution to __________________________

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Part 2: For The Salvation Army’s Official Use
Bank Branch: __________________________
The Salvation Army’s Account No.: __________________________
Ref No.: __________________________

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To: The Salvation Army
Name(s) as in Bank’s Record: __________________________
Bank Account Number: __________________________
Ref No.: __________________________

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

Date: __________________________

Signature as on card
Card No.: __________________________
Card Expiry: /

This donation is tax deductible and the deduction will be automatically included in your tax assessment if you have provided your Tax Reference number (e.g. NRIC/FIN/UEN). IRAS will no longer accept claims for tax deduction based on donation receipts.

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No, I do not need an annual receipt.

Signature of Approving Officer
Authorised Signature
Date

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

Name of Approving Officer
Authorised Signature
Date

Signature as in bank record

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

Name of Approving Officer
Authorised Signature
Date

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

Monthly Donation by Credit/Charge Card

I would like to: [ ] Make a monthly contribution of / [ ] Increase my monthly contribution to $ __________________________

Bank Ref No/Branch: __________________________
To Be Debited: __________________________

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

Date: __________________________

Signature as on card
Card No.: __________________________
Card Expiry: /

This donation is tax deductible and the deduction will be automatically included in your tax assessment if you have provided your Tax Reference number (e.g. NRIC/FIN/UEN). IRAS will no longer accept claims for tax deduction based on donation receipts.

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

No, I do not need an annual receipt.

Signature of Approving Officer
Authorised Signature
Date

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

Name of Approving Officer
Authorised Signature
Date

Signature as in bank record

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

Name of Approving Officer
Authorised Signature
Date

For thumbprints, please go to the branch with your identification.
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 ( )
Tel:   Mobile: 
Email: 

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). IRAS will no longer accept claims for tax deduction based on donation receipts.

I enclose my cheque made payable to 
The Salvation Army
Cheque No: 
Bank: 

I would like an SMS acknowledgement upon the successful clearance of my donation. My mobile no. 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.

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

Contact Us

TERRITORIAL HEADQUARTERS
20 Bukit Timah Road Singapore 579768
Tel: 6555 0188

CHILD CARE CENTRES
Blk 610 Ang Mo Kio Ave 4 #01-1227 Singapore 560610
Tel: 6543 4862
Blk 247 Bukit Batok East Ave 5 #01-86 Singapore 650247
Tel: 6506 4976
Blk 402 Edgar Road #01-217 Singapore 670402
Tel: 6768 2624
Blk 159 Tampines St 12 #01-95 Singapore 521159
Tel: 6785 2576

CORPS & COMMUNITY CENTRES
Singapore Central Corps
20 Bukit Timah Road Singapore 579768
Tel: 6555 0252
Balaster Corps
126 Balaster Road Singapore 329681
Tel: 6513 2460
Bishan Chinese Corps
20 Bukit Timah Road Singapore 579768
Tel: 6643 8874
Changi Corps
7 Upper Changi Road North Singapore 507705
Tel: 6546 5828
Ezrinippu Corps
500 Upper Bukit Timah Road Singapore 678106
Tel: 6549 5312

FAMILY SUPPORT SERVICES
William Booth Corps
500 Upper Bukit Timah Road Singapore 678106
Tel: 6349 5327

FAMILY SUPPORT SERVICES
Gracehaven
3 Lorong Napiri Singapore 547528
Tel: 6580 2250
Kallang Bahru Post
Blk 66 Kallang Bahru #01-507 Singapore 330066
Tel: 6291 2142

Presion Support Services — Kids in Play
7 Upper Changi Road North Singapore 507705
Tel: 6546 5867

PEACEHAVEN BEDOK MULTI-SERVICE CENTRE
Blk 121 Bedok North Road #01-161/163 Singapore 460121
Tel: 6544 1630

PEACEHAVEN NURSING HOME
9 Upper Changi Road North Singapore 507706
Tel: 6546 5678

Praisehaven Retreat Centre
500 Upper Bukit Timah Road Singapore 678106
Tel: 6549 5302

Red Shield Industries
Hotline for Pick-Up of Bulky Items
Tel: 6288 5438

Donate cash online:
sg.salvationarmy.org
Donate in-kind:
www.redshieldindustries.com
Be our volunteer:
Tel: 6555 0232

For other queries:
public_relations@smm.salvationarmy.org

AR14