while it is day

we will work

The Salvation Army
Celebrating 80 Years of Doing Good
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.

I must do the work of the one who sent me while it is day.
John 9:4a (ISV)

Since our first operations in Singapore 80 years ago, The Salvation Army’s work has been a response to a greater call – a call to do the work of God. With faith at the heart of our mission, we have reached out to the fringes of society, supporting the less fortunate through our diverse social programmes and centres. Following the footsteps of those who have put aside their own gain to bring hope and restoration to the ones who need it most, we see the presence of need not as an obligation but an opportunity to share a message of love. And that is what our work is – to continue in this great ministry of compassion to feed the hungry, protect the helpless and comfort the hurting while it is day.
80 years ago, our pioneers opened their ears to the often unheard cries of the marginalised and estranged, sensing a desperate need to bring the light of God into a world darkened by pain and suffering.

The Salvation Army’s efforts today are in recognition of that urgency to arise as helping hands and pillars of strength for the many individuals we work with. Every day, month and year has been a period of grace we hold sacred as we press on towards a brighter future for around 1600 of our beneficiaries.

Grace we have freely received, and grace we freely give.

a window of grace
Where there is hope, there is life renewed. We are drawn to places of need, where there is much to be done for those who have fallen behind and onto hard times. Each of our social programmes and centres has been specially created to serve the different sectors of need in our community, from those who lack care and family support, to the frail and destitute. With the help of our officers, staff, donors and volunteers, we will provide needy individuals a safe place for restoration and hope for a full life—regardless of age, race or religion.
The Salvation Army is a collective force for good that works towards empowering the underprivileged. As a non-profit organisation, we are supported by the strength, prayers and financial aid of many. Together, we can mend the cracks and nurture healthy communities where we are, and we invite all who are willing to join us in this mission. Where poverty and neglect continue to persist, there will always remain a call to carry on the good work of those who have gone before us out of their love for others.

The legacy we leave today builds our tomorrow.
1935
The late Brigadier Herbert A. Yeok Nee along Clemenceau Avenue.

1945
Bukit Timah opened after moving from Woodlands.

1956
Lee Kuo Chuan Nursery at Upper Bukit Timah was renamed as Lee Kuo Chuan Nursery at Upper Bukit Timah.

1981
As of 02/2 million, The Haven's first extension was opened at the former Lorong 82, Bukit Timah.

1990
Glebe Farm, a Bungalow complex built by government, was officially opened, established for the elderly and disabled, and young people in Singapore.

1996
The first Red Shield of the Salvation Army Singapore was officially launched at the Singapore Indoor Stadium, 2011. The first Red Shield Charity Concert was held in 1996.

2001
The Haven expanded in two directions.

2003
Preachmore Nursing Home was officially opened at the former Technical Institute. It is the first transitional convalescent home for the elderly.

2005
Peacehaven Nursing Home was named after Mr. Lien Chwee Neo, the first chairman of the Peacehaven Nursing Home Foundation. Peacehaven Nursing Home was officially opened by President Benjamin H. Sheares. It is the first dementia-specific facility in Singapore.

2010
Peacehaven Nursing Home was awarded the status of a first-class nursing home in Singapore. Peacehaven Nursing Home is the first dementia-specific facility in Singapore.

2015
Peacehaven Nursing Home was officially opened by President Tony Tan Keng Yam. Peacehaven Nursing Home is one of the facilities of the Salvation Army Singapore, Malaysia and Myanmar Command.
This is a special year for us as we are not only celebrating Singapore’s Golden Jubilee but also The Salvation Army’s 80th year in Singapore.

The Salvation Army in Singapore has indeed come a long way in identifying social gaps and meeting the needs of those who need relief from their difficult circumstances. For the past 80 years, we have forged ahead with determination to transform lives under our care and we have maintained that momentum and stayed adaptable to the changing social landscape, while improving our services accordingly.

In 2015, Gym Tonic was introduced to Peacehaven Nursing Home and 12 other eldercare facilities. Combining exercise with state-of-the-art technology, these specially designed exercise equipment caters to elderly who are frail and prone to falls. Using the equipment, strength training exercises are customised to individual needs, enabling them to remain active and delay their functional decline in normal ageing or in the event of acute incidents such as falls and stroke.

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Constantly staying innovative to improve the lives of the elderly, Lien Foundation, Khoo Chwee Neo Foundation and Peacehaven Nursing Home jointly unveiled plans for an innovative nursing home for persons living with dementia. Set to open in 2017, Jade Circle will be an extension to Peacehaven Nursing Home at Changi. This new model aims to empower residents to make decisions, offer greater social interaction, and provide a homely environment for the elderly to lead meaningful lives.

Moving ahead, we will continue to explore new initiatives to bridge the gap for those who have fallen through the social cracks and we are working with the Ministry of Social and Family Development towards helping more children and families in need.

This year marks The Salvation Army’s 80th anniversary. There is much to be grateful for as we look back and see how we have progressed since our first Salvation Army officer, the late Brigadier Herbert Lord, arrived on these shores in 1935. I believe we have stayed true to our mission: our work stems from our love and faith in God, and we remain committed to serving human need without discrimination. That means everybody: the young, the elderly, the underprivileged and the unseen.

Our belief in humanity, in human dignity, and our commitment to serve – have become deeply etched in everything we do in and for the community. It is the single driving force behind our successful social programmes, and the benefits that have resulted from them. It is this same sense of legacy and longevity that has been the hallmark of The Salvation Army’s success in Singapore.

We are grateful for the many lives who have been touched and transformed in the past 8 decades through the ministry of The Salvation Army. The Salvation Army as an organisation has also transformed over the years to embrace innovation and knowledge in the way we deliver our services. Our experience and expertise gained over the years have created a momentum for us. We are more confident in making a difference in the lives of those we serve and will continue to improve ourselves as to provide the most effective and professional way to care for the community.

We all know that no man is an island and our success has depended on the goodwill and generosity of all our partners. I would like to express my deepest appreciation to every donor, supporter and volunteer for demonstrating your belief in our cause.

The Salvation Army stands committed in meeting needs and ensuring that every donated dollar is stretched and prudently managed.

We believe that with your continued support, we can look forward to embracing the future with confidence.
For every dollar spent from Social Fund in FY 2015, 94 cents was spent on our social programmes to help our beneficiaries.

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 2015, members of our Advisory Board include Mr Aje Saigal, Ms Angeline Tan, Ms Catherine Ong, Mr Cheng Pui Ling, Mr Eugene Lim, Lieut-Colonel Leopoldo Posadas, Mr Luke Lim, Colonel Lyndon Buckingham, Mr Richard Yong, Datuk Robert Chua, Mr Wen Khai Meng and Mr Winston Tan.
key highlights

01 The General’s visit to Singapore

The Salvation Army Singapore, Malaysia and Myanmar Territory hosted the 2014 International Conference of Leaders in Singapore. This week long conference saw the arrival of General André Cox and Commissioner Silvia Cox, World President of Women’s Ministries, as well as many other officers from various Salvation Army territories. During the visit, General André Cox and Commissioner Silvia Cox had the privilege of meeting President Tony Tan Keng Yam on 21 July 2014 and also attended an invitation-only luncheon to the guest of honour towards the end of the event.

02 Life Skills Programme

Held monthly for children in The Haven, Life Skills programme covers a variety of topics ranging from presentation skills, grooming tips, being confident individuals and good team players. Guest speakers are invited to impart these skills which will help the children to excel in school and in their future workplace.

03 Red Shield Appeal Luncheon

Held at Conrad Centennial on 15 August 2014, The Salvation Army’s annual Red Shield Appeal Luncheon was opened by Colonel Lyndon Buckingham, Territorial Commander of The Salvation Army Singapore, Malaysia and Myanmar. The guest of honour, Health Minister Gan Kim Yong, highlighted the Ministry of Health’s plans to ramp up aged care capacity and to enhance the quality and affordability of aged care. He also applauded Peacehaven for its commitment to innovate and improve care standards to provide better care for its residents. Peacehaven’s residents also performed a musical item to showcase their talents. Two of the residents even prepared a lovely canvas painting which was presented to the guest of honour towards the end of the event.

04 Building Singapore’s Tallest Straw Lantern

Held on 6 September 2014, this Mid Autumn Festival was a memorable one for Peacehaven Nursing Home as it marked the successful building of Singapore’s Tallest Straw Lantern, which debuted in the Singapore Book of Records. Guest of honour, Minister of State for Health, Dr Lam Pin Min unveiled the 5 metres tall lantern, made out of 10,240 colourful drinking straws and lit up by LED lighting. It was built by 75 residents with dementia and they were assisted by students and staff from the Institute of Technical Education College Central.

05 Charity Bike n Blade

Held from 11 – 14 September 2014, Charity Bike n Blade raised close to $330,000 for Peacehaven Nursing Home and Peacehaven Bedok Multi-Service Centre, which was doubled when matched by the Community Silver Trust. The event also scaled new heights as cyclists had to challenge themselves when they cycled up Cameron Highlands over a distance of 60 km and another 160 km around Ipoh’s tough terrain the next day.

06 Family Support Services collaborates with Drama Box

In collaboration with Family Support Services (FSS), Drama Box worked with a group of 19 senior citizens from FSS over several months, which gave them an opportunity to see Bukit Ho Swee through the eyes of the elderly. Through workshop sessions, the elderly were taught basic photography and storytelling techniques and were tasked to capture images in the estate that were unique or meaningful to them. They also shared about their childhood and things that were special to them. This opportunity gave them a chance to reminisce about the past and share their experiences with the younger generation.

07 Christmas Kettling Dinner

With the generous support from our donors, volunteers and participating malls, our annual Christmas Kettling rang in a grand total of over $287,300. Part of the proceeds were contributed through Starbucks Christmas Open House which raised over $69,500 and Love For A Dollar gift wrapping services which raised around $8,000.

08 Healing Paws

Healing Paws, by Save Our Street Dogs, aims to provide comfort and warmth to persons in need via Animal-Assisted-Activities. Through the programme, owners and their dogs volunteer their time in Gracehaven, providing companionship, motivation, and recreation.

09 Peacehaven Nursing Home 15th Anniversary

Peacehaven Nursing Home celebrated its 15th Anniversary on 28 February 2015 with Dr Amy Khor, Senior Minister of State, Ministry of Health as guest of honour. Amidst its host of activities, Peacehaven took the opportunity to thank its major donors.

10 Staff Appreciation Dinner

The Salvation Army officers and staff celebrated their Staff Appreciation Dinner at Safra Club on 6 March 2015. The theme for the night was ‘Wow Wow West’ and many enthusiastic staff came decked out in cowboy outfits, while others came dressed as Red Indians. Certificates were presented to dedicated employees celebrating 5, 10, 15 and 20 years of service. The night was filled with fun, food and laughter which ended with a cake cutting ceremony to celebrate our 80, 77 and 100 years in Singapore, Malaysia and Myanmar respectively.

11 Extra(Ordinary) Me

A workshop that gives the less privileged a voice through art, Extra(ordinary) Me encourages participants to reflect on their special qualities, hobbies and interest before translating them into a self-impression on paper. Youths from Gracehaven who attended the workshop enjoyed discovering and expressing themselves through drawing, painting and speech bubbles.

At the end of the workshop, the drawings were collected and exhibited along the Esplanade Tunnel titled ‘I see You See Me’.
Peacehaven Bedok Multi-Service Centre is a day centre located in the eastern part of Singapore, offering therapeutic and maintenance rehabilitation programmes to elderly residents in the community. We aim to help them maintain mobility and lead fulfilling lives in the community. Care is also provided to clients living with dementia, addressing their physical, cognitive and psycho-social needs. At the centre, clients have individual care plans designed to meet their specific needs and are regularly reviewed by a multidisciplinary team consisting of a nurse, occupational therapist, physiotherapist and social worker.

One of our successful programmes, Singapore Programme for Integrated Care for the Elderly (SPICE) offers nursing care, rehabilitation and medical services to help our clients maintain their quality of life in the community.

A partnership between Lien Foundation and a few other organisations from Singapore and Finland, Gym Tonic is the latest project aiming to introduce the concept of exercise-as-medicine into eldercare facilities in Singapore. With specially designed gym equipment, our clients will build muscle strength using resistance training which helps them to stay as functional and independent as possible.

We also organise regular group and social activities such as Wii exercises, therapeutic games, and meal preparations for our clients to participate in. Collaborations with schools, churches and organisations give the volunteers an opportunity to plan a day out with the elderly clients for some activities and social interaction.

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.

I like to come to this centre because the staff and people here are nice and there are friends I can talk to.

My doctor said I must exercise and I get to exercise here. The exercises help me to sleep well at night. I also enjoy the activities, especially the outings. The food here is nice too. This is like a second home to me.

Yeo Suan Neo
Client

The Salvation Army Social Fund Annual Report 2015
Peacehaven Nursing Home provides a safe haven for the sick, frail and elderly who have physical or mental disabilities with minimal or no appropriate caregiver support at home. The Home has a capacity of 401 beds and is divided into 13 Resident Living Areas (RLAs). Residents benefit from direct access to nursing care facilities, general practitioners’ services, occupational therapy, physiotherapy, speech therapy and pastoral care.

Hope RLA is designed to resemble a home-like environment for residents with dementia who are able to walk independently. Moving in tandem with an ageing population, various programmes are available to meet the needs of residents.

One of our key programmes, Singapore Programme for Integrated Care for the Elderly (SPICE) enables elderly who have physical or mental disabilities with minimal or no appropriate caregiver support at home. The Home has a capacity of 401 beds and is divided into 13 Resident Living Areas (RLAs). Residents benefit from direct access to nursing care facilities, general practitioners’ services, occupational therapy, physiotherapy, speech therapy and pastoral care.

I consider Peacehaven as my second family and home wherein love and support flourish. Peacehaven has also given me opportunities to upgrade myself professionally through continuing education and training.

Winifreda Macatangay
Senior Staff Nurse

In collaboration with Changi General Hospital, Grace Corner provides focused and lower-intensity rehabilitation services to clients with short term disability conditions, to enable them to regain maximum mobility and return home to live independently.

Jade Circle is a new dementia care facility set to open by March 2017. In partnership with Lien Foundation and Khoo Clove Neo Foundation, this facility is designed to help persons living with dementia to age in place and to maintain their autonomy and dignity. Designed like a cozy home, it boasts features to enhance privacy, independence and safety.

At Peacehaven, we continue to implement and maintain the Enhanced Nursing Home Standards set by the Ministry of Health and collaborate with stakeholders to develop healthcare innovation especially in the areas of dementia care.

We are also a founding member of Eastern Health Alliance, the regional health system for the people of eastern Singapore. We have been awarded the bizSAFE level 3 status which affirms our commitment to safety and health standards at our workplace.

James was looked after by his mother’s friends in Indonesia for several years and had just returned to Singapore. His parents had badly neglected him and chained him when they could not manage his high energy levels. They also did not send him to kindergarten though he was already six years old then. After intervention by a social worker, the parents admitted James in The Haven so that he could be better cared for. The Haven promptly enrolled James in a kindergarten. Though the parents were reminded, James missed the registration for Primary 1.

An appeal was then made by the social worker to the Ministry of Education and hence he was given a place in school. With help from care staff, James gradually adjusted to living in The Haven as well as Singapore. He is now able to converse in English and Mandarin. From being a withdrawn child, James has blossomed and become a sociable and caring person. The social worker continues working with his parents who are involved in caring for him during weekends and school holidays.

* Name has been changed to protect the individual.

Like any home with children, The Haven is constantly filled with lively chatter and activities. Beneath the bustle of fussing over the children’s needs, every staff shares a common aim to care for the children like their own and prepare them for the day when they will be reunited with their families and reintegrated into the community.

The Home provides a comprehensive programme for children and young people aged 6 to 19 who come from dysfunctional families. Most of them are referred by the Ministry of Social and Family Development, whilst others are referrals from external agencies and the Police.

Due to the abuse and abandonment by previous caregivers, the children come with hurts that run deep. Our Home is one of unconditional love and staff strive to journey with the children through their healing process.

The Haven also runs a Sibling Programme specially catered towards strengthening sibling bonds and building on the positive dynamics between siblings. Besides the Sibling Programme, we operate tuition programmes to help the children catch up academically and also provide avenues for the children to pursue sports, music and the arts. Essential life skills such as money management and team work are also weaved into our regular activities. In addition, a camp is held annually to help our young people develop positive values such as taking responsibility for oneself and others.
A designated home for children and young persons from the age of 6 to 21 years old, Gracehaven helps to transform the lives of those who are in need of care and protection or who are in conflict with the law. For every young person who enters our home, our caseworkers will develop an individualised care plan to address the issues and behaviours of each youth. We utilise tools in our case management to assess risks, needs and strengths of every young person in order to understand them and assist them to reduce challenging behaviour by promoting positive behaviour changes.

Our block management teams consisting of a block supervisor, assistant block supervisor, caseworker and care staff also work round the clock to take care of the children’s needs. Counselling for the parents is also provided for by Gracehaven or partnering agencies to lend practical support in parenting.

At Gracehaven, there is no lack of educational support and recreational opportunities for the children to develop their capabilities and interests whilst building up their self-esteem. We partner corporate volunteers and befrienders from the community to enrich the children’s lives, journeying with them back onto the right track. A multidisciplinary approach is also adopted in engaging multiple partners such as schools, close kin, professionals and authorities to help the family towards reintegration and unification at the earliest possible time.

I find it fulfilling to care for the children and I’m inspired to be a positive influence in their lives.

Shanta Devi
Block Supervisor

The Salvation Army Social Fund Annual Report 2015
We also provide opportunities for clients to be involved in various arts and culture projects in the community which allows them to build up confidence in their own abilities.

To meet an increasing demand from the community for home help support to care for the elderly, plans are in the pipeline to expand our services.

Family Support Services is like a second home to some of the elderly and underprivileged families staying in Bukit Merah. It is a familiar place where they know that they will not be left alone to face life’s struggles.

Aimed at keeping the family unit intact, we offer a broad range of programmes, namely: casework management and counselling, food ration and financial assistance, health checks and support groups such as the Elderly Support Group, Mothers’ Support Group and Youth Support Group.

Qualified social workers are assigned to follow up on referrals or walk-in cases and will extend casework and/or counselling services to those who need help to cope with their difficulties and emotional issues. Another mainstay is the food ration assistance where clients have the option of collecting it from the centre or at designated collection points each month. Door to door delivery is also available for home-bound clients. The Guardian Angel project taps on volunteers to help clients with painting, refurbishing and cleaning of their poorly maintained homes.

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I am proud to be a Salvation Army soldier working in Family Support Services. As a social worker, I aim to be like a thermostat (rather than a thermometer) to make a difference and improve the lives of our clients.

Ivoine Tang
Manager

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To meet an increasing demand from the community for home help support to care for the elderly, plans are in the pipeline to expand our services.
The Salvation Army Corps (community churches) reach out to the community through a variety of community services and activities, lending a helping hand to those in need through befriending, practical and spiritual support.

Not forgetting our pioneers, Bishan Chinese Corps organises a monthly elderly programme that reaches out to the elderly community, especially those living alone or from difficult backgrounds. Corps members volunteer their time and bring joy to the elderly through songs, games and exercises while volunteer hairdressers provide free haircuts. This group of elderly people, mostly in their 80’s, are also presented with food and supermarket vouchers to help them tide over the rest of the month.

Youth Development Centre (YDC) believes in the potential of every youth and aims to empower them with life skills and knowledge while helping them to seek and unleash their potential. A comfortable respite for latch-key youths staying in the vicinity, YDC provides them with opportunities to experience and pursue various types of activities.

For youths interested in sports, YDC provides regular training for the tchoukball team and organises friendly matches with schools for them to hone their skills and build sportsmanship. Other sporting activities include kayaking, basketball, skating, cycling, pool and dodge ball. Besides sports, youths who enjoy music can learn to play the guitar, keyboard or drums in YDC’s music studio.

YDC serves as a drop-in venue providing youths from disadvantaged backgrounds with a safe and conducive environment. We also facilitate study groups for the youths to support and help one another.

Recreational outings, monthly dinners and festive celebrations are organised for everyone to bond together. Collaborations with schools and external organisations also provide opportunities for our youths to grow from these interactive experiences.

With a holistic programme, YDC aims to have a well-established group of youth leaders, each belonging to one interest group for the purpose of development and social interaction, reaching out and supporting the younger ones.

A gullible and simple-minded 15 year old, Tom was a school drop-out who failed his PSLE 3 times and was asked to leave the school. His parents kept him at home fearing he would get into bad company. One day, Tom met YDC youths while loitering at the void deck. He was reluctant to join but watched them from a distance. For two years, staff and youth regularly spoke to him and supported him whenever he shared his problems and through the support, Tom realised YDC was a place of comfort and started to participate in the activities. He forged close friendships, gradually took on a positive attitude towards life and is now staying away from trouble and has also gained more self-confidence. He was also recently referred to another agency hoping to equip him with life skills which will be useful when he enters the workforce.

* Name has been changed to protect the individual.
The Salvation Army has engaged more than 1600 individual volunteers and partnered 125 corporate volunteers in the last year.

Volunteers with skills to contribute or are just passionate to make a difference, are welcome to work alongside us in serving and enriching lives without discrimination.

Through the years, we have forged meaningful partnerships with both corporate and individual volunteers who have befriended and brought much joy and happiness to the young and old under our care.

Volunteers delight beneficiaries by organising outings and celebrations, providing tuition; sharing skills in the area of sports, art, music; baking and handicraft; as well as improving facilities with paint touch-ups and gardening.

Volunteers may also choose indirect volunteering opportunities such as processing of donation in-kind items and assisting at fundraising events.

Two notable fundraising events are Starbucks Christmas Open House and Charity Bike n Blade where cyclists pushed themselves through challenging routes in Malaysia to raise funds for a good cause.

The Salvation Army endeavours to match each volunteer’s skills, interest, commitment level, experience and references to meet real needs through our network of social service centres and programmes. For more information, please visit the SA-V portal at sg.salvationarmy.org/volunteer.

What drew me to ride for Charity Bike n Blade was because of its support for The Salvation Army. In the last couple of years, I have had the privilege of working with the good people at The Salvation Army and I have been impressed and humbled by the extensive labour of love that goes on for the betterment of people’s lives.

Kevin Thio
Charity Bike n Blade Cyclist
The Salvation Army was established under the Statutes of Singapore, Ordinance 23 of 1939 as Salvation Army Ordinance (Chapter 377).

Finance Council
The Finance Council is the territory's primary 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

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<tr>
<th>Name</th>
<th>Designation</th>
<th>Date of Appointment</th>
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<tbody>
<tr>
<td>Colonel Lyndon Buckingham</td>
<td>Territorial Commander</td>
<td>1 Jan 2015</td>
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<tr>
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<tr>
<td>Major Hary Haran</td>
<td>Programme Secretary</td>
<td>1 Jan 2015</td>
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<tr>
<td>Major Irene Chang</td>
<td>Territorial Candidates Secretary and Assistant Officer Personnel</td>
<td>1 Jan 2015</td>
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<tr>
<td>Major Francis Ng</td>
<td>Liaison Officer (East Malaysia), Team Leader and Commanding Officer</td>
<td>1 Jan 2015</td>
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<tr>
<td>Major Lim Chee Kwee</td>
<td>Literary Secretary</td>
<td>1 Jan 2015</td>
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<tr>
<td>Captain Lalrindiki</td>
<td>Territorial Youth Secretary</td>
<td>1 Jan 2015</td>
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<tr>
<td>Mdm Koh Guek Eng</td>
<td>Director, Finance</td>
<td>1 Jan 2015</td>
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<tr>
<td>Mr. John Ng</td>
<td>Director, Property</td>
<td>1 Jan 2015</td>
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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.

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<tr>
<td>Major Lee Kong Yee</td>
<td>Senior Training and Education Officer</td>
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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.

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.

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.

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>1 Jan 2015</td>
</tr>
<tr>
<td>Lieut-Colonel Leopoldo Posadas</td>
<td>Chief Secretary</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Major Hary Haran</td>
<td>Programme Secretary</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Major Lim Chee Kwee</td>
<td>Literary Secretary</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Major Francis Ng</td>
<td>Liaison Officer (East Malaysia), Team Leader and Commanding Officer</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Major Irene Chang</td>
<td>Territorial Candidates Secretary and Assistant Officer Personnel</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Mdm Koh Guek Eng</td>
<td>Director, Finance</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Ms Angeline Tan</td>
<td>Director, Public Relations</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Mr John Ng</td>
<td>Director, Property</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Ms Linda Auyong</td>
<td>Director, Social and Community Services (Singapore)</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Mr Peter Khoo</td>
<td>Superintendent</td>
<td>1 Jan 2015</td>
</tr>
</tbody>
</table>

Internal Audit Board Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Date of Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lieut-Colonel Leopoldo Posadas</td>
<td>Chief Secretary</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Major Hary Haran</td>
<td>Programme Secretary</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Major Lee Kong Yee</td>
<td>Senior Training and Education Officer</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Major Francis Ng</td>
<td>Liaison Officer (East Malaysia), Team Leader and Commanding Officer</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Mdm Koh Guek Eng</td>
<td>Director, Finance</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Mr Paul Boon</td>
<td>Internal Auditor</td>
<td>1 Jan 2015</td>
</tr>
</tbody>
</table>

Human Resources 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>1 Jan 2015</td>
</tr>
<tr>
<td>Lieut-Colonel Leopoldo Posadas</td>
<td>Chief Secretary</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Major Hary Haran</td>
<td>Programme Secretary</td>
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</tr>
<tr>
<td>Major Francis Ng</td>
<td>Liaison Officer (East Malaysia), Team Leader and Commanding Officer</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Major Irene Chang</td>
<td>Territorial Candidates Secretary and Assistant Officer Personnel</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Mrs Toh-Chia Lai Ying</td>
<td>Director, Human Resources</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Mdm Koh Guek Eng</td>
<td>Director, Finance</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Major Lim Chee Kwee</td>
<td>Literary Secretary</td>
<td>1 Jan 2015</td>
</tr>
<tr>
<td>Mr Peter Leow</td>
<td>Senior Manager, Human Resources</td>
<td>1 Jan 2015</td>
</tr>
</tbody>
</table>
The Salvation Army works continually 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 donor 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 any board 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 any board 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 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.
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: sg.salvationarmy.org
Summary statements

of Changes in Funds and Reserves for the year ended 31 March 2015

<table>
<thead>
<tr>
<th></th>
<th>Total Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>As at 1 April 2013 ($’000)</td>
<td>16,351</td>
</tr>
<tr>
<td>Total surplus for the year</td>
<td>(68)</td>
</tr>
<tr>
<td>Transfer from/to General &amp; Property Fund</td>
<td>(3,000)</td>
</tr>
<tr>
<td>As at 31 March 2014 ($’000)</td>
<td>13,283</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Total Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>As at 1 April 2014 ($’000)</td>
<td>13,283</td>
</tr>
<tr>
<td>Total surplus for the year</td>
<td>5,525</td>
</tr>
<tr>
<td>Transfer from/to General &amp; Property Fund</td>
<td>(4,282)</td>
</tr>
<tr>
<td>As at 31 March 2015 ($’000)</td>
<td>14,526</td>
</tr>
</tbody>
</table>

of Financial Position as at 31 March 2015

<table>
<thead>
<tr>
<th>FUNDS AND RESERVE</th>
<th>2015 ($’000)</th>
<th>2014 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital contribution funds</td>
<td>952</td>
<td>849</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>1</td>
<td>182</td>
</tr>
<tr>
<td>Designated (operational) funds</td>
<td>2,606</td>
<td>2,609</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>10,967</td>
<td>9,643</td>
</tr>
</tbody>
</table>

Total Funds and Reserves          | 14,526       | 13,283       |

<table>
<thead>
<tr>
<th></th>
<th>2015 ($’000)</th>
<th>2014 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non current assets</td>
<td>952</td>
<td>4,676</td>
</tr>
<tr>
<td>Current assets</td>
<td>15,374</td>
<td>9,950</td>
</tr>
</tbody>
</table>

Total Assets                | 16,326       | 14,626       |

<table>
<thead>
<tr>
<th></th>
<th>2015 ($’000)</th>
<th>2014 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>1,800</td>
<td>1,343</td>
</tr>
</tbody>
</table>

Total Liabilities            | 1,800        | 1,343        |

Net Assets                  | 14,526       | 13,283       |

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 Fund 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
- prison support service

There have been no significant changes in the nature of the activities during the year.

The financial statements of the Fund 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”). 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 Fund.

- **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 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.

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 Fund 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>2015 ($’000)</th>
<th>2014 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital commitments in respect of plant and equipment</td>
<td>220</td>
<td>220</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 lessee
Future minimum rental payable under non-cancellable operating leases in respect of rental of equipment at the financial year end are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2015 ($’000)</th>
<th>2014 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than five years</td>
<td>24</td>
<td>43</td>
</tr>
</tbody>
</table>

Lease terms do not contain restrictions on the Fund’s activities concerning dividends, additional debt or further leasing.

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>2015 ($’000)</th>
<th>2014 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactions with General Fund Singapore</td>
<td>1,579</td>
<td>4,390</td>
</tr>
<tr>
<td>Transactions with Property Fund Singapore</td>
<td>1,389</td>
<td>1,407</td>
</tr>
</tbody>
</table>

– Compensation for key management personnel

<table>
<thead>
<tr>
<th></th>
<th>2015 ($’000)</th>
<th>2014 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and other short term benefits</td>
<td>165</td>
<td>143</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.
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 set aside $10 a month than $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.

contribution form

Personal Particulars
Name: Dr / Mr / Ms / Mdm / Mrs
Address: __________________________________________
NRIC/ FIN/ UEN: ________________________________

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

Part 2: For The Salvation Army’s Official Use
Bill To: The Salvation Army

I would like to *Make a new contribution of / Increase my contribution to $____

a I/We hereby instruct you to process The Salvation Army’s instructions to debit my/our account.

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. You may also, at your discretion, allow the debit even if it 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.

Part 3: For Bank’s Official Use
To: The Salvation Army

The application is hereby REJECTED for the following reason(s):

Signature/Thumbprint

Date

Authorized Signature
Date

Name of Approving Officer
Authorised Signature
Date

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

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

Monthly Donation by Credit/Charge Card

I would like to *Make a monthly contribution of / Increase my monthly contribution to $____

Name as on card

Card No. __________________________________________
Card Expiry ______________________/

Date

Signature

All GIRO and Credit/Charge Card Payment will be made on the 4th day of every month. *Please delete where inapplicable.

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). DRAS no longer accepts claims for tax deduction based on donation receipt.

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.

Name of Approving Officer
Authorised Signature
Date

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

Signature(s) or thumbprint(s) as in bank record
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
☐ Corporate donation
Company Name: ___________________________
UEN: ___________________________

This donation is tax deductible and the deduction will be automatically included in your tax assessment if you have provided your tax reference number (eg. NRIC/ FIN/ UEN). 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  ☐ Diners  ☐ Amex
Card No: ---------------------------
Card Expiry month/year: ---------------------------
Name as on card: ___________________________
Signature: ___________________________
☐ 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.

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

Thank you for your donation.
