To the Very End
We will
In 1912, our founder General William Booth spurred his fellow man to fight for those defeated by darkness and despair.

A century on, millions of comrades in compassion across 131 countries have banded together as one to continue this fight.

With the collective might of our hearts, we fight at the frontlines for those languishing in the background of society.

The sun never sets on our work.

Come rain or shine, we will fight for the most good, to the very end.
While women weep, as they do now, I'll fight.
While little children go hungry, as they do now, I'll fight.
While men go to prison, in and out, in and out, as they do now, I'll fight.
While there is a drunkard left, while there is a poor lost girl upon the streets, while there remains one dark soul without the light of God, I'll fight. I'll fight to the very end.
In 1912, our founder General William Booth spurred his fellow man to fight for those defeated by darkness and despair.

A century on, millions of comrades in compassion across 131 countries have banded together as one to continue this fight.

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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.
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Some of the photos shown feature models and are used for illustrative purposes only.
Love Trium
At The Salvation Army, we march to the anthem of love. Compassion is our compass, guiding us to places of need to help those in want of comfort and care. Surrendering ourselves to the spirit of service, we summon strength through faith to bring light to a world darkened by suffering. With hope in our hearts, we will continue to love unconditionally as we usher in a better tomorrow for one and for all.
Undaunted by Adversity

With our protection, adversity will not prevail. Reaching out to the fallen among us, we strive to help vulnerable communities weather all of life’s circumstances, whether ups or downs. Our diverse social programmes and centres provide shelter wherever it is greatly essential. Regardless of age, race or social strata, the less fortunate will always find a safe haven within our continuum of care.
It takes an Army to fight for the most good. We salute our contingent of officers, staff, volunteers, partners and donors who have given all of themselves to this critical work. With our collective strength, we will not fear what lies ahead. Together, we will soldier onward, building a future brighter than we can ever imagine for each and every one of our beneficiaries.
Onward
Chairman’s Message

Since 1935, we have been committed towards serving the underprivileged in the community without discrimination and this has not changed over the years. It is our strong belief that every life is precious and regardless of age, race and religion, they all deserve a helping hand. This is the good work that The Salvation Army has always aimed to do and will continue to do in the future.

We constantly evolve by developing and implementing new programmes to better serve the growing and ever-changing needs of the community. A good example would be the launch of Gracehaven Fostering in February 2018 to provide interim or long-term alternative care in a foster family environment for children whose parents are unable to care for them. Gracehaven is also converting its large residential home into clusters of family-like, small group home units to provide a range of both out-of-home care and also community-based programmes. In addition, we are also looking into expanding our in-house therapeutic services to better serve the residents.

Last November, Peacehaven Nursing Home responded to the need to admit elderly who have chronic sickness and do not have a suitable caregiver at home. These elderly have complicated medical histories and as such, require a high level of care throughout the day. Our Bedok and Changi day centres are also able to provide holistic care and early intervention to the elderly so they can continue living in the community. Such services help relieve the burden of stressed family members who are struggling to care for the elderly. To further complement our support for seniors, Peacehaven Bedok Day Centre also plays a part in the Community Resources Engagement and Support Team programme to link Fengshan residents and the mental health support networks.

We aim to be a beacon of light to those who are struggling in the dark. By providing unconditional love to all, The Salvation Army hopes to build a better tomorrow. However, we cannot achieve or sustain this good work on our own. We need the continued support of like-minded donors, partners and volunteers to continue helping the needy. Thank you for supporting us in ensuring that nobody is left behind.

Mr Bill Foo
CHAIRMAN
The Salvation Army Advisory Board
Singapore
I hope that this annual report will give you an insight into the diverse work that happens behind our doors. Our two children’s residential homes, Gracehaven and The Haven, stand in as care guardians to nurture children and young persons who have missed out on their parents’ love. In recent years, The Salvation Army has taken on an all-encompassing approach to provide a continuum of care from child-centric protective and rehabilitative services to sustainable family reunification and strengthening as the end goal. Our Youth Development Centre which used to function solely as a drop-in and activity centre has expanded its services to provide aftercare for children and young persons who require further mentoring after their discharge from both our residential and non-residential care.

Besides caring for the young, we also help families of incarcerated persons. We envision a society where families of incarcerated persons are embraced, and we are committed towards doing our part to support these families through our Prison Support Services – Kids In Play programme. To better support the families under our care, we recently completed a research paper on the dilemmas faced by caregivers when revealing the traumatic news of incarceration to the children and the varied responses of the children, and we will be putting some of the findings into practice.

To help build self-confidence and leadership skills, we also encourage teenagers in the programme to be CHOC (Children Helping Other Children) Ambassadors, which allows them to give back to the community and share their experiences with younger children in similar situations. One of the latest initiatives is a reading programme which helps to improve the children’s literacy skills and, at the same time, provides opportunities for the CHOC ambassadors to mentor the children.

The Salvation Army stands committed to do our best, maximising every donated dollar to achieve the most good. We are deeply grateful for your continued support and will channel what you give to provide meaningful programmes to help the underprivileged.
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;

FROM LEFT: Major Garth Niemand, Ms Catherine Ong, Mr Luke Lim, Mr Bill Foo, Mr Aje Saigal, Lieutenant Colonel Edward Hill, Datuk Robert Chua, Ms Cheng Pai Ling, Mr Wen Khai Meng, Colonel Rodney S. Walters, Mr S Dhanabalan, Ms Angeline Tan, Mr Eugene Lim, Mr Richard Yong
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 2018, members of our Advisory Board include Mr Aje Saigal, Ms Catherine Ong, Ms Cheng Pai Ling, Mr Eugene Lim, Mr Luke Lim, Mr Richard Yong, Datuk Robert Chua, Mr Wen Khai Meng, Colonel Rodney S. Walters, Lieutenant Colonel Edward Hill, Major Garth Niemand and Ms Angeline Tan.

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.

- 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.

For every dollar spent from Social Fund in FY 2018, 94 cents was spent on our social programmes to help our beneficiaries.
Red Shield Appeal Dinner
It was a cause for celebration as besides having the Red Shield Appeal Dinner for the first time, it was also The Salvation Army’s 82nd Anniversary. The former Minister of Social and Family Development and current Speaker of the Parliament of Singapore, Mr Tan Chuan-Jin was the guest of honour at the dinner, which was held in Marriot Tang Plaza Hotel on 7 July 2017. During the dinner, we spoke about the need to mobilise the community to help the needy. It was also on that note that Mr Tan shared that he was heartened to see that The Salvation Army had risen up to respond to the needs of vulnerable children and families.

UNIQLO’s Clothes Distribution
As part of Uniqlo’s efforts to contribute to the community, they held their inaugural clothes distribution event for our clients from Prison Support Services – Kids In Play programme. The event saw a total of 120 children and caregivers from the programme turn up at Tanglin Family Hub on 26 August 2017 to pick out ten complimentary pieces of clothing from Uniqlo. The clothes were sponsored by Uniqlo and this was a special experience for them as they could select any items without worrying about the cost.

Ride for Charity Challenge
The Ride for Charity Challenge, which was part of Ci Yuan Day Celebrations, was flagged off by Prime Minister Lee Hsien Loong on 24 September 2017. For every kilometre ridden by the participants, it was matched by one kg of brown rice. PM Lee did his part by cycling 3.26 km on his stationary bicycle. The challenge raised a total of 2,000 kg of brown rice for four charities including Gracehaven.

Charity Bike ‘n’ Blade
2017 saw Charity Bike ‘n’ Blade celebrating its tenth edition. The event spanned across two countries with the biking leg held in West Malaysia from 9 to 11 June 2017, while the roller-blading leg was held in Singapore on 3 September 2017. For the biking leg, around 140 cycling enthusiasts and volunteers cycled a distance of 285 km from Kuantan to Tanjong Leman. The event raised more than $321,000 for its two beneficiaries, which included Peacehaven Nursing Home.

Nurses’ Day
As part of the celebrations for Nurses’ Day 2017, officers, staff and clients from Peacehaven Nursing Home put up performances in appreciation of the contributions from the nurses. Awards were also given out to dedicated Peacehaven staff. Ms Cheryl Chan, Member of Parliament for Fengshan Constituency presented the highest award to Mdm Low Mui Lang, Executive Director of Peacehaven Nursing Home and Peacehaven Day Centres, for her exceptional leadership and management.
Christmas Kettling
Our annual Christmas Kettling raised over $203,000 from donations collected in our kettle pots across eight shopping malls and various Starbucks outlets. With the support from Starbucks Singapore, we also received an additional donation of $55,432 from the sale of its Christmas drinks at the Starbucks Christmas Open House. This was only possible with the help and support from our generous partners and volunteers.

Peacehaven Bedok Day Centre Open House
In December 2017, as part of our ongoing efforts to reach out to the community, Peacehaven Bedok Day Centre organised an Open House to showcase the range of services and programmes offered at the centre. Our staff also shared with the visitors about beneficial programmes that were available for seniors and caregivers. There were also opportunities for the visitors to try out the various exercise stations at the centre.

Feast of Hawker Delights
In celebration of Senior Citizens' Week 2017, Ms Cheryl Chan, Member of Parliament for Fengshan Constituency graced our Residents' Hawker Fare that was held at Peacehaven Nursing Home. Over 300 residents and clients from Peacehaven Nursing Home and Peacehaven Day Centres joined us for the event and they were served local delights by the staff and volunteers. Besides enjoying the local fare, there were also game stalls and a photo booth to add to the carnival atmosphere.

President's Visit to Gracehaven
On 27 January 2018, President Halimah Yacob visited our children and staff at Gracehaven. This visit was part of her 'Tiny Bites' programme, a monthly initiative to meet with children at various children's welfare homes. Our officers, staff and children brought the President on a tour of Gracehaven, while sharing with her about the work we do at the Home.

Carnival at The Haven
On 2 December 2017, The Haven held its inaugural fund raising carnival, which was managed by our children from the Home. Besides the usual variety of food and game stalls, there was henna and face painting for the visitors to try out. The highlight of the carnival was a concert that was conceptualised entirely by our children from scratch. The final performance was well-received by the audience and it would not have been possible without the support from our volunteers and staff.

Launch of Gracehaven Fostering
Gracehaven launched Gracehaven Fostering in February 2018 to provide interim or long-term alternative care in a home-based environment for foster children whose parents are unable to care for them. This provides a safe and secure home for foster children and young persons who are in need of care and protection.
Peacehaven Day Centres at Bedok and Changi offer a suite of holistic care services and rehabilitative programmes that enable senior citizens to lead fulfilling and active lives in the community. Serving mostly clients on government subsidy, we provide respite and necessary support to families struggling to care for their loved ones.

With our Integrated Home and Day Centre programme, we strive to meet the multiple-care needs of each client at the centre, and also in the client’s own home. By adopting a multidisciplinary approach, our dedicated team is able to assess the client’s needs through regular care reviews and tailor the care plan accordingly with medication, nursing, rehabilitation, psychosocial support, home assessment or personal care.

In July 2017, Peacehaven Bedok Day Centre started the Community Resources Engagement and Support Team (CREST) programme to provide a link between residents in the Fengshan community and the mental health support networks. We aim to improve the quality of life for seniors and caregivers through mental health talks, dementia screenings, exercises, emotional support and referrals to suitable healthcare services and social assistance. To further support the elderly in the community, Peacehaven Bedok Day Centre is also running the Community Befriending Programme (CBP) to recruit and train seniors to be volunteers so that they are able to befriend and support other seniors in the community.

Working closely with various healthcare partners, Peacehaven Day Centres are leading the way in supporting the older generation to live healthily and age gracefully in the community.
I appreciate Peacehaven very much. Not only do the staff take good care of my husband, they also care for my well-being. Without Peacehaven’s assistance, my husband and I would be in a very difficult situation.

Mdm Wee
Resident’s Wife

Peacehaven Nursing Home

With the residents’ comfort in mind, our 14 Resident Living Areas (RLAs) are specially designed to create a homely, yet functional space to care for their needs. Residents benefit from direct access to nursing care, general practitioners’ services, occupational therapy, physiotherapy, speech therapy, dental services and pastoral care. We also provide focused and lower-intensity rehabilitation services to clients with short-term disability conditions at Grace Corner. This collaboration with Changi General Hospital enables our clients to regain maximum mobility and return home to live independently.

In November 2017, Peacehaven responded to the need to admit elderly with chronic sickness, and who lack proper caregiver support at home. Many of these cases are complex and require a high level of care round the clock. Our dedicated team works tirelessly to look after the needs of these clients, while embracing our core values and maintaining consistent standards of care.

Peacehaven is an approved training centre which offers Institute of Technical Education skills certificates in home care, dementia care and rehabilitation therapy. Under the Agency of Integrated Care, we have also been providing caregiver training and foreign domestic worker training. Peacehaven has also been awarded the bizSAFE level 4 status, which affirms our commitment to safety and health standards at our workplace.
The Haven, as the name suggests, is a place of safety or refuge where people can turn to. Our Home provides residential care for children and youth, aged 6 to 20, who have been traumatised, abused or neglected.

Besides being a safe place, The Haven is a place for healing, reconciliation and transformation. Our residential care programme is specially designed to prepare the children and youth for reintegration into the community, and ultimately reunite them with their families. With the support of our dedicated team, we tailor individualised care plans to meet each resident’s educational, social and emotional needs. At the same time, we provide counselling and family work to facilitate healing of past hurts, and help to facilitate reconciliation where possible.

We also adopt a multidisciplinary approach in engaging our partners, such as schools and professionals, to help the children and their families towards reintegration and unification. By participating in meaningful events and activities organised by our partners, our children get the opportunity to interact with mentors who provide guidance and at the same time, motivate them and boost their confidence.

Besides helping our young people in their area of need, we also identify and work with their strengths and help to improve their self-esteem and confidence. It is heartening to see them with a clear direction in life, maintain positive outlooks and also reach out to help others. This is possible because of the commitment and effort from dedicated volunteers and staff.

Peter Khoo
Superintendent, The Haven
Gracehaven exists for every child in our care and their future generations to be part of a supportive family that provides love, hope and faith. At our centre, we care for children and youths who require protection and rehabilitation due to at-risk behaviours and lack of parental supervision.

Over the past year, Gracehaven has transformed from a single-service, large residential children’s home to a multi-service, end-to-end provider. We now offer a holistic suite of services for vulnerable children and their families, shifting our focus from traditional child-centric protective and rehabilitative services to sustainable family reunification. Our dedicated team works cohesively to help children and youths reintegrate back into their family and society through an array of programmes and activities specially designed to cater to the well-being of each individual person.

In February 2018, we expanded our services to support foster families and launched Gracehaven Fostering. As the fourth fostering agency appointed by the Ministry of Social and Family Development, our aim is to provide interim or long-term alternative care in a home-based environment for foster children whose parents are unable to care for them.

Moving forward, Gracehaven will focus on the conversion of our current large residential model to a small group home-type residential model, and the growth of our in-house therapeutic services unit.

Jay* was placed in a boys’ home in his early years and this was a major adjustment for him as he had to adapt to life in an institutional setting. Compounding this, Jay’s history of being bullied and the absence of consistent parental support resulted in frequent behavioural difficulties and aggressive behaviour.

School suspensions and repeated stays at the boys’ home followed, until his path led him to The Salvation Army Gracehaven in 2015 when he was 13 years old. With the unstinting care and concern from the staff, Jay slowly showed improvements in his rehabilitation programme. Jay is now back in school, and has stayed out of trouble since the start of the school year. He now views his life journey through Gracehaven as an important learning experience, and hopes to share his experience with other at-risk children.

*Name has been changed
The Salvation Army Social Fund Annual Report 2018
To support these families, KIP provides casework management to assess their immediate needs. As the impact of incarceration is often devastating, we extend counselling and practical help or referrals for financial and emotional assistance. In addition, various programmes are organised such as separate group work sessions for children, caregivers and the inmates.

Through our regular pre-sessions in prison, we help the inmates understand the impact of their incarceration on their loved ones, and also assist them in developing key parenting skills. Following the pre-sessions, we would organise a Family Bonding programme for the inmates to spend valuable time with their children without any physical barrier between them. This programme is a key highlight for the children and their parents, and serves to further strengthen their relationship.

For the children, we also provide a structured programme to help them deal with trauma and stigmatisation, and to build self-confidence through a variety of planned activities. Older teenagers who display commitment and leadership potential will be invited to join the Children Helping Other Children (CHOC) Ambassadors programme. This programme hopes to groom the teenagers and grow their confidence in leading groups and being a mentor to the younger children and their peers.

Besides the children, we also provide a support system for the caregivers known as the Women Helping Other Women (WHOW) group. We organise sessions for the group that focuses on relevant issues that they face and provide opportunities for them to pick up necessary skills to cope with their situation.

In the near future, KIP hopes to collaborate with more community partners to work together to make this a more inclusive society for families of incarcerated persons.

I’d like to thank KIP for all the help and support that they have given me and my daughters. In the past, they would keep to themselves and were scared of being discriminated by others, but now they are more open and confident.

Mary
Beneficiary
For the elderly and underprivileged living in the Bukit Ho Swee area, the name Family Support Services (FSS) is not unfamiliar to them. They recognise FSS as a one-stop community-based centre that they can turn to when they need help or someone to talk to. Our dedicated team works closely with referral or walk-in cases and extends a helping hand to families or individuals who require assistance to cope with various difficulties and emotional issues.

We offer a comprehensive range of programmes and services designed to cater to the needs of the community. This includes casework management and counselling, food ration and financial assistance, health checks and support groups for the elderly, mothers and youths.

Our ongoing outreach service, Guardian Angel, reaches out to frail elderly clients who are unable to care for themselves by providing care and assistance to them in areas such as medical appointments, grocery shopping and home refurbishment.

In FY2018, FSS cared for around 230 beneficiaries on a monthly basis. We also provided information and referral services to 2,034 individuals yearly. With the support of around 100 volunteers, we organised regular activities for our beneficiaries, which included festive celebrations, visits to Gardens by The Bay and a day trip to Bekok, Malaysia.

Moving forward, FSS plans to be The Salvation Army’s heritage centre as it was the first welfare programme to be established in Singapore. In addition, FSS is looking at compiling unique life stories of beneficiaries through its Life Story Book service.
Serving the community is one of the many ways corps in The Salvation Army demonstrates its faith in action. Our Corps Community Services are poised to help those in need through befriending, counselling and practical support. Bishan Chinese Corps provides a meaningful monthly food parcel and feeding programme for destitute elderly, many of whom do not have a family. The elderly receive free haircuts, participate in exercises and songs, hear messages of hope and enjoy nutritious meals. Over at Changi Corps, volunteers from the corps help to man the playroom under Prison Support Services - Kids In Play. Since June 2018, they have started giving free English lessons to nurses of Peacehaven Nursing Home.

Riski
Health Care Assistant
Peacehaven Nursing Home

I am grateful for the English lessons provided by Changi Corps Community Services which have helped me to communicate better with my colleagues, the residents and clients of Peacehaven Nursing Home.
Youth Development Centre
Targeting youths between the ages of 12 and 21 years old, our Youth Development Centre (YDC) embraces the vision of empowering youths and unleashing their full potential. With a focus to reach out to youths-at-risk, YDC serves as a hub for various interest groups and equips youth leaders with mentoring skills to be good role models in supporting interest groups such as tchoukball, rock climbing, cardio kick-boxing, guitar and many more.

Besides providing opportunities for latch-key youths to pursue their interests and socialise in a healthy environment, YDC also functions as a conducive venue for youths to study after school. To help the youths achieve their academic goals, our youth workers rope in volunteer tutors and facilitate study groups for them to help one another.

Through regular interaction with the youths, our staff is able to identify who are at risk of picking up negative habits and reach out to them to address the issue. We also work closely with them on character building and encourage them to contribute to the community by serving as volunteers.

In FY2018, YDC added another programme to provide aftercare services for children and young persons who are either discharged from our residential homes or for those who are in non-residential care but require further mentoring. Backed by social work and case management capabilities, the centre now plays an important part in our continuum of care for children and young persons.

YDC staff are very friendly and make the effort to know and understand me.

Georgy
Beneficiary, 14-year-old
The Salvation Army welcomes passionate volunteers to contribute their skills and experience to help make a difference in the lives of the beneficiaries and clients under our care. In FY2018, we engaged over 1,600 individuals, corporations, schools and groups who came on board as volunteers.

Over the years, we have built meaningful and often lasting relationships with our volunteers who come back regularly to enrich the lives of the children, youths, elderly and families at our centres. Be it corporate, group or individual volunteers, anyone with a willing heart can bring much joy and comfort to people in need by volunteering with us.

We have a wide range of volunteering opportunities from befriending, academic mentoring, organising outings to sharing skills in the areas of sports, music, culinary and arts. Volunteers may also support us by conducting workshops and organising fundraising events to support our work in the community.

We strive to match each volunteer’s skills, interest, commitment level and experience to meet real needs through our network of centres and programmes.

If you would like to volunteer, please visit sg.salvationarmy.org/volunteer.

Volunteering at Gracehaven has helped me look beyond a youth’s outward behaviour and attitude. It brings me joy when a youth gains hope and sees beyond his or her current circumstances through our consistent love, care and support.

Joycelyn
Volunteer
Singapore Youth For Christ

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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<th>Name</th>
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<td>Mr John Ng</td>
<td>Director, Property</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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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.

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<td>1 Jan 2018</td>
</tr>
<tr>
<td>Ms Angeline Tan</td>
<td>Director, Public Relations</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Mr John Ng</td>
<td>Director, Property</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Mr Marcus Moo</td>
<td>Director, Social and Community Services (Singapore)</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Ms Judy Chun</td>
<td>Director, Social and Community Services (Malaysia)</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Mr Peter Khoo</td>
<td>Superintendent</td>
<td>1 Jan 2018</td>
</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>
<th>Name</th>
<th>Designation</th>
<th>Date of Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lieut-Colonel Edward Hill</td>
<td>Chief Secretary</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Major Garth Niemand</td>
<td>Territorial Secretary for Business Administration</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Major Hary Haran</td>
<td>Territorial Secretary for Personnel</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Major Lee Kong Yee</td>
<td>Senior Training and Education Officer</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Lieut Tan Bee Yit</td>
<td>Corps Officer</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Mdm Koh Guek Eng</td>
<td>Director, Finance</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Mr Paul Boon</td>
<td>Internal Auditor</td>
<td>1 Jan 2018</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**

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Date of Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lieut-Colonel Edward Hill</td>
<td>Chief Secretary</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Colonel Wendy Walters</td>
<td>Territorial President of Women’s Ministries</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Major Hary Haran</td>
<td>Territorial Secretary for Personnel</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Major Patricia Niemand</td>
<td>Territorial Secretary for Programme</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Major Lim Chee Kwee</td>
<td>Territorial Editor and Literary Secretary</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Major Irene Chang</td>
<td>Territorial Candidates Secretary</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Mdm Koh Guek Eng</td>
<td>Director, Finance</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Mr Peter Leow</td>
<td>Director, Human Resources</td>
<td>1 Jan 2018</td>
</tr>
<tr>
<td>Mrs Toh Chia Lai Ying</td>
<td>Human Resources and Special Projects Consultant</td>
<td>1 Jan 2018</td>
</tr>
</tbody>
</table>
Corporate Governance

THE SALVATION ARMY CONTINUALLY WORKS AT PUTTING GOOD ORGANISATIONAL POLICIES AND PROCESSES IN PLACE, TOWARDS GOOD GOVERNANCE STANDARDS AND IN COMPLIANCE WITH THE CODE OF GOVERNANCE FOR CHARITIES AND INSTITUTIONS OF PUBLIC CHARACTER.

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

Each key personnel shall disclose to the Finance Council of any personal interest which he or she may have in any matter pending before the organisation and shall refrain 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 reserve is to be established at a level equivalent to two times the amount of annual operating expenditure. The level of the reserve is being reviewed annually.

• Position on Gambling
The Salvation Army believes that gambling has serious and adverse effects upon vulnerable individuals and their families and upon the very fabric of society. Compulsive and addictive gambling is a serious social problem and creates many casualties in society, as it promotes and condones false values and is therefore detrimental to the spiritual and moral well-being of those who participate in gambling.

The Salvation Army worldwide cares and rehabilitates such vulnerable casualties of gambling. Therefore, The Salvation Army in the Singapore, Malaysia and Myanmar Territory will refrain from receiving or applying for funding from any lottery or gambling source.
• **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.

• **Data Protection Policy**

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

It applies to the personal data of all individuals who attend services or other meetings of Salvation Army Corps and/or are the beneficiaries/clients or potential beneficiaries/clients of the Army’s work as well donors, employees, volunteers, and online users of our website(s) and online platform(s).

If individuals are not in any of these categories but we collect, use or disclose personal data about individuals in the course of the Army’s work in the community, this data protection policy will apply to that personal data consistently with the way in which it applies to the above individuals.

• **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 victimisation for whistle blowing in good faith.
THE ACCOUNTS FOR THE YEAR WERE AUDITED BY ARDENT ASSOCIATES LLP.

The Summary Financial Statements as set out on pages 37 to 40 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 STATEMENT OF Financial Performance

For the year ended 31 March 2018

- Operating Income

  - Donations
  - Income from charitable activities including government funding
  - Investment & other income

- Operating Expenses

  - Fundraising expenses
  - Nursing & rehabilitation
  - Children’s homes
  - Youth, family & community
  - Other administration expenses

### SUMMARY

#### 2018

- 3% Donations
- 31% Income from charitable activities including government funding
- 1% Investment & other income

#### 2017

- 3% Donations
- 33% Income from charitable activities including government funding
- 1% Investment & other income

### Financial Performance

#### Operating Income

- Income: 34,433 ($’000) in 2018, 29,690 in 2017
- Expenditures: 27,545 in 2018, 26,931 in 2017
- Surplus: 6,888 in 2018, 2,759 in 2017

#### Appropriations from/(to) Funds

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>34,433</td>
<td>29,690</td>
</tr>
<tr>
<td>Expenditures</td>
<td>27,545</td>
<td>26,931</td>
</tr>
<tr>
<td>Surplus</td>
<td>6,888</td>
<td>2,759</td>
</tr>
</tbody>
</table>

#### Appropriations from/(to) Funds

<table>
<thead>
<tr>
<th>Type of Appropriation</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of current years income to</td>
<td>2018</td>
<td>2017</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>(3,364)</td>
<td>(2,267)</td>
</tr>
<tr>
<td>Designated funds</td>
<td>(4,682)</td>
<td>(1,406)</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>(26,387)</td>
<td>(26,017)</td>
</tr>
<tr>
<td>To finance current costs from</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital contribution funds</td>
<td>363</td>
<td>372</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>259</td>
<td>14</td>
</tr>
<tr>
<td>Designated funds</td>
<td>452</td>
<td>1,704</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>26,471</td>
<td>24,841</td>
</tr>
</tbody>
</table>

#### Transfers between Funds

<table>
<thead>
<tr>
<th>Type of Transfer</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital contribution funds</td>
<td>750</td>
<td>(148)</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>Designated funds</td>
<td>(668)</td>
<td>138</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>(84)</td>
<td>(4)</td>
</tr>
</tbody>
</table>
Summary Statements

of Changes in Funds and Reserves for the year ended 31 March 2018

<table>
<thead>
<tr>
<th></th>
<th>Total Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>As at 1 April 2016 ($)’000</td>
<td>20,624</td>
</tr>
<tr>
<td>Total surplus for the year</td>
<td>2,759</td>
</tr>
<tr>
<td>Transfer from/(to) Property Fund</td>
<td>(276)</td>
</tr>
<tr>
<td>As at 31 March 2017 ($)’000</td>
<td>23,107</td>
</tr>
<tr>
<td>As at 1 April 2017 ($)’000</td>
<td>23,107</td>
</tr>
<tr>
<td>Total surplus for the year</td>
<td>6,888</td>
</tr>
<tr>
<td>Transfer from/(to) General Fund</td>
<td>(7,200)</td>
</tr>
<tr>
<td>As at 31 March 2018 ($)’000</td>
<td><strong>22,795</strong></td>
</tr>
</tbody>
</table>

of Financial Position as at 31 March 2018

<table>
<thead>
<tr>
<th>Funds and Reserves</th>
<th>2018 ($)’000</th>
<th>2017 ($)’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital contribution funds</td>
<td>1,196</td>
<td>809</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>489</td>
<td>4,382</td>
</tr>
<tr>
<td>Designated funds</td>
<td>7,505</td>
<td>4,143</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>13,605</td>
<td>13,773</td>
</tr>
<tr>
<td><strong>Total Funds and Reserves</strong></td>
<td><strong>22,795</strong></td>
<td><strong>23,107</strong></td>
</tr>
<tr>
<td>Non current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>1,196</td>
<td>809</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>25,439</strong></td>
<td><strong>25,300</strong></td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>2,644</strong></td>
<td><strong>2,193</strong></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td><strong>22,795</strong></td>
<td><strong>23,107</strong></td>
</tr>
</tbody>
</table>
General information

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

The Social Fund deals with the social operations of the Organisation which has been conferred the Institute of Public Character status (IPC No. IPC000549). Accordingly, qualifying donors are granted tax deduction for donations made by them to the Social Fund.

The Social Fund (the "Fund") provides:
- nursing home;
- residential homes for the children and young people at risk;
- ministries to troubled young people;
- day care centres for the elderly;
- food for families;
- counselling services; and
- prison support services

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

- Capital contribution funds
  These represent funds set up to meet costs relating property, plant and equipment.
- Designated funds
  These are funds specifically set aside by the Fund to meet operational plans or anticipated needs.
- Restricted funds
  These are donations held for restricted purposes as specified by the donors.
- Unrestricted funds
  This is the working capital of the Fund.
Tax Exempt Receipts
The Fund enjoys concessionary tax treatment whereby qualifying donors are granted tax deductions for the donations made to the Fund. The total value of tax exempt receipts issued was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2018 ($'000)</th>
<th>2017 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total value of tax exempt receipts issued</td>
<td>9,366</td>
<td>8,674</td>
</tr>
</tbody>
</table>

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>2018 ($'000)</th>
<th>2017 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactions with General Fund Singapore</td>
<td>(3,371)</td>
<td>(1,974)</td>
</tr>
<tr>
<td>Transactions with Property Fund Singapore</td>
<td>-</td>
<td>(1,474)</td>
</tr>
</tbody>
</table>

Compensation for key management personnel
Key management personnel comprises members of the Finance Council and the Central Council. There were no claims by the key management personnel for services provided to the Organisation, either by reimbursements or by providing the key management with an allowance or by direct payment to a third party during the financial year. The key management personnel received remuneration or other benefits and such amounts are recorded in The Salvation Army, General Fund, Singapore.

Commitments

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

<table>
<thead>
<tr>
<th></th>
<th>2018 ($'000)</th>
<th>2017 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Later than one year but not later than five years</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>3</td>
</tr>
</tbody>
</table>

Taxation
The Fund is part of the operation of The Salvation Army, Singapore, which is registered as an exempt Organisation under the Charities Act (Chapter 37). By virtue of Section 13(1)(zm) of the Income Tax Act (Chapter 134), the Organisation's income is exempted from income tax.
THE SALVATION ARMY IS MOST GRATEFUL TO DONORS LIKE YOURSELF WHO GIVE GENEROUSLY TO SUPPORT OUR WORK OVER THE YEARS. IT WOULD MEAN A LOT TO THOSE IN NEED IF SUCH GIVING COULD BE EXTENDED TO THE FUTURE THROUGH YOUR ESTATE.

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

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

For more information, visit sg.salvationarmy.org
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.

JOIN OUR RED SHIELD CLUB!

Benefits of regular giving:

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

How it works:

1. Decide on the amount you wish to contribute each month, then select your deduction by inter-bank Giro or by credit card.
2. Fill out your personal and bank particulars using the monthly contribution form on the right and mail the completed form back to us.
3. Your desired monthly donation will be automatically deducted on the 4th of every month.
Personal Particulars
Name: Dr / Mr / Ms / Mdm / Mrs
NRIC/ FIN/ UEN: ____________________________ Tel: ____________________________ Email: ____________________________
Address: ____________________________ Postal Code (_________)

Monthly Donation by Interbank GIRO

Part 1: For Donor’s Completion
To: The Manager
Bank: ____________________________ Branch: ____________________________
My Account Number: ____________________________

Date
Part 2: For The Salvation Army’s Official Use

<table>
<thead>
<tr>
<th>Bank</th>
<th>Branch</th>
<th>The Salvation Army’s Account No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>1</td>
<td>1 0 0 3 0 3 9 2 4 3 3 8 3</td>
</tr>
</tbody>
</table>

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

Part 3: For Financial Institution’s Completion
To: The Salvation Army,
The application is hereby REJECTED for the following reason(s)

☐ Signature/Thumbprint* differs from the Financial Institution’s records
☐ Signature/Thumbprint* incomplete/unclear*
☐ Account operated by Signature/Thumbprint*
☐ Wrong account number
☐ Amendments not countersigned by customer
☐ Others:

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 new contribution of/Increase my monthly contribution to $ ____________________________

☐ MasterCard ☐ VISA ☐ Amex ☐ Diners

Name as on card: ____________________________

Card No. ____________________________ Card Expiry M M / Y Y

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). 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 a donation of $50 and above.
☐ No, I do not need an annual receipt.

The Salvation Army respects donors’ confidentiality. By submitting our donation forms, we have added you into our donor mailing lists for processing donations, donor relationship management, fund raising and communications. To opt out of receiving communication materials for our donors, kindly email donations@smm.salvationarmy.org with the subject heading ‘Unsubscribe’.
Yes, I will help by giving a one-time contribution

☐ $500  ☐ $200  ☐ $100  ☐ $ __________

Personal Particulars
Name: Dr/ Mr/ Ms/ Mdm/ Mrs ____________________________
Address: ___________________________________________
_________________________________________________
Postal Code ( )
Tel: ___________________________ Mobile: _______________
Email: ________________________
☐ Personal donation
NRIC/ FIN: _____________________
☐ Corporate donation
Company Name: __________________
UEN: _________________________

This donation is 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.

Donation Details
☐ I enclose my cheque made payable to The Salvation Army
Cheque No: ___________________________
Bank: __________________________________
☐ Please charge my donation to:
☐ MasterCard  ☐ VISA  ☐ Amex  ☐ Diners
Card No. ___________ - ___________ - ___________ - ___________
Card Expiry MM / YY
Name as on card ______________________ Signature ______________________

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

OR

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

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

The Salvation Army respects donors’ confidentiality. By submitting our donation forms, we have added you into our donor mailing lists for processing donations, donor relationship management, fund raising and communications. To opt out of receiving communication materials for our donors, kindly email donations@smm.salvationarmy.org with the subject heading ‘Unsubscribe’.

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 Bishan Street 22 Singapore 579768  
Tel: 6555 0188

**Child Care Centres**  
Blk 610 Ang Mo Kio Ave 4 #01-1227 Singapore 560610  
Tel: 6452 4862  
Blk 247 Bukit Batok East Ave 5 #01-86 Singapore 650247  
Tel: 6562 4976  
Blk 402 Fajar Road #01-217 Singapore 670402  
Tel: 6760 2624  
Blk 159 Tampines St 12 #01-95 Singapore 521159  
Tel: 6785 2976

**Corps**  
**Balestier Corps**  
126 Balestier Road Singapore 329681  
Tel: 6513 2460

**Bishan Chinese Corps**  
20 Bishan Street 22 Singapore 579768  
Tel: 6643 8874

**Changi Corps**  
7 Upper Changi Road North Singapore 507705  
Tel: 6546 5828

**Kallang Bahru Outpost**  
Blk 66 Kallang Bahru #01-507 Singapore 330066  
Tel: 6291 2142

**Singapore Central Corps**  
20 Bishan Street 22 Singapore 579768  
Tel: 6555 0252

**Singapore Eratchippu Corps**  
500 Upper Bukit Timah Road Singapore 678106  
Tel: 6349 5346

**William Booth Corps**  
500 Upper Bukit Timah Road Singapore 678106  
Tel: 6349 5327

**William Booth Corps @ Bukit Panjang Student Care Centre**  
Blk 404 Fajar Road #01-267 Singapore 670404  
Tel: 6763 0837

**Family Support Services**  
Blk 42 Beo Crescent #01-95 Singapore 160042  
Tel: 6273 7207

**Gracehaven**  
3 Lorong Napiri Singapore 547528  
Tel: 6580 2250

**Peacehaven Bedok Day Centre**  
Blk 121 Bedok North Road #01-161/163 Singapore 460121  
Tel: 6445 1630

**Peacehaven Changi Day Centre**  
9 Upper Changi Road North Singapore 507706  
Tel: 6546 5669

**Peacehaven Nursing Home**  
9 Upper Changi Road North Singapore 507706  
Tel: 6546 5678

**Praisehaven Retreat Centre**  
500 Upper Bukit Timah Road Singapore 678106  
Tel: 6349 5302

**Prison Support Services – Kids In Play**  
356 Tanglin Rd Singapore 247674  
Belvedere Block B, BB 3-4  
Tel: 6355 1456

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

**Bukit Merah Family Store**  
Blk 133 Jalan Bukit Merah #01-1530 Singapore 160133  
Tel: 6718 2513 (ext 120)

**Hope Centre Family Store**  
7 Upper Changi Road North Singapore 507705  
Tel: 6546 0309

**IMH Pick N Choose Store**  
10 Buangkok View Singapore 539747  
Tel: 6718 2513 (ext 122)

**Praisehaven Mega Family Store**  
500 Upper Bukit Timah Road Singapore 678106  
Tel: 6349 5312

**Tanglin Family Store**  
356 Tanglin Road Singapore 247674  
Tel: 6718 2513

**School for Officer Training**  
500 Upper Bukit Timah Road Singapore 678106  
Tel: 6349 5332

**The Haven**  
350 Pasir Panjang Road Singapore 118692  
Tel: 6775 0366

**Youth Development Centre**  
Blk 65 Kallang Bahru #01-305 Singapore 330065  
Tel: 6291 6303

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