

Salem Welfare Services (SWS) Annual Report for Year Ending 31 December 2020

1. Salem Welfare Services Ltd (SWS) has continued its efforts to reach out to the elderly at the Day Rehab Centre at Yishun and the marginalised at the Onesimus Garden at Neo Tiew Road.

The Onesimus Garden (OG) is in its final year of operations, due to the lease expiring in April 2021, and is scaling down. However, OG is now being relocated to the heartlands and one of the sites that has been set up is at Blk 113 Ang Mo Kio Avenue 4 S560113. Onesimus Village @ Kebun Bahru is a collaboration with Kebun Bahru CC. It is a community initiative to engage the residents to a meaningful, dignified and purposeful way of life.

Governance

2. The following Board members have been holding appointment on Salem Welfare Services Board for more than 10 years.
 - (a) Choong Shee Sai (Chairman);
 - (b) Lam Pin Shin (Company Secretary); and
 - (c) Neo Ban Hui (Board Member).
3. We have tried year after year to get new candidates to replace Board members who have served more than 10 years but could not do so due to Salem Chapel members' inability to set aside time because of other priorities. It is the desire of the Board of Directors that more members would come forward to take up leadership positions so as to bring SWS to a higher level of service to the community.

Code of Governance Checklist

4. Please see item 16 below for Code of Governance Checklist for 2020

Whistle Blowing Policy

5. Salem Welfare Service has a whistle blowing policy and this policy applies to all employees of Salem Welfare Service as well as to external parties who have business relationships with SWS. The intended objectives of this policy are to:
 - (a) deter wrongdoing and to promote standards of good corporate practice;
 - (b) provide proper avenues to raise concerns about actual or suspected improprieties in matters of financial reporting, irregularities or others and receive feedback on any action taken;
 - (c) reassure the whistle blower that he/she will be protected from punishment or unfair treatment for disclosing concerns in good faith in accordance with this procedure; and assist to develop a culture of openness, accountability and integrity; and

- (d) the channels of whistle blowing are as follows:
 - (i) Email: salemwell@singnet.com.sg
 - (ii) Mail: Chairman and Board Members of Salem Welfare Services
1-7 Thomson Hills Drive
Singapore 574746

Declaration of Conflict of Interest

- 6. All Board members with actual or potential conflicts of interest are required to declare such conflicts to the Board at the earliest opportunity. All Directors are required to make an annual declaration of conflict of interest in compliance with the Code of Governance. For the year in review, all of the Board of Directors have declared no actual or potential conflict of interest with one exception. The wife of one of the Directors, Lam Pin Shin is employed as the Manager for Salem Day Rehab Centre for the Elderly. As required by regulations, he does not participate in discussions nor vote on matters directly or indirectly related to his wife.

Report On Day Care & Rehabilitation Centre (Yishun)

- 7. The Centre was in its 23rd year of operation in 2020 and continued to fulfil its objectives as follows:
 - (a) to promote the physical, mental, and spiritual welfare of the elderly suffering from ill-health, disease or accident; and
 - (b) to provide day care and rehabilitation services for the elderly.
- 8. Over the years, Yishun Town has become one of the largest elder-care clusters in Singapore providing comprehensive elder-care services. This has resulted in a steady decrease in the number of service-users for our Centre. The number of registered users as at 31 Dec 2020 was 17 against an average of 28 in 2019. For several years, the Rehab Centre had operated at a capacity of 50 users (in relation to resources of the Centre i.e., number of staff and transport). The number of staff in the Centre is 8, which was unchanged from the previous year. The Covid-19 pandemic and the consequential restrictions imposed, including the Circuit Breaker, had severely impacted the operations of the Centre.
- 9. At the EOGM held in December 2020, it was resolved that Salem Welfare Services Ltd (SWS) shall novate the Salem Day Rehabilitation Centre premises in Yishun Central to St Luke's Eldercare Ltd (SLEC) in the context of a mutually beneficial collaboration with SLEC and the enhanced vision of local outreach of SWS and Salem Chapel Ltd. SLEC will have to apply to MOH for approval before the novation can take place

Report On Onesimus Garden (OG)

- 10. OG continues to serve the underprivileged and marginalised within the community. We adopt an alternative restorative and rehabilitation therapy through farming for the elderly, people with special needs, the mentally

challenged and the ex-offenders. We are in our final year of operation at the current location at Neo Tiew and have already scaled down the operations significantly with the view of vacating the premise early if possible. The Covid-19 pandemic and the consequential restrictions also severely impacted the operations of OG, forcing it to stop operations for many months as our service users constituted people in vulnerable group.

Report On Onesimus Village @ Kebun Bahru Garden

11. The Onesimus Garden (OG) is in its final year of operations, due to the lease expiring in April 2021, and is scaling down. However OG is now being relocated to the heartlands and one of the sites that has been set up is at Block 113 Ang Mo Kio Avenue 4 S560113. (Onesimus Village at Kebun Bahru)

Onesimus Village @ Kebun Bahru is a collaboration with Kebun Bahru CC. It is a community initiative to engage the residents to a meaningful, dignified and purposeful way of life. This includes creating a compassionate kampong culture that is inclusive and serves beyond the vulnerable group to the community at large. The target segments of residents range from youths to unemployed and senior citizens (not limited to persons with dementia or the elderly)

https://www.singapore360.com/360/onesimus_village/

<https://www.facebook.com/Onesimus-Village-at-Kebun-Baru-109921067260381/>

Fund Raising

12. We continue to praise the Lord for His provision. In 2020, the President's Challenge nominated us as one of its recipients. The amount allocated was \$39,900.
13. The government in commemorating Singapore's Bicentennial year in 2019 had launched a one- for- one matching grant for all donations raised during the year. The cap is at \$400,000.00 per charity. We have achieved the target made possible with the strong support from a few substantial contributions. SWS has yet to receive the Bicentennial grants. The government grants are in addition to the continuing efforts to raise funds from friends and supporters as well as charitable foundations.

Major Review of SWS Ministry

14. In light of present challenges and circumstances, both the Salem Chapel and SWS Boards were reviewing and looking at options on how the OG and Rehab Centre can continue to reach out effectively to the community. A Review Committee was appointed to look into the matter and has made their recommendations in 2020.

15. The Board of Directors thank the members of Salem Chapel and other well-wishers who had contributed generously to the Centre, be it financially, or through rendering professional services. It is through their generosity and continued support that SWS can operate and fulfil its objectives

Code of Governance Checklist (2020)

16. The Code of Governance Checklist is shown below:

S/No.	Code Description	Code ID	Compliance	Explanation(If the Code guideline is not complied or not applicable)
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
2	Are there governing board members holding staff* appointments? (skip to item 4 if “No”)		No	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
7	Is there any governing board member who has served for more than 10 consecutive years?		Yes	
8	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
9	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

10	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
11	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
12	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
16	Are there volunteers serving in the charity?		Yes	
17	There are volunteer management policies in place for volunteers.	5.7	Complied	
18	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
19	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
20	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
21	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	

22	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
23	Does the charity invest its reserves (e.g. in fixed deposits)?		No	
24	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
25	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
26	Did the charity receive donations in kind during the financial year?		No	
27	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
28	Are governing board members remunerated for their services to the Board?		No	
29	Does the charity employ paid staff?		Yes	
30	No staff is involved in setting his own remuneration.	2.2	Complied	
31	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	We do not have any staff paid above 100K
32	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family* belonging to the Executive Head* or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be	8.5	Complied	

	presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family* belonging to the Executive Head* or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.			
33	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	<u>9.2</u>	Complied	

Choong Shee Sai
Chairman
Salem Welfare Services Ltd.