

LET
YOUR
LIGHT
SHINE

SENIOR

PSYCHIATRIC

FAMILY & CHILDREN

LOVE • NEVER • FAILS

ANNUAL REPORT 2021



*Love is patient,
love is kind...
It always protects,
always trusts,
always hopes,
always perseveres.
Love never fails.*

1 Corinthians 13:4-8

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INTRODUCTION

*In the same way, let your light shine before others,
that they may see your good deeds,
and glorify your Father in heaven.*

Matthew 5:16

Singapore Anglican Community Services (SACS), is a work produced by FAITH, an endurance nurtured by HOPE, and a labour prompted by LOVE. The early 1950s marked the genesis of SACS, with the setting up of a clinic by Mrs Catharine Eng Neo Thomas, a nurse and the wife of the then principal of St. Andrew's School. The clinic served villagers living in the Potong Pasir area.

In 1967, Anglican Welfare Council – renamed Singapore Anglican Welfare Council (SAWC) in 1977 – was inaugurated to serve the needs of the community. SAWC was restructured to bring together the other community service arms of the Anglican Church in Singapore. In 2004, it was renamed Singapore Anglican Community Services (SACS).

SACS is a Social Service Agency and an approved Institution of Public Character. SACS serves the community through three areas: Psychiatric Services, Senior Services, as well as Family and Children Services.

OUR VISION

To be a light in society, relieving suffering and enriching lives with the love of Christ.

OUR MISSION

To provide support, care and rehabilitation to the underserved and disadvantaged by ministering to their physical, mental, and social needs based on Christian values.

CORE VALUES (L.I.G.H.T.)

Love	We care for those in need with love and compassion, following the example of Christ.
Integrity	We commit to the highest moral and ethical standards in word and deed.
Growth	We increase in passion and professionalism, continuously learning and innovating.
Honour	We accord due respect and dignity to every human being as created by God.
Teamwork	We work together in an environment of trust, collaboration, and mutual support.

PRESIDENT'S ADDRESS

*Let us not become weary in doing good, for at the proper time
we will reap a harvest if we do not give up.*

Galatians 6:9

2021 continued to bring forth challenges for everyone amidst the Coronavirus Disease 2019 (COVID-19) pandemic. Empowered by God, Singapore Anglican Community Services (SACS) remained steadfast in caring for the underserved and the disadvantaged in the community through our three pillars of services: **Psychiatric, Senior as well as Family and Children.**

With a nod towards the future, SACS is blessed to be stewarded by compassionate board and committee members, committed leaders, generous donors and volunteers as well as staff members who serve all faithfully in God's Ministry of Love.

HEARTWARE FOR THE COMMUNITY, SUPPORT FROM THE GOVERNMENT

SACS was privileged to host a visit by Ms Sun Xueling, Minister of State (MOS) for Education and Social and Family Development, to the Anglican Family Centre (AFC) on 29 January 2021. As one of the 4 crisis shelters recognised by Ministry of Social and Family Development, MOS Sun has sought to better understand AFC's role in providing a safe temporary abode for vulnerable women and their children.



The Right Reverend Dr Titus Chung, President, SACS and St. Andrew's Mission Hospital (SAMH), presented the SACS Golden Jubilee Commemorative Book and a Samsui Woman doll handcrafted by members of Mother and Child Project (MnCP) to Ms Sun Xueling, MOS for Education and Social and Family Development, as mementos during her visit to AFC in January 2021.

MnCP, a service of SACS, provides retail vocational training and home-based sewing work to disadvantaged women, single mothers and women recovering from mental health conditions to help them become financially self-sufficient.

From left to right: Venerable Wong Tak Meng, Archdeacon for Community Services, SACS and SAMH; Dr Arthur Chern, Group Chief Executive Officer, SACS and SAMH; The Right Reverend Dr Titus Chung, President, SACS and SAMH; Ms Sun Xueling, MOS for Education and Social and Family Development; Mr Keith Chua, Vice-President, SACS and Ms Jenny Ong, Senior Counsellor, AFC.

PRESIDENT'S ADDRESS

COMMISSION ON ACCREDITATION OF REHABILITATION FACILITIES (CARF)

In December 2021, SACS was successfully awarded our fifth consecutive three-year Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation. The CARF® accreditation attested to the commitment and dedication of the SACS Psychiatric Services team in ensuring care to all programmes is each client's recovery. SACS Psychiatric Services was especially commended for its exemplary approach to care for clients in the face of the COVID-19 pandemic. To keep clients and staff safe from potential exposure to COVID-19, robots were deployed to check on clients, conduct counselling sessions as well as conduct virtual visitations for clients' families.

Affirming the team's efforts in providing good care for clients, the CARF surveyor shared, "SACS had used the pandemic to look for opportunities to embrace technology and continue to provide optimal services, despite the number of barriers that the pandemic presented. This highlights the true meaning of accessibility and access to enhanced services during a pandemic, but it is also noteworthy for a field where stigma, sadness, loneliness, and despair are prevalent."

HOPE FOR THE FUTURE

With SACS being a stalwart in Singapore's counselling scene and an early advocate of mental well-being, SACS Psychiatric Services recently embarked on a public educational initiative catering to today's mobile generation and digital natives. Bite-sized informative tips were shared online in the last quarter of 2021 for easy comprehension and access.

We are heartened that many of our clients with mental health conditions are able to transit smoothly into daily lives with the care and support provided by the SACS Psychiatric Services team. It is gratifying to witness the inroads made by our clients as they boldly journey forward with hope for the future.

Seeking a breakthrough from her struggles, Ms Ang Seck Poh sought residential mental health rehabilitation at Anglican Care Centre (ACC) (Simei) in 2017. With the support of the counsellors and programmes at ACC (Simei), Ms Ang has since been discharged from ACC (Simei).

Ms Ang shared, "After being admitted to ACC (Simei), I learnt to actively manage my delusional disorder and aggression through residential rehabilitation programmes. For example, the Wellness Management Recovery Programme taught me the importance of



SACS Psychiatric Services embarked on a public educational initiative and shared informative tips on mental health wellness on SACS social media platforms.



After her discharge from ACC (Simei), Ms Ang Seck Poh (right) continues to receive support from Ms Regina Khoo (left), Rehabilitation Counsellor, COMMunity Intervention Team (COMIT), ACC (Pasir Ris).

PRESIDENT'S ADDRESS

timely and proper medication. This helped me to better control my condition and improve my mental health. While my journey has been challenging, I am proud to have secured and sustained employment in the food and beverage industry with assistance from the Employment Specialist at ACC (Simei). With support and encouragement from my supervisor at work, my self-confidence gradually increased and I received an award for sustained employment at ACC (Simei)'s Employability Night!"

FAITHFULNESS IN SERVICE

National Day Awards 2021 Public Service Medal PBM (Pingat Bakti Masyarakat)

Ms Wong Kok Yee, Member, SACS, was awarded the National Day Awards 2021 Public Service Medal PBM (Pingat Bakti Masyarakat). Ms Wong was first enlisted in 1987 to help with SACS financial management and fundraising. As a chartered accountant and businesswoman, Ms Wong had not only helped in looking after the financial stewardship of SACS, but also used her business management skills and network to organise charity events to raise awareness and funds for SACS.



Ms Wong Kok Yee, Member, SACS, was awarded the National Day Awards 2021 Public Service Medal PBM.

In her 32 years on SACS Board, Ms Wong had tirelessly served as Board Member, Office Bearers and in varying appointments in committees. As the Chairperson of the Fundraising Committee, Ms Wong had organised an array of fundraising events for SACS. Besides the annual charity dinner, Ms Wong had also helped to raise the much needed funds through flag days, concerts, and golf tournaments. Ms Wong is especially passionate about the work at AFC, a temporary crisis shelter for women and their children facing family violence. She has been an advocate for greater support for this group of beneficiaries by working with the management and staff in developing a care model for the women and children recovering from family trauma. AFC has grown from a 25-person facility in 1991 to the current 73-person facility.

Singapore Health Quality Service Award 2021

198 colleagues from SACS and its sister organisation, SAMH received the Singapore Health Quality Service Award (SHQSA) 2021 Hero Award. Organised by SingHealth Duke-NUS Academic Medical Centre since 2011, the SHQSA is a nationwide award to recognise and celebrate the exemplary efforts of healthcare professionals in improving patient experience.

BE A LIGHT

We thank God for blessing us with dedicated staff and volunteers, government agencies, individuals, corporations, business associations, philanthropic groups and foundations as well as parishes who partnered our 370 staff in our work. Thank you for your hard work as well as generous contributions which helped to fund our 2021 operating expenses of \$31 million and for blessing us with your support, prayers, advice and financial assistance.

SACS will continue to serve faithfully in His Ministry of Love!

+ Titus Singapore
Bishop of Singapore
President, Singapore Anglican Community Services

REVIEW OF SERVICES

Luke 1:37 reads, "For nothing will be impossible with God." Indeed, we give thanks for God's protection, provision and guidance even as we serve the community amidst the Coronavirus Disease 2019 (COVID-19) pandemic. Empowered by His love, we remained steadfast in serving the community and shining His light for the disadvantaged.

On behalf of the Board, I am pleased to provide an update on the services of Singapore Anglican Community Services (SACS): Psychiatric, Senior, as well as Family and Children Services.

2021 STATISTICS OVERVIEW

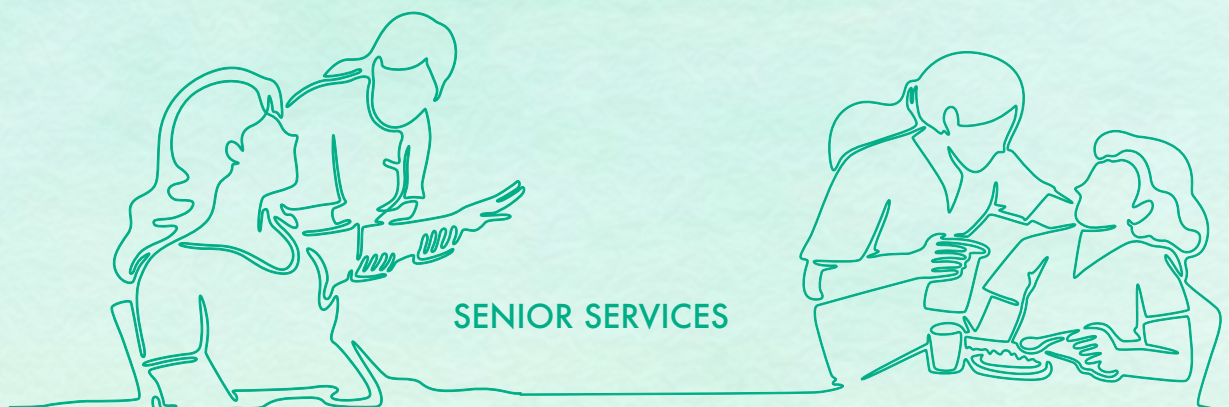


PSYCHIATRIC SERVICES

	Residential Rehabilitation Services	Day Rehabilitation Services	COMmunity Intervention Team	Integrated Employment Services	Psychiatric Sheltered Home	Total
Clients Served	382	199	1,213	545	92	2,431
New Referrals	84	44	278	211	34	651
Clients Achieved Recovery Goals and were Discharged	36	20	175	123*	24	378

* Clients who gained and sustained employment for nine months and beyond.

REVIEW OF SERVICES



	Cluster Operators	Senior Activity Centres	Senior Care Centre	Nursing Home	Total
Clients Served	1,866	2,628	133	277	4,904



	Anglican Family Centre	CITY Community Services	Total
Cases Served	205	230	435
Cases Discharged	148	NOT APPLICABLE	148

REVIEW OF SERVICES

PSYCHIATRIC SERVICES

In 2021, we served 2,431 clients with various mental health conditions through our continuum of services such as Residential Rehabilitation Services, Day Rehabilitation Services, COMMUNITY Intervention Team (COMIT), Integrated Employment Services and Psychiatric Sheltered Home.

We take pride in our people. Recognised at the Singapore Health Quality Service Awards (SHQSA) for the first time, the Hero Awards was accorded to 28 staff who went the extra mile. They had supported clients and played an active role in enhancing safety measures during the pandemic.

Training of Peer Supporters at Workplace

Moving into the second year, the COVID-19 pandemic prolonged certain adverse effects on livelihood and lifestyle. As working from home became a norm, many employees struggled to maintain a balance between personal and work life aggravated by a lack of social contact with peers. To address this, employers were encouraged to look at improving the mental wellbeing of their employees at the workplace as poor mental health could affect self-worth and productivity.

SACS Employee Assistance Programme (EAP+) collaborated with the Young NTUC and NTUC Hub to train and certify peer supporters at the workplace. Presently, 220 persons had been equipped with the skills to engage and support their colleagues who experienced mental health issues arising from this pandemic. To date, over 80 employers had signed up to engage EAP+ to provide workshops and talks on developing mental resilience to overcome the worries and anxieties arising from COVID-19.

Empowerment Circle

At the National Council of Social Services (NCSS) Summit on 14 July 2021, the Strategic Thrust on Empowerment was launched. As a key service provider for mental health services, SACS was identified by NCSS as a Champion on Empowerment for the mental health sector. The aim was to encourage mental health agencies to look at the strengths of the service users and involve them in co-creating ideas and making changes to improve things that will facilitate their recovery. On 29 October 2021, SACS co-hosted with NCSS to share our thoughts and initiatives to a group of mental health agencies. This platform also encouraged the sharing of best practices by these agencies and fostered a deeper conviction on the value of empowerment.

Mental Health Awareness Campaign: Healthy Minds, Happy Lives

In conjunction with the World Mental Health Day on 10 October 2021, SACS launched a series of informative tips on mental health such as "I & Mental Health", "Work & Mental Health", "Hope & Mental Health", "Caregiving & Mental Health" and "Faith & Mental Health" via our social media platforms. Topics were curated for this online movement which adopted illustrations to engage both the young and old.

Commission on Accreditation of Rehabilitation Facilities (CARF)

In 2009, SACS made its maiden attempt to go through a rigorous whole-of-organisation accreditation assessment from the Commission on Accreditation of Rehabilitation Facilities (CARF) for the first time. A notable global benchmark, CARF® partners accredited organisations to raise the quality of their services to meet internationally recognised organisational and programme standards. Making history, SACS became the first Asian mental health organisation to attain such an achievement. Since then, SACS successively received three-year CARF accreditation in 2012, 2015 and 2018.

In December 2021, the survey for CARF was conducted virtually. About 30 persons comprising the Board Members, staff and clients from SACS were interviewed by the surveyors. It was the first time such a massive survey was conducted digitally convening at Singapore's and the United States of America's time zones. SACS was successfully awarded our fifth consecutive three-year CARF accreditation.

The CARF accreditation attested to the commitment and dedication of the SACS Psychiatric Services care teams in ensuring core to all programmes is each client's recovery. SACS Psychiatric Services was especially commended for its exemplary approach to care for clients in the face of the COVID-19 pandemic. To keep clients and staff safe from potential exposure to COVID-19, robots were deployed to check on clients, conduct counselling sessions as well as conduct virtual visitations for clients' families. Affirming the team's efforts in providing good care for clients, the CARF surveyor shared, "SACS had used the pandemic to look for opportunities to embrace technology and continue to provide optimal services, despite the number of barriers that the pandemic presented. This highlights the true meaning of accessibility and access to enhanced services during a pandemic, but it is also noteworthy for a field where stigma, sadness, loneliness, and despair are prevalent."

Looking Forward

From the various challenging situations encountered since the pandemic, we had learnt new ways of addressing needs. Most importantly, demonstrating resilience and teamwork in supporting and encouraging one another. Coming together as a community gives us courage and strength to continue serving those with needs with a deeper sense of purpose meaningfully.

REVIEW OF SERVICES



382

clients served

ACC(HG)¹
208

ACC(SM)²
174



84

new referrals

ACC(HG)¹
47

ACC(SM)²
37



36

clients achieved recovery goals
and were discharged

ACC(HG)¹
17

ACC(SM)²
19

RESIDENTIAL REHABILITATION SERVICES

Anglican Care Centre (Hougang, Simei)

Short and medium-term psychiatric residential care was provided for 382 clients, supporting their recovery process. New referrals constituted 22% (84) of the cases. 36 clients achieved their recovery goals and were discharged.

STATISTICS OF TOTAL CLIENTS SERVED IN 2021

	ACC (HG) ¹	ACC (SM) ²	TOTAL
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REFERRAL SOURCE (NEW CLIENTS ONLY)

Institute of Mental Health	45	36	81
Restructured Hospitals	2	1	3

DIAGNOSIS

Schizophrenia	166	141	307
Mood Disorders	10	21	31
Anxiety Disorders	16	6	22
Others	16	6	22

AGE GROUP

Below 21	1	0	1
21 – 29	12	15	27
30 – 39	26	33	59
40 – 49	50	44	94
50 – 59	82	48	130
60 and above	37	34	71

EDUCATION LEVEL

No Formal Education	1	1	2
Primary Qualification	38	31	69
Secondary Qualification	98	70	168
Institute of Technical Education	26	17	43
Junior College Qualification	7	11	18
Diploma	25	28	53
Bachelor's Degree	10	10	20
Others	3	6	9

DISCHARGE OUTCOME

Recovery Goals Achieved	17	19	36
Dropped Out of Programme	17	7	24
Involuntary Discharge	1	3	4
Readmission to Hospital	13	7	20
Others	2	0	2

¹ Anglican Care Centre (Hougang)

² Anglican Care Centre (Simei)

REVIEW OF SERVICES



199

clients served

ACC(BB) ¹	ACC(HG) ²	ACC(PR) ³
62	30	35
ACC(SM) ⁴	ACC(YS) ⁵	
45	27	



44

new referrals

ACC(BB) ¹	ACC(HG) ²	ACC(PR) ³
11	9	10
ACC(SM) ⁴	ACC(YS) ⁵	
10	4	



20

clients achieved recovery goals
and were discharged

ACC(BB) ¹	ACC(HG) ²	ACC(PR) ³
6	2	7
ACC(SM) ⁴	ACC(YS) ⁵	
4	1	

DAY REHABILITATION SERVICES

Anglican Care Centre (Bukit Batok, Hougang, Pasir Ris, Simei, Yishun)

Day Rehabilitation Services supported 199 clients in their recovery by engaging them in a wide array of programmes according to their interests. New referrals constituted 22% (44) of the cases. 20 clients achieved their recovery goals and were discharged.

STATISTICS OF TOTAL CLIENTS SERVED IN 2021

REFERRAL SOURCE (NEW CLIENTS ONLY)

	ACC (BB) ¹	ACC (HG) ²	ACC (PR) ³	ACC (SM) ⁴	ACC (YS) ⁵	TOTAL
Institute of Mental Health	0	4	2	7	4	17
Restructured Hospitals	0	2	0	3	0	5
Internal referral from SACS Psychiatric Services	11	2	8	0	0	21
Others	0	1	0	0	0	1

DIAGNOSIS

Schizophrenia	42	24	25	35	21	147
Mood Disorders	11	3	6	6	3	29
Anxiety Disorders	7	1	4	3	3	18
Others	2	2	0	1	0	5

AGE GROUP

Below 21	1	0	0	0	1	2
21 – 29	3	2	1	8	2	16
30 – 39	13	2	9	5	6	35
40 – 49	11	6	13	7	6	43
50 – 59	21	13	4	14	7	59
60 and above	13	7	8	11	5	44

EDUCATION LEVEL

No Formal Education	0	0	1	0	1	2
Primary Qualification	16	8	8	8	8	48
Secondary Qualification	24	14	10	20	9	77
Institute of Technical Education	8	5	7	8	5	33
Junior College Qualification	3	1	1	0	0	5
Diploma	10	1	4	5	3	23
Bachelor's Degree	1	1	3	2	0	7
Others	0	0	1	2	1	4

DISCHARGE OUTCOME

Recovery Goals Achieved	6	2	7	4	1	20
Dropped Out of Programme	0	1	0	7	3	11
Readmission to Hospital	0	3	1	3	1	8
Others	2	0	2	1	1	6

¹ Anglican Care Centre (Bukit Batok)

² Anglican Care Centre (Hougang)

³ Anglican Care Centre (Pasir Ris)

⁴ Anglican Care Centre (Simei)

⁵ Anglican Care Centre (Yishun)

REVIEW OF SERVICES



1,213
clients served

ACC(BB)¹ **453** ACC(PR)² **417** ACC(YS)³ **343**



278
new referrals

ACC(BB)¹ **114** ACC(PR)² **102** ACC(YS)³ **62**



175
clients achieved recovery goals
and were discharged

ACC(BB)¹ **92** ACC(PR)² **51** ACC(YS)³ **32**

COMMUNITY INTERVENTION TEAM

Anglican Care Centre (Bukit Batok, Pasir Ris, Yishun)

The COMMunity Intervention Team (COMIT) provided holistic services to 1,213 clients to help them in their recovery process, as well as offered support to their caregivers, at their places of residence. New referrals constituted 23% (278) of the cases. 175 clients achieved their recovery goals and were discharged.

STATISTICS OF TOTAL CLIENTS SERVED IN 2021

REFERRAL SOURCE (NEW CLIENTS ONLY)

	ACC (BB) ¹	ACC (PR) ²	ACC (YS) ³	TOTAL
Institute of Mental Health	35	17	22	74
Restructured Hospitals	48	35	12	95
Internal referral from SACS Psychiatric Services	5	10	10	25
Others	26	40	18	84

DIAGNOSIS

Schizophrenia	233	185	215	633
Mood Disorders	119	122	74	315
Anxiety Disorders	64	61	35	160
Others	37	49	19	105

AGE GROUP

Below 21	13	15	2	30
21 – 29	80	65	43	188
30 – 39	83	78	61	222
40 – 49	89	70	63	222
50 – 59	99	92	88	279
60 and above	89	97	86	272

EDUCATION LEVEL

No Formal Education	8	11	15	34
Primary Qualification	73	75	70	218
Secondary Qualification	150	115	90	355
Institute of Technical Education	47	32	33	112
Junior College Qualification	23	14	18	55
Diploma	85	83	50	218
Bachelor's Degree	59	64	18	141
Others	8	23	49	80

DISCHARGE OUTCOME

Recovery Goals Achieved	92	51	32	175
Dropped Out of Programme	1	15	9	25
Involuntary Discharge	4	1	0	5
Readmission to Hospital	3	1	6	10
Remanded / Incarcerated	2	3	0	5
Others	3	2	8	13

¹ Anglican Care Centre (Bukit Batok)

² Anglican Care Centre (Pasir Ris)

³ Anglican Care Centre (Yishun)

REVIEW OF SERVICES



545

clients served

ESS	WIST
342	83
EAP+	SE
66	54



211

new referrals

ESS	WIST
82	83
EAP+	SE
29	17



223

ESS clients successfully gained employment



123

ESS clients sustained employment for nine months and beyond

INTEGRATED EMPLOYMENT SERVICES

Integrated Employment Services helped 545 clients to develop their potential, gain and sustain employment as well as perform their job functions better through a wide range of employment services such as Employment Support Services (ESS), Work Integrated Skills Training (WIST), Employee Assistance Programme (EAP+) and Social Enterprises (SE) Services. New referrals constituted 39% (211) of the cases.

Employment Support Services (ESS)

Provide job matching, placement and support services for clients to help them transit into the workforce and sustain employment.

REFERRAL SOURCE (NEW CLIENTS ONLY)

Institute of Mental Health	37
Restructured Hospitals	33
Internal referral from SACS Psychiatric Services	7
Others	5

DIAGNOSIS

Schizophrenia	188
Mood Disorders	89
Anxiety Disorders	47
Others	18

AGE GROUP

21 - 29	68
30 - 39	148
40 - 49	83
50 - 59	40
60 and above	3

EDUCATION LEVEL

Primary Qualification	8
Secondary Qualification	62
Institute of Technical Education	33
Junior College Qualification	13
Diploma	121
Bachelor's Degree	101
Others	4

SERVICE OUTCOME

Discharged from Programme	93
Employment Milestones	
• 1 Month	35
• 3 Months	34
• 6 Months	31
• 9 Months and Beyond	123
Dropout from Programme	34

REVIEW OF SERVICES

WORK INTEGRATED SKILLS TRAINING (WIST)

A 5-week (Monday to Friday) half-day programme, designed to prepare clients for employment and community integration, equipping them with essential skills and knowledge for the workforce.

Clients Served	83
Impact on Clients	
• Improved Employability Skills	63
• Heightened Mental Health Awareness	69
• Equipped with Work-related Stress and Issues Management Skills	69
• Equipped with Symptom and Stress Management Skills	71

Employee Assistance Programme (EAP+)

Promotes awareness of mental health wellness at workplaces through talks and workshops.

Companies Served	108
Clients Counselling	66
Workshops Conducted	57
Workshops Attendees	3,686

SOCIAL ENTERPRISES (SE)

Provides on-site vocational training for persons with mental health conditions, as well as equip and empower them with employability skills to facilitate their transition into the workforce.

New Clients	17
Clients Active in SE	28
Clients Discharged	26
Duration of Vocational Training Completed	
• 3 Months	15
• 6 Months	39

REVIEW OF SERVICES



92
clients served



34
new referrals



24
clients achieved recovery goals
and were discharged

PSYCHIATRIC SHELTERED HOME

Anglican Care Centre (Farrer Park)

Temporary accommodation, as well as counselling and case management support, were provided to 92 clients who were recovering from mental health conditions to strengthen their independence and prepare them for smoother reintegration into the community. New referrals constituted 37% (34) of the cases. 24 clients achieved their recovery goals and were discharged.

STATISTICS OF TOTAL CLIENTS SERVED IN 2021	ACC (FP) ¹
REFERRAL SOURCE (NEW CLIENTS ONLY)	
Institute of Mental Health	33
Restructured Hospitals	1
DIAGNOSIS	
Schizophrenia	63
Mood Disorders	21
Anxiety Disorders	8
AGE GROUP	
Below 21	2
21 – 29	15
30 – 39	25
40 – 49	24
50 – 59	14
60 and above	12
EDUCATION LEVEL	
Primary Qualification	11
Secondary Qualification	40
Institute of Technical Education	8
Junior College Qualification	9
Diploma	14
Bachelor's Degree	9
Others	1
DISCHARGE OUTCOME	
Recovery Goals Achieved	24
Dropped Out of Programme	6
Involuntary Discharge	1

¹ Anglican Care Centre (Farrer Park)

REVIEW OF SERVICES

SENIOR SERVICES

SACS provides a holistic suite of care services to the elderly, empowering them to age meaningfully in their communities. In 2021, we served 4,904 seniors through our various senior services: Cluster Operators, Senior Activity Centres, Senior Care Services and Nursing Home.



1,866
seniors served

CCTH³

772

CSS

287

CBP³

106

CREST
676

SGH
25

CLUSTER OPERATORS

Anglican Cluster Operator (Jurong East), PEACE-Connect Cluster Operator

The two cluster operators serviced 1,866 seniors through a suite of eldercare services such as Care Close to Home³ (CCTH), Cluster Support Services (CSS), Community Befriender Programme (CBP), Community Resource, Engagement and Support Team (CREST), as well as Senior Group Homes (SGH).

In January 2021, Anglican Cluster Operator (Jurong East) was awarded the operation of a new CREST team – CREST-Silver Station (CREST-SS). Serving the elderly living in Bukit Batok, this new team aims to strengthen the community safety net that reached out to those at risk of / or with dementia and other mental health conditions. CREST-SS focused on increasing public awareness of dementia and other mental health conditions through community outreach events, promoting the recognition of early signs and symptoms of dementia and other mental health conditions, as well as providing emotional support, education, service linkage, care coordination and follow-up.

CLUSTER OPERATORS' SERVICES	ACO(JE) ¹	PECCO ²	Total
NO. OF SENIORS SERVED IN 2021			
Care Close to Home ³	–	772	772
Cluster Support Services	88	199	287
Community Befriender Programme ³	–	106	106
Community Resource, Engagement and Support Team (CREST) Services	420	256	676
Senior Group Homes	10	15	25
VOLUNTEERS RECRUITED AND TRAINED			
Cluster Support Services	–	8	8
Community Befriender Programme ³	–	44	44

¹ Anglican Cluster Operator (Jurong East)

² PEACE-Connect Cluster Operator

³ Available only at PECCO²

REVIEW OF SERVICES



2,628
seniors served

ASC(HL) ¹ 458	ASC(JW) ² 223	ASC(TM) ³ 158
ASC(WL) ⁴ 385	ASC(YS) ⁵ 354	
PCSAC@5 ⁶ 421	PCSAC@8 ⁷ 629	

SENIOR ACTIVITY CENTRES

Anglican Senior Centre (Havelock, Jurong West, Tampines, Woodlands, Yishun), PEACE-Connect Senior Activity Centres at Kampong Glam (Blk 5 and 8)

2,628 seniors were served through seven Senior Activity Centres under the umbrella of SACS. The centres provided a communal space for the elderly to stay connected and active through various recreational programmes.

The seven centres were awarded the Eldercare Centre (Transition Grant) by the Ministry of Health (MOH) which enhanced our capability beyond the provision of Active Ageing Programmes to include befriending and buddying services to frail and vulnerable seniors. By April 2022, all seven centres would become full-fledged Eldercare Centres.

	ASC(HL) ¹	ASC(JW) ²	ASC(TM) ³	ASC(WL) ⁴	ASC(YS) ⁵	PCSAC@5 ⁶	PCSAC@8 ⁷	Total
AGE GROUP OF CLIENTS SERVED IN 2021								
Below 50	8	5	1	11	32	0	0	57
50 - 59	19	6	14	101	21	0	0	161
60 - 79	339	194	112	196	203	313	489	1,846
80 and above	92	18	31	77	98	108	140	564
VOLUNTEERS RECRUITED AND TRAINED								
	29	3	21	15	7	10	9	94

¹ Anglican Senior Centre (Havelock)

² Anglican Senior Centre (Jurong West)

³ Anglican Senior Centre (Tampines)

⁴ Anglican Senior Centre (Woodlands)

⁵ Anglican Senior Centre (Yishun)

⁶ PEACE-Connect Senior Activity Centre at Kampong Glam Blk 5

⁷ PEACE-Connect Senior Activity Centre at Kampong Glam Blk 8



133
seniors served

Day Care
93

Community
Rehabilitation
40



Centre Attendance

Day Care
8,352

Community
Rehabilitation
2,621

SENIOR CARE SERVICES

Anglican Senior Centre (Hillview)

Anglican Senior Centre (ASC) (Hillview) had served 133 seniors through its day care and community rehabilitation services by the end of a challenging 2021.

Amidst the uncertainties and challenges posed by the pandemic, ASC (Hillview) remained steadfast in catering to clients' needs. Team ASC (Hillview) fared well in the centre-based care service audit conducted by the Ministry of Health (MOH), a testament of ASC (Hillview)'s dedication in serving the community.

In combatting the COVID-19 pandemic, ASC (Hillview) worked tirelessly with the Agency for Integrated Care (AIC) to arrange for mobile vaccination teams to provide on-site COVID-19 vaccinations for seniors attending services at the centre. In addition to daily reminders of the importance of hand hygiene, mask wearing and safe distancing, the team also advocated to seniors the benefits of getting vaccinated through educational videos in different dialects by MOH. The team's efforts resulted in a high percentage of the ASC (Hillview) clientele completing their COVID-19 vaccination.

ASC (Hillview)'s relentless pursuit to enhance the seniors' digital experience in the centre saw the acquisition of several interactive games and programmes. Seniors were encouraged to embrace technology by using senior-friendly tablets with redesigned interfaces, large buttons and text as well as easy navigation tools. Injecting a fun element into their exercise programme, seniors found it enjoyable to engage in interactive virtual bike tours that went across local and overseas terrains. The popularity of gamification was evident when incorporated in seniors' exercises, they were observed to be more engaged as they focused on their games during their exercises.

When Phase 2 Heightened Alert once again led to the silver generation being home-bound, seniors from ASC (Hillview) participated in Project Apricot, a virtual programme led by St. Andrew's Senior Care (Queenstown) and volunteers from Hwa Chong Institution and National Technological University. Through games, virtual tours and song performances, the volunteers brought cheer to the seniors.

Team ASC (Hillview) continued to enhance their skills and knowledge in caring for the seniors by attending a three-month in-house course on "Foundations of Person-Centred Dementia Care".

Alongside the St. Andrew's Community Hospital Community Therapy Services and St. Andrew's Senior Care, ASC (Hillview) hosted the Inaugural Footwear Festival with the aim of improving the seniors' knowledge of appropriate footwear. Through a week of educational talks, games and fun activities, the seniors learnt about the types of footwear that were suitable for the health of their feet and at the same time safe and appropriate to be worn for various occasions. Clients were also invited to participate in the "Best Foot Forward" competition in which they showed off (through photographs) their footwear used during rehabilitation sessions, in order to win attractive prizes. The smiles on the faces of the top three winners who won attractive prizes spoke volumes of how much they enjoyed the programme.

The team continues to look to our Heavenly Father with hope and unwavering faith that He is in control of every situation as we give thanks for the immense encouragement and support received from clients and their families as well as management throughout the year.

REVIEW OF SERVICES



277
residents served

Dementia Wards

67

General Rehabilitation Wards

67

Psychiatric Wards

143

NURSING HOME

St. Andrew's Nursing Home (Taman Jurong)

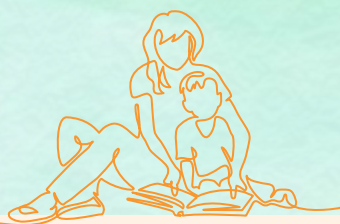
The Ministry of Health (MOH) and the AIC gave their full support to provide an easy communication platform, point-of-contact to work closely with our pandemic team for contact tracing along with the provision of Personal Protective Equipment (PPE) among other useful aids.

Communication was well conveyed between the Nursing Home and all affected families. St. Andrew's Nursing Home (Taman Jurong) psychologist and counsellor ensured that timely psycho-emotional support was provided to the staff. Nurses were encouraged to approach them when facing problems or experienced burnout at work.

Guided by their leaders, the nurses demonstrated resilience and teamwork by taking on roles beyond their usual job scope, and adapted quickly to the changing needs. Our welfare team ensured that sufficient food and drinks were provided for the team. Inter-professional care sessions with the psychologist were also arranged for nurses to provide them opportunities to share concerns affecting their psycho-emotional health.

We would like to thank our colleagues from St. Andrew's Community Hospital and St. Andrew's Nursing Home Cluster, partners from MOH and AIC, for their guidance and support.

REVIEW OF SERVICES



205

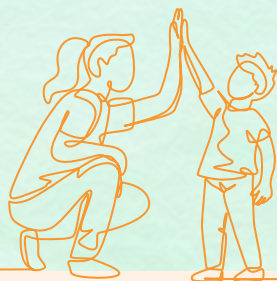
cases served

Family Violence

200

Homeless

5



141

new referrals

Social Agencies

107

Government Agencies

34



148

cases discharged

Returned Home

50

HDB Rental Flat

25

Open Market Rental

13

Relatives / Friends

26

Others

34

FAMILY AND CHILDREN SERVICES

TEMPORARY REFUGE FOR WOMEN AND THEIR CHILDREN

Anglican Family Centre

Anglican Family Centre (AFC) provided a safe temporary abode for 205 cases of women-in-crisis and their children. 98% (200) of the cases served were family violence cases. By the end of 2021, a total of 148 cases were discharged.

Social Enterprise Initiative

In October 2021, AFC embarked on our first social enterprise project, selling handmade items such as resin accessories as well as Christmas cards and tags, and potted plants by AFC residents. As many of our residents have limited income, and little or no savings, this project aimed to help increase the residents' earnings, and empower them in the process. It was also a good bonding opportunity between the staff and residents.

A total of 15 families (women and their children) participated in the project. The adults and the older children were taught the art of making resin accessories such as earrings, pendants and keychains with dried flowers, while the younger children made Christmas cards and tags with their mothers. Some of the children also designed the pots for the plants while the adults did the potting.

Receiving strong support, AFC sold 145 pieces of accessories, 141 Christmas cards, 124 Christmas tags and 97 potted plants, raising a total of \$8,762. This exceeded our initial target of \$8,000. 100% of the sale profits benefitted the participating families. This project would not be possible without the blessings of Ms Angie Tan who donated the materials required for the making of resin accessories, Ms Patricia Aw who helped in the delivery of the items, Ms Nupur and Ms Akshi who taught the children card making, as well as volunteers, staffs and friends for supporting the cause. A heartfelt thanks to all of them.

REVIEW OF SERVICES



230
students served

Befrienders Clubs
(10 - 12 years old)
174

Befrienders Alumni
(13 - 16 years old)
56

CHILDREN BEFRIENDING

CITY Community Services

Operated by St Andrew's Cathedral under the umbrella of SACS, CITY Community Services (CITY) mentored and counselled 230 students in 2021.

CITY run 10 Befrienders Clubs. In line with the Safe Management Measures (SMM), CITY organised both online and onsite befriending sessions. Primary School Leaving Examination (PSLE) encouragement packs were sent to our Primary Six students. We also sent gifts to all the children in our Befrienders Clubs in celebration of Children's Day.

The activities of the Befrienders Alumni (BFA) carried on into 2021 in line with SMM. Activities were conducted through a mixture of online sessions as well as indoor and outdoor activities such as hiking, bowling, badminton, cycling, art expression, high-element activities and birthday celebrations.

CITY partnered AFC to support both current and discharged AFC residents, with a pool of eight volunteers. CITY conducted home visits and helped to furnish the new homes of discharged families with donated or new furniture and household items. With a pool of eight tutors, free tuition were provided to the children at AFC, as well as to those who were discharged. Other activities such as gardening workshop, jewellery workshop and financial literacy programme were organised for the residents. In total, we made contact with 49 families from AFC.

THE ROAD AHEAD

As we move into a new year, SACS will remain faithful and steadfast in expanding His Ministry of Love to meet the growing needs of the community.

Dr Arthur Chern
Group Chief Executive Officer
Singapore Anglican Community Services

REVIEW OF SERVICES



In conjunction with the World Mental Health Day on 10 October 2021, SACS launched a series of informative tips on mental health such as "I & Mental Health", "Work & Mental Health", "Hope & Mental Health", "Caregiving & Mental Health" and "Faith & Mental Health" via our social media platforms. Topics were curated for this online movement which adopted illustrations to engage both the young and old.



Volunteers guided residents at AFC in the art of making Christmas cards and tags for sale at AFC's first social enterprise project.



ASC (Hillview) incorporated an interactive game component in the rehabilitation exercises for seniors to enhance their experience at the centre and to actively engage them.

MISSION TO SEAFARERS

Affiliated Organisation

MANAGEMENT COMMITTEE

Mission to Seafarers Singapore (MtSS) has a dedicated team of volunteers administering management functions. Working in concert with the staff, the management committee meets regularly to provide management directions and decisions, review finances and plan activities in the interest of MtSS goals and values. The management committee held six meetings in 2021.

Chairman

Capt Robert Walker

Vice Chairman

Capt Richard Howe

Honorary Secretary

Mr Vitalii Chaika

Honorary Treasurer

Mr Tan Yam Heng

Members

Mr Lim Siew Cheng

Capt Frederick Francis

Capt Albert Teo (until 31 December 2021)

Mr Chris Jones

Mr Nicholas White

Co-opted Members

Ms Joyce Lee

Mr Mohamad Bin Abu Bakar

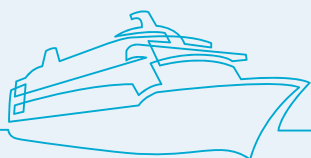
The Coronavirus Disease 2019 (COVID-19) pandemic altered the familiar. Around the world and at home, MtSS experienced its impact deeply due to our global interconnectedness. The maritime sector counted among industries that were most widely affected by COVID-19 from the changes brought and those made to overcome the challenges faced by the industry and the people serving in it.

As with all shore-based workers, staff members of MtSS had to find new ways of working alongside the restrictions. In light of the pandemic, MtSS outreach efforts were intentionally holistic. MtSS focused on the support systems for an individual to function optimally while ensuring the person's well-being was looked into when they entered the different phases of work. In-person meetings were almost impossible and likely to remain so in the immediate future based on the Safe Management Measures (SMM). Hence, MtSS would continue to explore new ways and means to serve seafarers despite the challenges.

MtSS delivered our work on the digital platform. A chat room was formulated for crew members in need of assistance to chat with a chaplain 24/7. There were 25 trained and qualified chaplains all over the world, who manned this chat line at all time zones. This was to respond to the seafarers' immediate worries and concerns. The chaplains were trained in mental health first-aid and pastoral counselling. They identified issues and referred challenging cases to the nearest chaplains for further intervention.

In these difficult times, MtSS advocated how seafarers were also essential workers. They should be equally cared for just like medical personnel and other frontline professionals. They risked their lives to keep the global economy going such as ensuring the flow of supplies. Their efforts minimised disruptions such as keeping the flow through of essential items for our healthcare system. MtSS lent our voices to collectively support crew change and vaccinations for seafarers. These welfare programmes were critical in view of heightened stress and tension for those working at sea as well as the ones who waited at home for their next working contract.

2021 STATISTICS



361
ships visited



8
spiritual services
conducted

MISSION TO SEAFARERS

As crew members were unable to disembark to utilise our facilities during this period, MtSS brought MiFi gadgets to them via the bottom of the gangway of ships, so that those with limited or no internet access could also connect with their loved ones. This was carried out in full compliance with the SMM.

To mitigate the effects from the pandemic - vaccinations, testing and observing SMM were vital. MtSS worked with the Singapore Maritime Officers' Union (SMOU), to provide 300 test kits for crew members who signed off in Singapore.

AWARDS

The Maritime and Port Authority of Singapore (MPA) celebrated their 25th Anniversary at the newly built Tuas Mega Port in November 2021. The day also marked the completion of Phase One land reclamation for the mega port. The event was graced by Mr S. Iswaran, Minister for Transport, and Mr Chee Hong Tat, Senior Minister of State for Transport, SMS (Transport). On this occasion, MPA recognised key partners who made exemplary welfare contributions to seafarers. They are MtSS, Singapore Maritime Academy (SMA), the various seafarers' unions (SMOU and SOS / Seacare), and Singapore Shipping Association (SSA). The port chaplain represented MtSS to receive the plaque from Mr Chee Hong Tat, SMS (Transport). Discussion is underway with PSA Singapore to begin ship visiting in PSA Tuas Mega Port when it begins operation in a few months.



MPA gave recognition to MtSS who had made exemplary welfare contributions to seafarers.

COMMUNITY OUTREACH

In showing our appreciation to the unwavering efforts by the seafarers, MPA organised the painting of a couple of wall murals to express our thanks. It was a privilege for MtSS to join Mr Chee Hong Tat, SMS (Transport), together with other representatives from MPA, PSA Singapore, Jurong Port, SMOU and SOS / Seacare to paint the wall murals. This event is a shout-out and thank you to seafarers, maritime and port workers for the crucial roles they play during COVID-19. The art work is placed at the PSA Singapore and Jurong Port.

MtSS raised awareness for our work when invited to share at milestone events of several prolific organisations, such as the British Chamber of Commerce Singapore and the LogiSYM APAC 2021 conference. Via podcast and other virtual platforms to engage audiences, MtSS shared about our work for seafarers during the pandemic.



Together with Mr Chee Hong Tat, SMS (Transport), and other representatives from MPA, PSA Singapore, Jurong Port, SMOU and SOS / Seacare, MtSS jointly painted the wall murals to appreciate the seafarers for their unwavering efforts.

Mr. Toh Soon Kok
Port Chaplain
Mission to Seafarers (Singapore)

ST. ANDREW'S MISSION HOSPITAL

Affiliated Organisation

The St. Andrew's Medical Mission was founded in 1913 by Dr Charlotte Ferguson-Davie. In 1934, St. Andrew's Mission Hospital (SAMH) was incorporated under the SAMH Ordinance. Presently, SAMH is a Community Care Organisation and an approved Institution of Public Character.

SAMH provides health, social care and education services through: St. Andrew's Community Hospital, St. Andrew's Mission Hospital Clinic, St. Andrew's Migrant Worker Medical Centre, St. Andrew's Senior Care, St. Andrew's Nursing Homes, St. Andrew's Autism Centre and St. Andrew's Mission School.

ST. ANDREW'S COMMUNITY HOSPITAL (SACH)

SACH provided inpatient rehabilitative, sub-acute and palliative care services through a monthly average of 252 beds across 10 wards. The average inpatient occupancy in 2021 for these beds was 86%.

SACH had a total of 2,765 Inpatient Admissions, 10,094 Outpatient Clinic Attendances, 6,159 Home Care Service Visits and 19,607 Day Rehabilitation Centre Attendances.

MEETING THE NATION'S NEEDS FOR HEALTHCARE SERVICES

Since the start of the Coronavirus Disease 2019 (COVID-19) pandemic in 2020, SACH had been responding to national needs by transforming its services not only to safeguard the provision of regular inpatient, primary and community care, but also to develop new inpatient and primary care services that were COVID-19 directed. This had continued into 2021 and with greater intensity because of the Delta and Omicron variants. Safe Management Measures (SMM), heightened infection prevention, routine testing of staff and patients, and COVID-19 vaccination had combined to keep SACH safe and its operations going.

SACH COVID-19 Wards

SACH partnered Changi General Hospital (CGH) to provide inpatient COVID-19 care. Two SACH sub-acute care wards at The Integrated Building (IB), a joint CGH-SACH facility, were converted to provide COVID-19 care. SACH Ward 66 decanted suitable COVID-19 patients from CGH for recovery and SACH Ward 65 provided higher-level community treatment facility care for COVID-19 patients requiring treatment such as oxygen supplementation and intravenous antiviral / monoclonal antibody therapy.

NATIONAL DAY RECOGNITION

Dr Angel Lee, Medical Director, SACH, was awarded the National Day Award, The Public Service Medal, 2021 for her contributions to palliative care nationally.

ST. ANDREW'S MISSION HOSPITAL (SAMH) CLINIC

Since February 2020, SAMH Clinic, situated within SACH, had been operating as a Public Health Preparedness Clinic to provide subsidised treatment to patients with acute respiratory illnesses during the pandemic. It also took on Swab-and-Send-Home Clinic functions in March 2020 and was the designated staff clinic for both SACH and CGH. Playing a critical role in COVID-19 surveillance in the Simei Campus, the Clinic provided vaccinations and COVID-19 swabbing services to both internal and external stakeholders when required.

ST. ANDREW'S MIGRANT WORKER MEDICAL WORKER (SAMWMC)

On 21 August 2021, SAMWMC started operating at a temporary site in Penjuru Recreation Centre to provide medical services for migrant workers. On 17 December 2021, SAMWMC relocated to the purpose-built centre within the same premises. On 19 February 2022, the centre was officially opened by Dr Tan See Leng, Minister for Manpower and Second Minister for Trade and Industry.

Funded by philanthropy (i.e. the Estate of Khoo Teck Puat and the Estate of Ng Teng Fong) as well as supported by the Singapore Business Federation Foundation, the centre provides primary, dental, rehabilitative and mental health care for migrant workers. In addition to X-ray and laboratory services that are available, the centre is pandemic-ready by having segregated areas for Acute Respiratory Infection (ARI) and non-ARI patients, single-pass ventilation with HEPA filtration, positive / negative pressured areas and isolation rooms. This is the first of six Medical Centres for Migrant Workers that the Ministry of Manpower has planned as part of a new and integrated primary medical care plan for all migrant workers in Singapore.

ST. ANDREW'S MISSION HOSPITAL

SAMWMC also partners SAMH's sister organisation, Singapore Anglican Community Services (SACS), in the provision of mental health services, and National University Health System (NUHS) in the provision of volunteer specialist services. St Andrew's Cathedral Healthcare Fellowship will be engaged in the provision of medical and lay volunteers.

ST. ANDREW'S SENIOR CARE (SASC)

In 2021, SASC (Henderson, JOY Connect, Queenstown, Tampines Central) served a total of 579 seniors through day care and community rehabilitation services.

Throughout the year, the centres worked tirelessly with the Agency for Integrated Care (AIC) to arrange for mobile vaccination teams to provide COVID-19 vaccinations for the seniors attending services at the centres. In addition to daily reminders of the importance of hand hygiene and mask-wearing, the SASC team made conscious efforts to communicate the benefits of getting vaccinated to the seniors through conversations and educational programmes. The SASC team's efforts resulted in a high percentage of the SASC clientele completing their COVID-19 vaccination regime.

The many challenges brought about by COVID-19 were met head-on by the SASC staff who innovated and united together to meet the needs of the clients and their families.

ST. ANDREW'S NURSING HOMES (SANHs)

In 2021, SANH (Buangkok) operated at 99.7% occupancy (serving 299 residents). SANH (Henderson), SANH (Queenstown) and St. John's - St. Margaret's Nursing Home which started operations in July 2021 ended the year at 99.2% (serving 250 residents), 98.6% (serving 288 residents) and 83% occupancy (serving 157 residents) respectively.

SANH (Tampines North) and SANH (Aljunied) were expected to commence operations in 2023 and 2024 respectively. Together with SANH (Taman Jurong) from its sister organisation, SACS, SANHs would serve the community with more than 2,000 beds by 2024.

ST. ANDREW'S AUTISM CENTRE (SAAC) AND ST. ANDREW'S MISSION SCHOOL (SAMS)

In 2021, SAAC served a total of 443 persons on the autism spectrum.

In January 2022, SAMS received its first cohort of Primary One students. SAMS is Singapore's newest special needs school established by SAMH for children on the autism spectrum who are able to access the national curriculum. SAMS is guided by its vision to be a light in society, enriching lives with love, hope and joy. With character development as the bedrock for education, SAMS strives to maximise its students' potential and develop their character to be active members of our society while nurturing them to be trustworthy role models, responsible thinkers and active contributors.

GROWING HIS MINISTRY OF LOVE

Trusting and obeying God, SAMH had been fulfilling God's given vision and mission to serve the underserved and the disadvantaged in a world with evolving needs. SAMH would continue to seek His leading as we grow His Ministry of Love to meet the growing needs of the community. *(Trust in the Lord with all your heart and lean not on your own understanding; in all your ways submit to Him, and He will make your paths straight. Proverbs 3:5-6)*

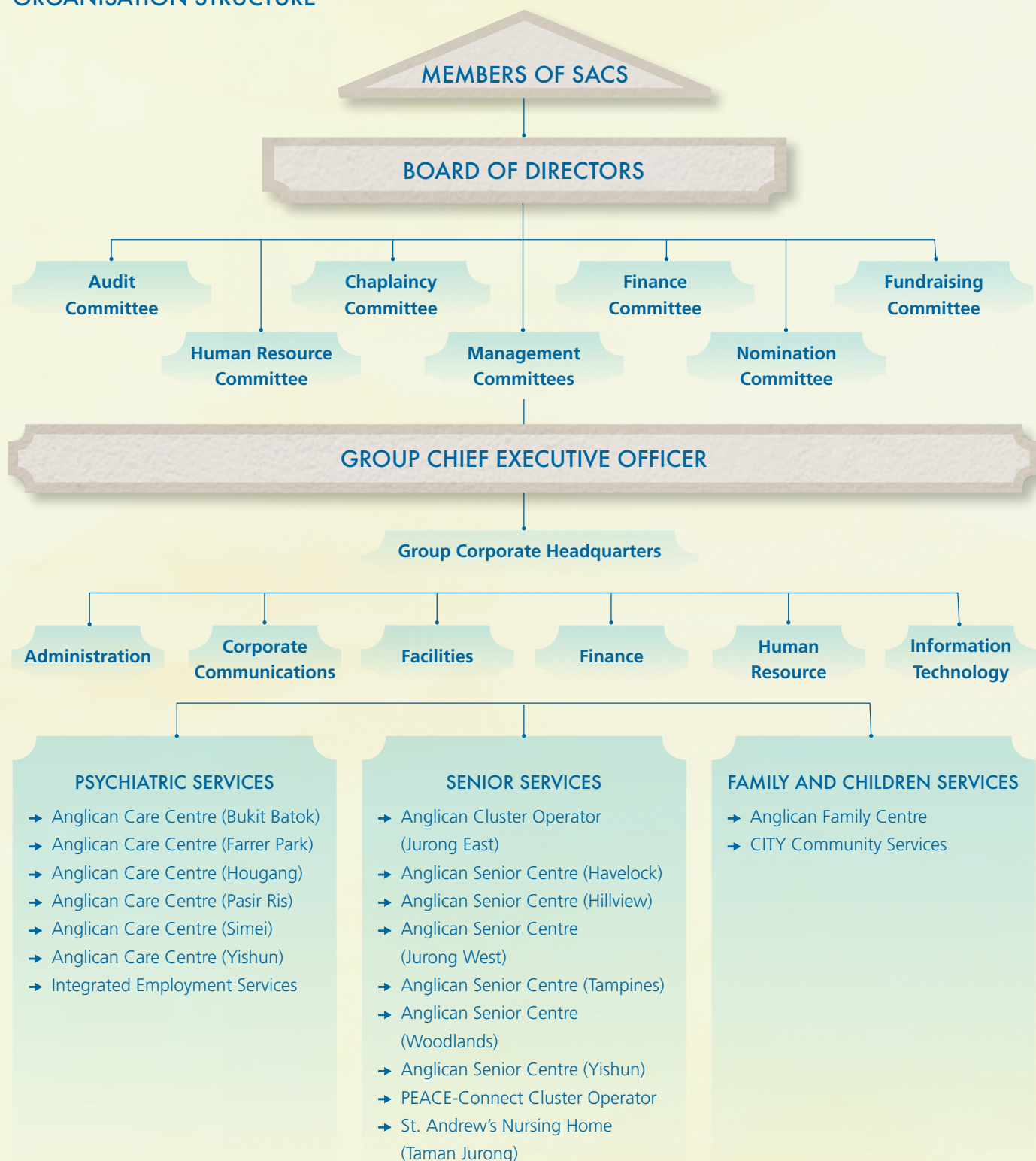
Dr Arthur Chern
Group Chief Executive Officer
St. Andrew's Mission Hospital

LEADERSHIP

Singapore Anglican Community Services (SACS) is governed by a Board of Directors (SACS Board), which is the governing body responsible for overseeing and managing SACS.

Reporting to the SACS Board are committees appointed by the SACS Board for the service units as well as the Audit, Finance, Human Resource, Nomination, Fundraising and Chaplaincy committees.

ORGANISATION STRUCTURE



BOARD OF DIRECTORS



HONORARY PRESIDENT
The Right Reverend
Dr Titus Chung Khiam Boon
 Bishop
 PhD (Philosophy)
 (Appointed since 2020)



HONORARY VICE PRESIDENT
Mr Keith Chua Tiang Choon
 Businessman
 BBA
 (Appointed since 1998)



HONORARY SECRETARY
Mr Ngiam Shih Chun
 Chief Executive
 MSc (Mgt Sc), MSc (Fin Eng),
 BSc (Mech Eng)
 (Appointed since 2017)



HONORARY TREASURER
Mr Ho Boon Sing
 Financial Controller
 Dip Accountancy (ACMA)
 (Appointed since 2011, and
 Treasurer since 2019)



HONORARY VICE SECRETARY
Associate Professor Steven
Lim Hoon Chin
 Senior Consultant (Medical)
 MBBS, MRCS (A&E) (Edin),
 FAMS, FCDMS
 (Appointed since 2015)



HONORARY VICE TREASURER
Mr Heng Kok Chiang
 Managing Director
 Professional Dip (Training &
 Development) (STADA)
 (Appointed since 2011)



BOARD MEMBER
Reverend Adrian Chong
Kum Cheong
 BDiv
 (Appointed since 2021)



BOARD MEMBER
Mr Edward D'Silva
 BArch (NUS)
 (Appointed since 2013)



BOARD MEMBER
Reverend Koh Hock Soon
 Degree
 (Appointed since 2021)



BOARD MEMBER
RADM (Ret) Kwek Siew Jin
 BEng
 (Appointed since 2012)



BOARD MEMBER
The Late Adjunct Professor
Richard Magnus
 LLB (Hons) and LLM
 (Appointed since 2004)



BOARD MEMBER
Mr Tony Soh Cheow Yeow
 BBA (Distinction)
 (Appointed since 2021)

The Late Adjunct Professor Magnus was a member of the SACS Board since 2004, and the Board Vice President from 2005 to 2010. He passed away on 14 March 2022. We remember the Late Adjunct Professor Magnus for his many contributions to SACS and the social service sector, and his passion for helping the disadvantaged.

No Board Members were remunerated for their Board services in the financial year.

BOARD OF DIRECTORS

Name	Designation in Board	Year of First Appointment	Meeting Attendance
The Right Reverend Dr Titus Chung Khiam Boon	Honorary President	2020	3/4
Mr Keith Chua Tiang Choon	Honorary Vice President	1998	4/4
Mr Ngiam Shih Chun	Honorary Secretary	2017	4/4
Mr Ho Boon Sing	Honorary Treasurer	2011	4/4
Associate Professor Steven Lim Hoon Chin	Honorary Vice Secretary	2015	4/4
Mr Heng Kok Chiang	Honorary Vice Treasurer	2011	4/4
Reverend Adrian Chong Kum Cheong	Member	2021	4/4
Mr Edward D'Silva	Member	2013	4/4
Reverend Koh Hock Soon	Member	2021	4/4
RADM (RET) Kwek Siew Jin	Member	2012	4/4
The Late Adjunct Professor Richard Magnus	Member	2004	3/3
Mr Tony Soh Cheow Yeow	Member	2021	4/4

The Board and Committees were appointed on 20 May 2021 for a two-year term. The above sets out the individual Board Member's attendance at the meetings during the term period of 20 May 2021 to 13 April 2022.

Four of the 12 members have served on the Board for more than 10 consecutive years. The Board of Directors was of the opinion that the vast experience of these members with the organisation will provide the Board with valuable insights and direction, and there is adequate succession for the Board. The Treasurer has a term limit of four years.

MANAGEMENT AND OTHER COMMITTEES

SINGAPORE ANGLICAN COMMUNITY SERVICES MANAGEMENT COMMITTEE

Chairman

Mr Keith Chua Tiang Choon

Vice Chairman

Associate Professor Steven
Lim Hoon Chin

Members

Reverend Darren Choo
Mr Edward D'Silva
Mr Tony Soh Cheow Yeow
Reverend Edwin Tan Weng Keong
Ms Wong Kok Yee

ST. ANDREW'S NURSING HOME MANAGEMENT COMMITTEE

Chairman

Mr Choy Siew Kai

Members

Adjunct Associate Professor Chua Chi Siong
Professor Chua Hong Choon
Reverend Canon Huang Ao You
Ms Mary Law Moi Chan
Mr Lee Cheow Seng
Associate Professor Lee Kheng Hock
Associate Professor Steven Lim Hoon Chin
Reverend Jeremy Ponniah
Dr Tan Chi Chiu
Associate Professor Wong Chee Meng John
Adjunct Associate Professor Reuben Wong
Dr Yeo Sheng Ming Noel

PEACE-CONNECT CLUSTER OPERATOR MANAGEMENT COMMITTEE

Chairman

The Right Reverend Low Jee King

Vice Chairman

Mr John Teo Woon Keng

Treasurer

Mr Jason Wong Yew Choy

Secretary

Ms Ho Ning Lynn

Members

Mr Chay Ngeet Shin
Mr Chua Nguan Seng
Ms Mary Law Moi Chan
Dr Ng Tong Yong
Mr Wilfred Tay Swee Kok
Mr Teong Swee Chin

Ex-Officio

Reverend Adrian Chong

MANAGEMENT AND OTHER COMMITTEES

CITY COMMUNITY SERVICES MANAGEMENT COMMITTEE

Chairman

Ms Vivien Chen Vui Wen

Honorary Secretary

Dr Stanley Lai Tze Chang

Members

Ms Karen Chua

Ms Lee Soo Kwan

Ms Samantha Lee Yih Chih

Dr Michael Lim Khong Jin

Mr Lawrence Seow Hood Teck

Reverend Joshua Raj Sundraraj

Ms Angie Tan An Qi

Ms Tan Swee Lin

AUDIT COMMITTEE

Chairman

Mr Ngiam Shih Chun

Members

Reverend Darren Choo

Mr Ho Boon Sing

Mr Jeffrey Seah

FINANCE COMMITTEE

Chairman

Mr Ho Boon Sing

Members

Mr Charlie Chan Wai Kheong

Mr Heng Kok Chiang

Mr Ngiam Shih Chun

Ms Wong Kok Yee

FUNDRAISING COMMITTEE

Co-Chairmen

Mr Keith Chua Tiang Choon

Mr Andrew Goh Kia Teck

Members

Mr Charlie Chan Wai Kheong

Ms Wong Kok Yee

HUMAN RESOURCE COMMITTEE

Chairman

Mr Edward D'Silva

Members

Mr Keith Chua Tiang Choon

Ms Quah Say Chin Elizabeth Anne

Mr Tony Soh Cheow Yeow

NOMINATION COMMITTEE

Chairman

The Right Reverend Dr Titus
Chung Khiam Boon

Members

Mr Keith Chua Tiang Choon

Mr Andrew Goh Kia Teck

The Late Adjunct Professor
Richard Magnus

CHAPLAINCY COMMITTEE

Chairman

Venerable Wong Tak Meng

Members

The Right Reverend Low Jee King

Reverend Adrian Chong Kum Cheong

Mr Choy Siew Kai

Associate Professor Steven
Lim Hoon Chin

MANAGEMENT EXECUTIVES

SINGAPORE ANGLICAN COMMUNITY SERVICES

Group Chief Executive Officer
Dr Arthur Chern

Director
SACS Healthcare Services
Dr Loh Yik Hin

Director
Group Facilities
Mr Peter Tan

Director
Group Information Technology
Ms Teo Sok Yeong

Director
Group Human Resource
Mrs Yuen-Chiew Yew Mee

Head
Group Finance
Ms Angie Tang

Head
Group Corporate Communications
Mr Er Ker Jia

Head
Group Administration
Ms Foo Li Boey

PSYCHIATRIC SERVICES

Executive Director
SACS Psychiatric Services
and
Centre Director
Anglican Care Centre (Simei)
Mr James Chan

Deputy Executive Director
SACS Psychiatric Services
and
Centre Director
Anglican Care Centre (Hougang)
Mr Steven Ting

Centre Director
Anglican Care Centre (Farrer Park)
Mr Paul Chim

Centre Head
Anglican Care Centre (Bukit Batok)
Ms Irene Sng

Centre Head
Anglican Care Centre (Pasir Ris)
Mr Francis Goo

Centre Head
Anglican Care Centre (Yishun)
Mr Victor Tng

Head
Integrated Employment Services
Mr Vincent Budihardjo

SENIOR SERVICES

Head
SACS Senior Services
Mr Vincent Budihardjo

Centre Head
Anglican Senior Centre (Hillview)
Mrs Mina Lim

Cluster Director
PEACE-Connect Cluster Operator
Mr Richard Chua

Executive Director
St. Andrew's Nursing Home
(Taman Jurong)
Mr Philip Wong

FAMILY AND CHILDREN SERVICES

Centre Director
Anglican Family Centre
Ms Theresa Wee

General Manager
CITY Community Services
Ms Patricia Aw

CORPORATE GOVERNANCE

Singapore Anglican Community Services (SACS) is committed to good governance and management by ensuring our practices are in compliance with all applicable laws, regulations and internal policies.

CODE OF GOVERNANCE

SACS has complied with the Code of Governance for Charities and Institutions of a Public Character (IPCs) issued by the Charity Council. Our Governance Evaluation Checklist is published at the Charity Portal, www.charities.gov.sg.

CONFLICT OF INTEREST POLICY

SACS has a Conflict of Interest Policy. Annual conflict of interest disclosure is undertaken by all members of the Board and Committees, and the key management staff. The policy is also issued to all employees on a yearly basis.

SACS has also put in place documented procedures for Board Members and staff to declare actual or potential conflicts of interests, and to abstain and not participate in decision-making on matters where they have a conflict of interest.

WHISTLE-BLOWING POLICY

SACS has a Whistle Blowing Policy that aims to provide an avenue for employees and external parties to raise concerns to the Audit Committee and is offered reassurance that they will be protected from reprisal or victimisation for whistleblowing in good faith. The policy is also issued to all employees on a yearly basis and published on SACS website.

RESERVES POLICY

SACS has a Reserves Policy and aims to achieve a general reserve ratio of one year of the operating expenditure to meet its operational needs.

The reserve level is regularly reviewed by the Board to ensure that the reserves are adequate to fulfil the SACS's continuing obligations.

The reserve ratios are 1.13 and 1.20 in 2020 and 2021 respectively. For 2022, the projected reserves ratio is 1.05.

Disclosure of remuneration of the three highest paid staff who each receives more than \$100,000, in bands of \$100,000.

Total annual remuneration (including any remuneration received in its subsidiaries) of our three highest paid employees, who each receives remuneration exceeding \$100,000.

Remuneration (in incremental bands of \$100,000)	No. of Employees
\$100,001-\$200,000	3

Disclosure of the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000:

Remuneration (in incremental bands of \$100,000)	No. of Employees	Name of related Head or Board Member
—	—	—

* Close members of the family of a person refer to family members who may be expected to influence, or be influenced by that person in their dealings with the charity. In most cases, they would include:

- That person's children and spouse;
- Children of that person's spouse; and
- Dependents of that person or that person's spouse.

ACKNOWLEDGEMENT OF DONATIONS, GIFTS AND SERVICES RENDERED

A

Akshi
Angie Tan
Anglican High School
Patricia Aw

C

Cheong Hui Min
Cheong Nicholas
Chew Siong Keng
Chong Van Vun
Chua Karen
Chua Teck Neo Kathleen
Chua Yong Yeow Christopher

F

Foo Shaun

G

Gan Daphne
David Gan Tai Pit
Gan Vera
Goh Sian Chay
Gwee Chee Kiang

H

Ho Joyce

K

Koon Kay Kheng

L

Lai Jenny
Lam Lynlee
Lee Steffi
Leung Wen Shi Rachel
Lim Bee Lum
Joshua Lim Geok Hock
Lim Siok Tin
Ian Samuel Lin Yu-An
Little Green House (Pre-School)
Loh Wah Kay
Loo Dorothy

M

Malaysia Dairy Industries Pte Ltd
Mohamad Fairul Bin Hashim
Sarah Mo Kee Fong

N

Ng In Kiat
Ng Kheng Hock Roland
Ng Song Foo
Ng Tong Hoi
Nupur

P

Pang Tsui Ying Pat
Peck Wendy

R

Rotary Club of Sentosa

S

Jeanette Sim Kee Boon
Sim Pearl
Soh Lilian

T

Tan Angie
Tan Molly
Tan, Pearl Swee Chin
Tan Yang Luan
Louis Tay Seng Kong
Teng Christopher
Teo Teik Loon

U

United Overseas Bank

W

Wang Liang Pei
Wang Qiuyue
Wang Yan Fei
Wong Say Min Caroline

Y

Suzanna Yean
Yeo Lynette

Z

Zhang Yisu

FINANCIAL STATEMENTS YEAR ENDED 31 DECEMBER 2021

Registered in Singapore under the Charities Act, Cap 37 and Societies Act, Cap 311

Unique Entity Number: S75SS0005H

Address: 10 Simei Street 3, Singapore 529897

Bankers: DBS Bank Limited
The Hongkong and Shanghai Banking Corporation Limited
Oversea-Chinese Banking Corporation Limited
Standard Chartered Bank (Singapore) Limited
United Overseas Bank Limited
BNP Paribas Singapore Branch
Bank of China Limited Singapore Branch

Auditor: RSM Chio Lim LLP



If you would like to have a full copy of the SACS 2021 Audit Report, you may wish to:

- Email your request to admin@sacs.org.sg
- Download from our website:
www.sacs.org.sg/annual-report
- Scan the QR code with your smartphone to download the annual report

SINGAPORE ANGLICAN COMMUNITY SERVICES
(Registered in Singapore under the Charities Act 1994 and Societies Act 1966)
(Unique Entity No.: S75SS0005H)

Statement by the Board and Financial Statements

Reporting Year Ended 31 December 2021

RSM Chio Lim LLP

8 Wilkie Road, #03-08
Wilkie Edge, Singapore 228095

T +65 6533 7600

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UEN: T09LL0008J

RSM Chio Lim LLP is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

Business Advisors to Growing Businesses

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement by the Board and Financial Statements

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SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement by the Board

In the opinion of the Board, the accompanying financial statements are drawn up so as to present fairly, in all material respects, the state of affairs of Singapore Anglican Community Services (the "Society") as at 31 December 2021 and the results, changes in funds and cash flows of the Society for the reporting year ended on that date and at the date of this statement there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due.

The Board approved and authorised these financial statements for issue.

On behalf of the Board

Ngiam Shih Chun

.....
Ngiam Shih Chun
Hon. Secretary



.....
Ho Boon Sing
Hon. Treasurer

Singapore
13 April 2022

RSM Chio Lim LLP

8 Wilkie Road, #03-08
Wilkie Edge, Singapore 228095

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Audit@RSMSingapore.sg
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**Independent Auditor's Report to the Members of
SINGAPORE ANGLICAN COMMUNITY SERVICES
(Registered in Singapore under the Charities Act 1994 and Societies Act 1966)**

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Singapore Anglican Community Services (the Society), which comprise the statement of financial position as at 31 December 2021, and the statement of financial activities, statement of changes in funds and statement of cash flows for the reporting year then ended, and notes to the financial statement, including the significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act 1966 (the Societies Act), the Charities Act 1994 and other relevant regulations (the Charities Act and Regulations) and Singapore Financial Reporting Standards (SFRS) so as to present fairly, in all material respects, the state of affairs of the Society as at 31 December 2021 and the results, changes in funds and cash flows of the Society for the reporting year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Society in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the annual report and statement by the board but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Independent Auditor's Report to the Members of
SINGAPORE ANGLICAN COMMUNITY SERVICES**

- 2 -

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Societies Act, the Charities Act and Regulations and SFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- a) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.

**Independent Auditor's Report to the Members of
SINGAPORE ANGLICAN COMMUNITY SERVICES**

– 3 –

Auditor's responsibilities for the audit of the financial statements (cont'd)

- e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on other legal and regulatory requirements

In our opinion:

- (a) the accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- (b) the fund-raising appeals held during the reporting year has been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

During the course of our audit, nothing has come to our attention that causes us to believe that during the year:

- (a) the Society has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Society has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

The engagement partner on the audit resulting in this independent auditor's report is Goh Swee Hong.



RSM Chio Lim LLP
Public Accountants and
Chartered Accountants
Singapore
13 April 2022

Engagement partner – effective from reporting year ended 31 December 2019

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Financial Activities
For the Reporting Year Ended 31 December 2021

	UNRESTRICTED				RESTRICTED			
	Building and		BIG fund	Sub total	(Note 14B)		Sub total	Total
	Accumulated fund	Renovation fund			Chaplaincy fund	Programmes funds		
2021	\$	\$	\$	\$	\$	\$	\$	\$
Incoming Resources:								
Voluntary income								
– Government subventions								
– Donations	19,030,418	–	–	19,030,418	–	4,480,718	4,480,718	23,511,136
Amortisation of government grants/ donations	1,742,869	–	–	1,742,869	239,001	2,862	255,057	1,997,926
Utilisation of government grants/ donations	1,375,499	–	–	1,375,499	–	83,772	83,772	1,459,271
Income from client's activities	2,769,640	–	–	2,769,640	–	67,916	67,916	2,837,556
Client's fee waived	4,765,553	–	–	4,765,553	–	71,325	71,325	4,836,878
Enterprise project revenue	(29,946)	–	–	(29,946)	–	(31,237)	(31,237)	(61,183)
Investment income	203,266	–	–	203,266	–	79,976	79,976	283,242
Sundry income	71,301	5,898	–	77,199	–	11,492	11,492	88,691
Gain on disposal of plant and equipment	89,542	–	–	89,542	9,333	12,528	21,861	111,403
Total incoming resources	30,018,142	5,898	–	30,024,040	248,334	4,779,352	5,040,880	35,064,920
Resources Expended:								
Chaplaincy operating expenses	1,069,427	–	–	1,069,427	150,908	–	150,908	150,908
Client's activities expenses	2,125,270	–	6,676	2,131,946	–	76,268	90,980	1,167,083
Medical supplies and services	1,453,521	–	–	1,453,521	–	433	433	2,125,703
Depreciation	2,513,433	–	–	2,513,433	–	123,749	123,749	1,577,270
Depreciation of right-of-use assets	41,710	–	–	41,710	–	228,161	228,161	2,741,594
Enterprise project expenses	10,453	–	–	10,453	–	–	–	41,710
Loss on disposal of plant and equipment	168,088	–	–	168,088	–	92	92	10,545
Operating lease expenses	1,858,290	–	–	1,858,290	–	41,977	41,977	210,065
Building services, management and maintenance expenses	14,788,276	–	–	14,788,276	–	140,217	140,217	1,996,507
Employee benefits expenses	668,297	–	–	668,297	–	3,700,919	551,387	19,040,582
Administrative costs	54,312	–	–	54,312	–	557,495	557,495	1,225,792
Interest expense on lease liabilities	188,780	–	–	188,780	–	4,219	4,219	58,531
Other operating expenses	501,159	–	–	501,159	–	94,151	94,151	282,931
Non-claimable GST	25,441,016	–	–	25,441,016	150,908	4,977,082	5,694,089	510,560
Total resources expended	4,577,126	5,898	6,676	4,589,700	97,426	(197,730)	(653,209)	3,923,139
Net surplus / (deficit)	25,441,016	–	–	25,441,016	150,908	4,977,082	5,694,089	31,141,781
Balance at 1 January 2021	25,849,507	3,052,036	111,288	29,012,831	239,579	4,968,741	5,814,474	34,827,305
Balance at 31 December 2021	30,426,633	3,057,934	104,612	33,589,179	337,005	4,771,011	5,161,265	38,750,444

The accompanying notes form an integral part of these financial statements.

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Financial Activities
For the Reporting Year Ended 31 December 2021

	UNRESTRICTED					RESTRICTED				
	Accumulated fund \$	Building and Renovation fund \$	BIG fund \$	Sub total \$		Chaplaincy fund \$	Programmes funds \$	(Note 14B) Other restricted funds \$	Sub total \$	Total \$
2020										
Incoming Resources:										
Voluntary income										
– Government subventions										
– Donations	6	20,143,924	–	20,143,924		–	4,973,712	–	4,973,712	25,117,636
Amortisation of government grants/ donations	5	1,729,628	–	1,729,628		192,153	24,193	15,010	231,356	1,960,984
Utilisation of government grants/ donations	16	1,556,371	–	1,556,371		–	76,934	–	76,934	1,633,305
Income from client's activities	16	568,373	–	568,373		–	29,759	–	29,759	598,132
Client's fee waived		4,598,151	–	4,598,151		–	63,223	–	63,223	4,661,374
Enterprise project revenue		(73,538)	–	(73,538)		–	(32,704)	–	(32,704)	(106,242)
Investment income	4	143,727	–	143,727		–	25,981	–	25,981	169,708
Sundry income		138,978	–	138,978		–	20,620	–	20,620	186,245
Gain on disposal of plant and equipment		68,304	–	68,304		36,669	7,268	–	43,937	112,241
Total incoming resources	18	28,873,936	28,647	28,900,583		228,822	5,188,986	15,010	5,432,818	34,333,401
Resources Expended:										
Chaplaincy operating expenses		–	–	–		159,400	–	–	159,400	156,400
Client's activities expenses		797,926	–	804,279		–	73,650	20,978	94,628	898,907
Medical supplies and services		2,023,211	–	2,023,211		–	3,008	–	3,008	2,026,219
Depreciation	9	1,545,761	–	1,545,761		–	131,446	–	131,446	1,677,207
Depreciation of right-of-use assets		2,497,883	–	2,497,883		–	225,808	–	225,808	2,723,691
Enterprise project expenses		29,746	–	29,746		–	–	–	–	29,746
Operating lease expenses		166,946	–	166,946		–	36,935	–	36,935	203,881
Building services, management and maintenance expenses	7	1,789,139	–	1,789,139		–	122,876	–	122,876	1,912,015
Employee benefits expenses		12,776,701	–	12,776,701		–	2,958,224	5,656	2,963,880	15,740,581
Administrative costs		577,050	–	577,050		–	377,685	–	377,685	954,735
Interest expense on lease liabilities	18	76,656	–	76,656		–	5,642	–	5,642	82,298
Other operating expenses		184,577	–	184,577		–	80,797	–	80,797	265,374
Non-claimable GST		455,121	–	455,121		–	8,570	–	8,570	463,691
Total resources expended		22,920,717	–	22,920,717		156,400	4,024,641	26,634	4,207,675	27,134,745
Net surplus / (deficit)		5,953,219	28,647	5,973,513		72,422	1,164,345	(11,624)	1,225,143	7,198,656
Balance at 1 January 2020		19,896,288	3,025,389	23,039,318		167,157	3,804,396	617,778	4,589,331	27,628,649
Balance at 31 December 2020		25,849,507	3,052,036	29,012,831		239,579	4,968,741	606,154	5,814,474	34,827,305

The accompanying notes form an integral part of these financial statements.

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Financial Position As at 31 December 2021

	Notes	2021 \$	2020 \$
<u>Non-current assets</u>			
Property, plant and equipment	9	10,876,791	11,109,097
Right-of-use assets	10	5,789,285	3,695,679
Total non-current assets		<u>16,666,076</u>	<u>14,804,776</u>
<u>Current assets</u>			
Trade and other receivables	11	4,511,551	8,835,828
Other non-financial assets	12	659,005	523,320
Cash and cash equivalents	13	42,164,870	34,891,023
Total current assets		<u>47,335,426</u>	<u>44,250,171</u>
Total assets		<u>64,001,502</u>	<u>59,054,947</u>
<u>Unrestricted funds</u>			
Accumulated fund	14A	30,426,633	25,849,507
Building and renovation fund	14A	3,057,934	3,052,036
BIG fund	14A	104,612	111,288
Total unrestricted funds		<u>33,589,179</u>	<u>29,012,831</u>
<u>Restricted funds</u>			
Chaplaincy fund	14B	337,005	239,579
Programmes funds	14B	4,771,011	4,968,741
Other restricted funds	14B	53,249	606,154
Total restricted funds		<u>5,161,265</u>	<u>5,814,474</u>
Total funds		<u>38,750,444</u>	<u>34,827,305</u>
<u>Non-Current liabilities</u>			
Deferred government grants/donations	16	11,218,828	11,587,095
Lease liabilities, non-current	18	3,152,493	1,315,084
Total non-current liabilities		<u>14,371,321</u>	<u>12,902,179</u>
<u>Current liabilities</u>			
Deferred government grants/donations	16	4,870,696	6,168,637
Trade and other payables	19	3,327,509	2,725,090
Lease liabilities, current	18	2,681,532	2,431,736
Total current liabilities		<u>10,879,737</u>	<u>11,325,463</u>
Total liabilities		<u>25,251,058</u>	<u>24,227,642</u>
Total funds and liabilities		<u>64,001,502</u>	<u>59,054,947</u>

The accompanying notes form an integral part of these financial statements.

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Changes in Funds
For the Reporting Year Ended 31 December 2021

	UNRESTRICTED				RESTRICTED			
	Accumulated fund \$	Building and Renovation fund \$	BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	Other restricted funds \$	Total \$
Current year:								
Opening balance at 1 January 2021	25,849,507	3,052,036	111,288	29,012,831	239,579	4,968,741	606,154	34,827,305
Net movement in funds:								
Net surplus / (deficit) for the year	4,577,126	5,898	(6,676)	4,576,348	97,426	(197,730)	(552,905)	3,923,139
Balance as at 31 December 2021	30,426,633	3,057,934	104,612	33,589,179	337,005	4,771,011	53,249	38,750,444
	UNRESTRICTED				RESTRICTED			
	Accumulated fund \$	Building and Renovation fund \$	BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	Other restricted funds \$	Total \$
Previous year:								
Opening balance at 1 January 2020	19,896,288	3,025,389	117,641	23,039,318	167,157	3,804,396	617,778	27,628,649
Net movement in funds:								
Net Surplus / (deficit) for the year	5,953,219	26,647	(6,353)	5,973,513	72,422	1,164,345	(11,624)	7,198,656
Balance as at 31 December 2020	25,849,507	3,052,036	111,288	29,012,831	239,579	4,968,741	606,154	34,827,305

The accompanying notes form an integral part of these financial statements.

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Cash Flows For the Reporting Year Ended 31 December 2021

	<u>2021</u> \$	<u>2020</u> \$
<u>Cash flows from operating activities</u>		
Net surplus for the reporting year	3,923,139	7,198,656
Adjustments for:		
Amortisation of government grants	(1,459,271)	(1,633,305)
Depreciation of property, plant and equipment	1,577,270	1,677,207
Depreciation of right-of-use asset	2,741,594	2,723,691
Interest income	(88,691)	(186,245)
Loss/(Gain) on disposal of plant and equipment	10,545	(18)
Interest expense on lease liabilities	58,531	82,298
Operating cash flow before changes in working capital	6,763,117	9,862,284
Trade and other receivables	4,324,277	2,605,910
Other non-financial assets	(135,685)	(224,845)
Trade and other payables	602,419	(459,786)
Utilisation of restricted funds for operating activities	(5,604,305)	(3,207,510)
Government grants received and recognised in deferred grants/ income	5,397,368	6,088,894
Cash restricted in use	(9,812,848)	21,369
Net cash flows from operating activities	<u>1,534,343</u>	<u>14,686,316</u>
<u>Cash flows from investing activities</u>		
Disposal of plant and equipment	6,122	1,412
Interest received	88,691	186,245
Purchase of plant and equipment	(1,361,631)	(706,746)
Net cash flows used in investing activities	<u>(1,266,818)</u>	<u>(519,089)</u>
<u>Cash flows from financing activities</u>		
Repayment of lease liabilities (Note 18)	(2,806,526)	(2,791,421)
Net cash flows used in financing activities	<u>(2,806,526)</u>	<u>(2,791,421)</u>
Net (decrease)/increase in cash and cash equivalents	(2,539,001)	11,375,806
Cash and cash equivalents, statement of cash flows, beginning balance	20,655,920	9,280,114
Cash and cash equivalents, statement of cash flows, ending balance (Note 13A)	<u>18,116,919</u>	<u>20,655,920</u>

The accompanying notes form an integral part of these financial statements.

SINGAPORE ANGLICAN COMMUNITY SERVICES

Notes to the Financial Statements 31 December 2021

1. General

The Singapore Anglican Community Services ("SACS" or the "Society") is registered in Singapore on 24 June 1975 under the Societies Act 1966. The Society is also a charity registered under the Charities Act 1994 and approved Institution of a Public Character under the Singapore Income Tax Act 1947. The financial statements are presented in Singapore dollars.

The principal activities of Society consist of rendering welfare services and community care.

The financial statements include the state of affairs and the results of the Society and the following centres:

- 1) Anglican Care Centre (Bukit Batok) ("ACC-BB")
- 2) Anglican Care Centre (Farrer Park) ("ACC(FP)")
- 3) Anglican Care Centre (Hougang) ("ACC(HG)")
- 4) Anglican Care Centre (Pasir Ris) ("ACC-PR")
- 5) Anglican Care Centre (Simei) ("ACC(SM)")
- 6) Anglican Care Centre (Yishun) ("ACC-YS")
- 7) Anglican Cluster Operator (Jurong East) ("ACO-JE")
- 8) Anglican Family Centre ("AFC")
- 9) Anglican Senior Centre (Hillview) ("ASC (HV)")
- 10) CITY Community Services ("CITY")
- 11) Integrated Employment Services ("IES")
- 12) PEACE-Connect Cluster Operator ("PeCCo")
- 13) Anglican Senior Centre (Yishun / Jurong West / Tampines / Woodlands / Havelock)
- 14) St. Andrew's Nursing Home (Taman Jurong) ("SANH (TJ)")

The financial statements of the Society for the reporting year ended 31 December 2021 are authorised for issuance by the Board on the date of the statement by the Board.

The registered office address is: 10 Simei Street 3, Singapore 529897. The Society is situated in Singapore.

The Covid-19 pandemic

Management has not identified any material uncertainties resulting from the Covid-19 pandemic and the aftermath of the pandemic surrounding the reporting entity, and accordingly none is disclosed in these financial statements.

Statement of compliance with financial reporting standards

The financial statements of the Society have been prepared in accordance with the Singapore Financial Reporting Standards ("SFRS") and the related interpretations to SFRS ("INT SFRS") as issued by the Singapore Accounting Standards Council. The Society is also subject to the provisions of the Charities Act 1994. They are in compliance with the provisions of the Societies Act 1966 and Charities Act 1994.

SINGAPORE ANGLICAN COMMUNITY SERVICES

1. General (cont'd)

Accounting convention

The financial statements are prepared on a going concern basis under the historical cost convention except where the financial reporting standard requires an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies in the financial reporting standards may not be applied when the effect of applying them is not material. The disclosures required by the financial reporting standards may not be provided if the information resulting from that disclosure is not material.

Basis of preparation of the financial statements

The preparation of financial statements in conformity with generally accepted accounting principles requires the Society to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting year. Actual results could differ from those estimates. The estimates and assumptions are reviewed on an ongoing basis. Apart from those involving estimations, Society has made judgements in the process of applying the entity's accounting policies. The areas requiring Society's most difficult, subjective or complex judgements, or areas where assumptions and estimates are significant to the financial statements, are disclosed at the end of this footnote, where applicable.

2. Significant accounting policies and other explanatory information

2A. Significant accounting policies

Income recognition

The financial reporting standard on revenue from contracts with customers establishes a five-step model to account for revenue arising from contracts with customers. Revenue is recognised at an amount that reflects the consideration to which the entity expects to be entitled in exchange for transferring goods or services to a customer (which excludes estimates of variable consideration that are subject to constraints, such as right of return exists and modifications), net of any related sales taxes and excluding any amounts collected on behalf of third parties. An asset (goods or services) is transferred when or as the customer obtains control of that asset. As a practical expedient the effects of any significant financing component is not adjusted if the payment for the good or service will be within one year.

(a) Grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Society will comply with conditions associated with the grant.

Government grants relating to costs are deferred and taken to the income and expenditure account over the period necessary to match them with the costs they are intended to compensate.

Government grants relating to assets are included in liabilities as "deferred government grant" and are taken to the income and expenditure account on a straight-line basis over the expected useful lives of the related assets.

SINGAPORE ANGLICAN COMMUNITY SERVICES

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Income recognition (cont'd)

(b) Donation and corporate sponsorship

Income from donation and corporate sponsorships are recognised at a point in time when received, except for committed donations and corporate sponsorship that are recorded when the commitments are signed. Such income is only deferred and recognised over time when the donor specifies that the grant or donation must only be used in future accounting periods; or donor has imposed conditions when must be met before the Society has unconditional entitlement.

(c) Rendering of service

Revenue from service orders and term projects is recognised when the entity satisfies the performance obligation at a point in time generally when the significant acts have been completed and when transfer of control occurs or for services that are not significant transactions revenue is recognised as the services are provided.

(d) Fund-raising

Income from special fund-raising events is recognised when the event takes place.

(e) Other income

Interest income is recognised on a time-proportion basis using the effective interest rate that takes into account the effective yield on the asset.

Gifts in kind

A gift in kind is based on an estimate of the fair value at the date of the receipt of the gift of the non-monetary asset or the grant of a right to the monetary asset. The gift is recognised if the amount of the gift can be measured reliably and there is no uncertainty that it will be received.

Employee benefits

Contributions to a defined contribution retirement benefit plan are recorded as an expense as they fall due. The entity's legal or constructive obligation is limited to the amount that it is obligated to contribute to an independently administered fund (such as the Central Provident Fund in Singapore, a government managed defined contribution retirement benefit plan). For employee leave entitlement the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur. A liability for bonuses is recognised where the entity is contractually obliged or where there is constructive obligation based on past practice.

Income tax

As a charity, the Society is exempt from tax on income and gains falling within section 13(1)(zm) of the Income Tax Act 1947 to the extent that these are applied to its charitable objects. No tax charges have arisen for the Society during the reporting year.

SINGAPORE ANGLICAN COMMUNITY SERVICES

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Foreign currency transactions

The functional currency is the Singapore dollar as it reflects the primary economic environment in which the entity operates. Transactions in foreign currencies are recorded in the functional currency at the rates ruling at the dates of the transactions. At each end of the reporting year, recorded monetary balances and balances measured at fair value that are denominated in non-functional currencies are reported at the rates ruling at the end of the reporting year and fair value measurement dates respectively. All realised and unrealised exchange adjustment gains and losses are dealt with in profit or loss except when a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. The presentation is in the functional currency.

Property, plant and equipment

Property, plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses.

Depreciation is provided on a straight-line basis to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives of each part of an item of these assets. The useful lives are as follows:

Leasehold building	–	30 years
Donated leasehold building	–	60 years
Renovations	–	3 to 5 years
Furniture, fittings, computers and office equipment	–	2 to 5 years
Motor vehicles	–	5 to 10 years
Medical and kitchen equipment	–	5 years

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements.

The gain or loss arising from the derecognition of an item of property, plant and equipment is recognised in statement of financial activities. The residual value and the useful life of an asset is reviewed at least at each end of the reporting year and, if expectations differ significantly from previous estimates, the changes are accounted for as a change in an accounting estimate, and the depreciation charge for the current and future periods are adjusted.

Cost also includes acquisition cost, borrowing cost capitalised and any cost directly attributable to bringing the asset or component to the location and condition necessary for it to be capable of operating in the manner intended by management. Subsequent costs are recognised as an asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repairs and maintenance are charged to statement of financial activities when they are incurred.

SINGAPORE ANGLICAN COMMUNITY SERVICES

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Right-of-use assets

The right-of-use assets are accounted and presented as if they were owned such as property, plant and equipment. Right-of-use assets are depreciated between two to five years based on the lease terms.

Leases of lessee

A lease conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. A right-of-use asset is capitalised in the statement of financial position, measured at the present value of the unavoidable future lease payments to be made over the lease term. A liability corresponding to the capitalised right-of-use asset is also recognised, adjusted for lease prepayments, lease incentives received, initial direct costs incurred and an estimate of any future restoration, removal or dismantling costs. The right-of-use asset is depreciated over the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. An interest expense is recognised on the lease liability (included in finance costs). For short-term leases of 12 months or less and leases of low-value assets (such as personal computers and small office equipment) where an accounting policy choice exists under the lease standard, the lease payments are expensed to profit or loss as incurred on a straight line basis over the remaining lease term.

Carrying amounts of non-financial assets

Irrespective of whether there is any indication of impairment, an annual impairment test is performed at about the same time every year on an intangible asset with an indefinite useful life or an intangible asset not yet available for use. The carrying amount of other non-financial assets is reviewed at each end of the reporting year for indications of impairment and where an asset is impaired, it is written down through profit or loss to its estimated recoverable amount. The impairment loss is the excess of the carrying amount over the recoverable amount and is recognised in profit or loss. The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. When the fair value less costs of disposal method is used, any available recent market transactions are taken into consideration. When the value in use method is adopted, in assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). At each end of the reporting year non-financial assets other than goodwill with impairment loss recognised in prior periods are assessed for possible reversal of the impairment. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been measured, net of depreciation or amortisation, if no impairment loss had been recognised.

SINGAPORE ANGLICAN COMMUNITY SERVICES

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Financial instruments

Recognition and derecognition of financial instruments:

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the entity becomes party to the contractual provisions of the instrument. All other financial instruments (including regular-way purchases and sales of financial assets) are recognised and derecognised, as applicable, using trade date accounting or settlement date accounting. A financial asset is derecognised when the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the entity neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. A financial liability is removed from the statement of financial position when, and only when, it is extinguished, that is, when the obligation specified in the contract is discharged or cancelled or expires.

At initial recognition the financial asset or financial liability is measured at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Classification and measurement of financial assets:

1. Financial asset classified as measured at amortised cost: A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss (FVTPL), that is (a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Typically trade and other receivables, bank and cash balances are classified in this category.
2. Financial asset that is a debt asset instrument classified as measured at fair value through other comprehensive income (FVTOCI): There were no financial assets classified in this category at reporting year end date.
3. Financial asset that is an equity investment classified as measured at fair value through other comprehensive income (FVTOCI): There were no financial assets classified in this category at reporting year end date.
4. Financial asset classified as measured at fair value through profit or loss (FVTPL): There were no financial assets classified in this category at reporting year end date.

Classification and measurement of financial liabilities:

Financial liabilities are classified as at fair value through profit or loss (FVTPL) in either of the following circumstances: (1) the liabilities are managed, evaluated and reported internally on a fair value basis; or (2) the designation eliminates or significantly reduces an accounting mismatch that would otherwise arise. All other financial liabilities are carried at amortised cost using the effective interest method. Reclassification of any financial liability is not permitted.

SINGAPORE ANGLICAN COMMUNITY SERVICES

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Cash and cash equivalents

Cash and cash equivalents include bank and cash balances, on demand deposits and any highly liquid debt instruments purchased with an original maturity of three months or less. For the statement of cash flows the item includes cash and cash equivalents less cash subject to restriction and bank overdrafts payable on demand that form an integral part of cash management.

Fair value measurement

The fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. When measuring the fair value of an asset or a liability, market observable data to the extent possible is used. If the fair value of an asset or a liability is not directly observable, an estimate is made using valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs (eg by use of the market comparable approach that reflects recent transaction prices for similar items, discounted cash flow analysis, or option pricing models refined to reflect the issuer's specific circumstances). Inputs used are consistent with the characteristics of the asset / liability that market participants would take into account. The entity's intention to hold an asset or to settle or otherwise fulfil a liability is not taken into account as relevant when measuring fair value.

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety: Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities. Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (ie as prices) or indirectly (ie derived from prices). Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs). Transfers between levels of the fair value hierarchy are recognised at the end of the reporting period during which the change occurred.

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value. The fair values of non-current financial instruments may not be disclosed separately unless there are significant differences at the end of the reporting year and in the event the fair values are disclosed in the relevant notes to the financial statements. The recurring measurements are made at each reporting year end date.

SINGAPORE ANGLICAN COMMUNITY SERVICES

2. Significant accounting policies and other explanatory information (cont'd)

2B. Other explanatory information

Provisions

A liability or provision is recognised when there is a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. A provision is made using best estimates of the amount required in settlement and where the effect of the time value of money is material, the amount recognised is the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense. Changes in estimates are reflected in statement of financial activities in the reporting year they occur.

Funds

Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes if any by action of the Board. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds or through the terms of an appeal and are in contrast with unrestricted funds over which the Board retains full control to use in achieving any of its institutional purposes. An expense resulting from the operating activities of a fund that is directly attributable to the fund is charged to that fund. Common expenses if any are allocated on a reasonable basis to the funds based on a method most suitable to that common expense.

Monies received where the Society is not the owner and beneficiary is accounted for as restricted fund. The receipts and payments in respect of restricted funds are taken directly to the statement of financial activities and the net assets relating to these funds are shown as separate line in the statement of financial position.

2C. Critical judgements, assumptions and estimation uncertainties

The critical judgements made in the process of applying the accounting policies that have the most significant effect on the amounts recognised in the financial statements and the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting year are discussed below. These estimates and assumptions are periodically monitored to ensure they incorporate all relevant information available at the date when financial statements are prepared. However, this does not prevent actual figures differing from estimates.

Estimation of useful lives of property, plant and equipment:

The estimates for the useful lives and related depreciation charges for property, plant and equipment are based on commercial and other factors which could change significantly as a result of innovations and in response to market conditions. The depreciation charge is increased where useful lives are less than previously estimated lives, or the carrying amounts written off or written down for technically obsolete items or assets that have been abandoned. It is impracticable to disclose the extent of the possible effects. It is reasonably possible, based on existing knowledge, that outcomes within the next reporting year that are different from assumptions could require a material adjustment to the carrying amount of the balances affected. The carrying amount of the specific asset or class of assets at the end of the reporting year affected by the assumption is disclosed in Note 9 on property, plant and equipment.

SINGAPORE ANGLICAN COMMUNITY SERVICES

2. Significant accounting policies and other explanatory information (cont'd)

2C. Critical judgements, assumptions and estimation uncertainties (cont'd)

Allowances for doubtful receivables:

The assessment of the expected credit losses (ECL) requires a degree of estimation and judgement. In measuring the expected credit losses, management considers all reasonable and supportable information such as the reporting entity's past experience at collecting receipts, any increase in the number of delayed receipts in the portfolio past the average credit period, and forward looking information such as forecasts of future economic conditions (including the impact of the Covid-19 pandemic). The carrying amounts might change materially within the next reporting year but these changes may not arise from assumptions or other sources of estimation uncertainty at the end of the reporting year. The carrying amount is disclosed in the Note 11 on trade and other receivables.

3. Related party relationships and transactions

The financial reporting standard on related party disclosures requires the reporting entity to disclose: (a) related party relationships, transactions and outstanding balances, including commitments, and (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

A related party includes the committee members and key management of the Society. It also includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons; members of the key management personnel or close members of the family of any individual referred to herein and others who have the ability to control, jointly control or significantly influence by or for which significant voting power in such entity resides with, directly or indirectly, any such individual.

Related parties in these financial statements include the fellow entities which are under the common significant influence of The Diocese of Singapore.

All Board members, chairman of sub-committees and staff members of the Society are required to read and understand the conflict of interest policy in place and make full disclosure of interests, relationships and holding that could potentially result in conflict of interests. When a conflict of interest situation arises, the members or staff shall abstain from participating in the discussion, decision making and voting on the matter.

SINGAPORE ANGLICAN COMMUNITY SERVICES

3. Related party relationships and transactions (cont'd)

3A. Related parties transactions:

There are transactions and arrangements between the reporting entity and related parties and the effects of these on the basis determined between the parties are reflected in these financial statements. The related party balances and transfer of resources, services or obligations if any are unsecured, without fixed repayment terms and interest or charge unless stated otherwise.

In addition to the transactions and balances disclosed elsewhere in the notes to the financial statements, this item includes the following:

Significant related party transactions:

	<u>Related parties</u>	
	<u>2021</u>	<u>2020</u>
	\$	\$
Share of administrative expenses	(1,860,968)	(1,527,759)
Recharge of administrative expenses	<u>827,099</u>	<u>741,106</u>

3B. Other receivables from and other payables to related parties:

The trade transactions and the related receivables and payables balances arising from sales and purchases of goods and services are disclosed elsewhere in the notes to the financial statements.

The movements in other receivables from and other payables to related parties are as follows:

	<u>Related parties</u>	
	<u>2021</u>	<u>2020</u>
	\$	\$
<u>(Other payables) / other receivables</u>		
Balance at beginning of the year – net credit	(111,438)	(80,991)
Amounts paid in and settlement of liabilities on behalf of the Society	(685,059)	(621,684)
Amounts paid out and settlement of liabilities on behalf of related parties	<u>624,861</u>	<u>591,237</u>
Balance at end of the year – net credit	<u>(171,636)</u>	<u>(111,438)</u>
Other receivables (Note 11)	64	435
Other payables (Note 19)	<u>(171,700)</u>	<u>(111,873)</u>
	<u>(161,636)</u>	<u>(111,438)</u>

3C. Key management compensation:

	<u>2021</u>	<u>2020</u>
	\$	\$
Salaries and other short-term employee benefits	<u>1,143,473</u>	<u>831,850</u>

Key management personnel include group chief executive officer and heads of services.

No honorarium, fees or other benefits were paid to advisors, any member of the board and the management committee.

SINGAPORE ANGLICAN COMMUNITY SERVICES

4. Investment income

	<u>2021</u> \$	<u>2020</u> \$
Interest income from financial institutions	88,691	186,245
Total investment income	<u>88,691</u>	<u>186,245</u>

Presented as investment income in:

Accumulated funds	71,301	138,978
Building and renovation fund	5,898	26,647
Programmes funds	11,492	20,620
Total investment income	<u>88,691</u>	<u>186,245</u>

5. Tax deductible receipts

The Society enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deduction for the donations made to the general funds of the Society. The Society's Institution of Public Character ("IPC") status for general donations is for the period from 1 July 2019 to 30 June 2022.

	<u>2021</u> \$	<u>2020</u> \$
Tax deductible receipts issued for donations collected	<u>1,532,374</u>	<u>1,266,246</u>

6. Government subventions

	<u>2021</u> \$	<u>2020</u> \$
Government subsidies for land rent	843,373	769,801
Government subsidies for rental of premises	1,975,041	1,984,277
Government subsidies for expenses and capital expenditure	<u>20,692,722</u>	<u>22,363,558</u>
Total government subvention	<u>23,511,136</u>	<u>25,117,636</u>
Credited as government subvention in:		
Accumulated funds	19,030,418	20,143,924
Programmes funds	<u>4,480,718</u>	<u>4,973,712</u>
	<u>23,511,136</u>	<u>25,117,636</u>

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7. Employee benefits expense

	<u>2021</u>	<u>2020</u>
	\$	\$
Short term employee benefits expense	16,717,440	13,893,477
Contributions to defined contribution plan	1,992,571	1,616,257
Staff training	119,751	69,507
Other benefits	210,820	161,340
Total employee benefits expense	<u>19,040,582</u>	<u>15,740,581</u>

Presented as employee benefit expense in:

Accumulated funds	14,788,276	12,776,701
Programmes funds	3,700,919	2,958,224
Other restricted funds	551,387	5,656
Total employee benefits expense	<u>19,040,582</u>	<u>15,740,581</u>

8. Income tax

The Society is exempted from tax on income and gain falling within section 13(1)(zm) of the Singapore Income Tax Act 1947 to the extent that these are applied to its charitable objects. Therefore, no provision for income tax has been made in the financial statements.

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9. Property, plant and equipment

	Leasehold building	Donated leasehold building	Renovations	Furniture, fittings, computers and office equipment	Motor vehicles	Medical & kitchen equipment	Assets in progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$
<u>Cost:</u>								
At 1 January 2020	8,849,785	4,500,000	8,318,291	4,517,636	187,605	446,230	210,837	27,030,384
Additions	–	–	201,324	418,112	–	87,310	–	706,746
Disposals	–	–	–	(91,658)	–	–	–	(91,658)
Reclassifications	–	–	–	210,837	–	–	(210,837)	–
At 31 December 2020	8,849,785	4,500,000	8,519,615	5,054,927	187,605	533,540	–	27,645,472
Additions	–	–	771,214	539,167	–	51,250	–	1,361,631
Disposals	–	–	(45,927)	(170,775)	(29,107)	–	–	(245,809)
At 31 December 2021	8,849,785	4,500,000	9,244,902	5,423,319	158,498	584,790	–	28,761,294
<u>Accumulated depreciation</u>								
At 1 January 2020	4,389,238	400,000	7,242,355	2,749,903	91,073	76,863	–	14,949,432
Depreciation for the year	294,994	75,000	403,206	786,242	23,700	94,065	–	1,677,207
Disposals	–	–	–	(90,264)	–	–	–	(90,264)
At 31 December 2020	4,684,232	475,000	7,645,561	3,445,881	114,773	170,928	–	16,536,375
Depreciation for the year	294,993	75,000	346,714	725,721	23,700	111,142	–	1,577,270
Disposals	–	–	(39,834)	(160,201)	(29,107)	–	–	(229,142)
At 31 December 2021	4,979,225	550,000	7,952,441	4,011,401	109,366	282,070	–	17,884,503
<u>Carrying value:</u>								
At 1 January 2020	4,460,547	4,100,000	1,075,936	1,767,733	96,532	369,367	210,837	12,080,952
At 31 December 2020	4,165,553	4,025,000	874,054	1,609,046	72,832	362,612	–	11,109,097
At 31 December 2021	3,870,560	3,950,000	1,292,461	1,411,918	49,132	302,720	–	10,876,791

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9. Property, plant and equipment (cont'd)

	<u>2021</u> \$	<u>2020</u> \$
Depreciation expense charged to:		
Accumulated funds	1,453,521	1,545,761
Programmes Funds	<u>123,749</u>	<u>131,446</u>
	<u>1,577,270</u>	<u>1,677,207</u>

Donated Leasehold Building relates to the premises at 4 Hillview Rise #02-22 Singapore 667979 ("HillV2") – a mixed use development comprising residential and commercial components. Its use is restricted to charitable purposes (as defined in the Charities Act 1994); such use is consistent with the zoning of "Community Sports Facilities Scheme"; and as approved by Transurban Properties Pte Ltd (the Donor); and it is not to be sold, transferred, leased, sub-leased, let, sub-let, licensed, assigned, parted with or otherwise disposed of except with prior written approval from the Donor.

The aforesaid building was valued at \$4,500,000 by an external independent valuer on 4 September 2014. The transfer of legal title of the aforesaid building was completed on 7 August 2017.

SINGAPORE ANGLICAN COMMUNITY SERVICES

10. Right-of-use assets

The Society leased its land and buildings. The right-of-use assets in the statement of financial position are as follows:

	<u>2021</u> \$	<u>2020</u> \$
At beginning of the year	8,198,715	7,861,482
Additions	4,835,200	1,401,317
Disposal	<u>(4,774,650)</u>	<u>(1,064,084)</u>
At end of the year	<u>8,259,265</u>	<u>8,198,715</u>
<u>Accumulated depreciation and impairment losses:</u>		
At beginning of the year	4,503,036	2,843,429
Depreciation for the year	2,741,594	2,723,691
Disposal	<u>(4,774,650)</u>	<u>(1,064,084)</u>
At end of the year	<u>2,469,980</u>	<u>4,503,036</u>
<u>Carrying value</u>		
At end of the year	<u>5,789,285</u>	<u>3,695,679</u>

The lease rental terms are negotiated for a term of two to five years.

11. Trade and other receivables

	<u>2021</u> \$	<u>2020</u> \$
<u>Trade receivables:</u>		
Outside parties	1,274,947	1,279,445
Less: Allowance for impairment	—	(2,553)
Less: Claimable from Medifund and Medifund Silver (Note 16)	(713,216)	(729,487)
Related parties (Note 3)	<u>234,126</u>	<u>205,035</u>
Subtotal	<u>795,857</u>	<u>752,440</u>
<u>Other receivables:</u>		
Grants and subsidies receivables	3,636,827	7,761,878
Related parties (Note 3)	64	435
Outside parties	<u>78,803</u>	<u>321,075</u>
Subtotal	<u>3,715,694</u>	<u>8,083,388</u>
Total trade and other receivables	<u>4,511,551</u>	<u>8,835,828</u>
<u>Movement in above allowance:</u>		
Balance at beginning of the year	2,553	7,310
Charge for trade receivables to statement of financial activities	—	106,242
Used	<u>(2,553)</u>	<u>(110,999)</u>
Balance at end of the year	<u>—</u>	<u>2,553</u>

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11. Trade and other receivables (cont'd)

The expected credit losses (ECL) on the above trade receivables are based on the simplified approach to measuring expected credit losses (ECL) which uses a lifetime ECL allowance approach for all trade receivables recognised from initial recognition of these assets. These assets are grouped based on shared credit risk characteristics and the days past due for measuring the ECL including the impact of the Covid-19 pandemic.

As part of the process of setting customer credit limits, different credit terms are used. The average credit period generally granted to trade receivable customers is about 7 days (2020: 7 days). But some clients take a longer period to settle the amounts.

There is no concentration of credit risk with respect to trade receivables, as there are a large number of customers.

- (a) Ageing analysis of the age of trade receivable amounts that are past due as at the end of reporting year but not impaired:

	<u>2021</u>	<u>2020</u>
	\$	\$
Trade receivables:		
Less than 60 days	439,784	430,618
61 to 90 days	82,046	79,999
Over 90 days	356,854	368,083
Total	<u>878,684</u>	<u>878,700</u>

- (b) Ageing analysis as at the end of reporting year of trade receivable amounts that are impaired:

	<u>2021</u>	<u>2020</u>
	\$	\$
Trade receivables:		
Less than 60 days	—	—
61 to 90 days	—	—
Over 90 days	—	2,553
Total	<u>—</u>	<u>2,553</u>

The allowance on trade receivables is based on individual accounts totalling \$Nil (2020: \$2,553) that are determined to be impaired at the end of reporting year. These are not secured.

The other receivables at amortised cost shown above are subject to the expected credit loss model under the financial reporting standard on financial instruments. The other receivables at amortised cost and which can be graded as low risk individually are considered to have low credit risk.

12. Other non-financial assets

	<u>2021</u>	<u>2020</u>
	\$	\$
Deposits to secure services	521,356	364,958
Prepayments	<u>137,649</u>	<u>158,362</u>
	<u>659,005</u>	<u>523,320</u>

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13. Cash and cash equivalents

	<u>2021</u> \$	<u>2020</u> \$
Not restricted in use	18,116,919	20,655,920
Cash held under deferred grants/donations	5,620,110	4,283,733
Cash held under restricted funds (Note 17)	5,480,338	5,077,885
Cash pledged for bank facilities (a)	328,328	322,926
Restricted in use (b)	<u>12,619,175</u>	<u>4,550,559</u>
	<u>42,164,870</u>	<u>34,891,023</u>
Interest earning balances	<u>24,756,782</u>	<u>18,301,854</u>

The rate of interest for the cash on interest earning balances is between 0.22% and 0.85% (2020: 0.20% and 1.40%) per annum.

(a) This is for amounts held by a bank to cover bank guarantees issued.

(b) This is for fixed deposits with maturity of more than three months.

13A. Cash and cash equivalents in the statement of cash flows:

	<u>2021</u> \$	<u>2020</u> \$
Amount as shown above	42,164,870	34,891,023
Cash restricted in use	<u>(24,047,951)</u>	<u>(14,235,103)</u>
Cash and cash equivalents for statement of cash flows purposes at end of the year	<u>18,116,919</u>	<u>20,655,920</u>

14. Funds

14A. Unrestricted funds

	<u>2021</u> \$	<u>2020</u> \$
Accumulated fund (a)	30,426,633	25,849,507
Building & renovation fund (b)	3,057,934	3,052,036
BIG fund (c)	<u>104,612</u>	<u>111,288</u>
Total Unrestricted funds	<u>33,589,179</u>	<u>29,012,831</u>

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14. Funds (cont'd)

14A. Unrestricted funds (cont'd)

(a) Accumulated fund

		<u>2021</u> \$	<u>2020</u> \$
Balance at beginning of the year		25,849,507	19,896,288
Surplus	– Anglican Care Centre (Bukit Batok)	244,137	533,471
Surplus	– Anglican Care Centre (Farrer Park)	77,508	109,641
Surplus	– Anglican Care Centre (Hougang)	411,666	780,756
Surplus	– Anglican Care Centre (Pasir Ris)	122,478	318,743
Surplus	– Anglican Care Centre (Simei)	222,087	932,036
Surplus	– Anglican Care Centre (Yishun)	54,407	251,538
	– Anglican Cluster Operator (Jurong East)	(2,663)	72,580
Surplus	– Anglican Senior Centre (Hillview)	141,140	150,712
Surplus	– CITY Community Services	150,133	55,602
Surplus	– Head Office	342,654	236,933
Surplus	– PEACE-Connect Cluster Operator	318,050	500,067
	– Anglican Senior Centre (Yishun / Jurong West / Tampines / Woodlands / Havelock)	31,979	(9,387)
(Deficit)	– St Andrew's Nursing Home (Taman Jurong)	<u>2,463,550</u>	<u>2,020,527</u>
Surplus for the year		<u>4,577,126</u>	<u>5,953,219</u>
Balance at end of the year		<u>30,426,633</u>	<u>25,849,507</u>
Annual operating expenditure*		<u>25,441,016</u>	<u>22,920,717</u>
Ratio of reserves to annual operating expenditure (times)		<u>1.20</u>	<u>1.13</u>

* Annual operating expenditure represents total resources expended for accumulated funds.

(b) Building and renovation fund

Building and renovation fund represents funds designated to finance the purchase of property or renovation of property.

(c) BIG fund

BIG fund represents funds designated for the welfare and practical assistance to needy children and their families.

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14. Funds (cont'd)

14B. Restricted Funds

	<u>2021</u> \$	<u>2020</u> \$
Programmes fund (Note 15)	4,771,011	4,968,741
Chaplaincy fund (a)	337,005	239,579
<u>Other restricted funds</u>		
AFC – project fund (b)	10,505	12,022
Charity Golf 2019 fund (c)	–	550,307
Other restricted funds (d)	42,744	43,825
Subtotal	<u>53,249</u>	<u>606,154</u>
	<u>5,161,265</u>	<u>5,814,474</u>

(a) Chaplaincy fund represents funds received from churches and donors designated to finance the chaplaincy activities for the staff and clients.

(b) Anglican Family Centre ("AFC") project fund was donation mainly for the educational and physical needs of clients or children in Anglican Family Centre.

(c) Charity Golf 2019 Fund is fund raised for operation of SANH (TJ). The fund has been fully utilised in FY 2021.

(d) Others include:

- Outing for elderly fund represents donation by Community Foundation of Singapore to support elderly clients' participation in meaningful social outing. The fund have been fully utilized in 2021.
- Trailblazer Fund represents donation from Temasek Care for educational and physical needs of clients and children and building up staff competency in Anglican Family Care.
- Donation from Westside Anglican Church toward the supports of vocational training programme to clients for work done in the thrift shop at Anglican Care Centre (Bukit Batok).
- Donation from Octave Foundation mainly for the educational needs of children in Anglican Family Centre.

For (a) Chaplaincy fund, (b) AFC project fund and (d) other restricted funds, these funds are expected to be utilised on an ongoing basis.

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15. Programmes funds

Programmes funds represent accumulated reserves received for specific programmes. The Reserves are restricted to the operations of these programmes only, for the benefits of their intended clients. In keeping with the funds/donors' intent for the use of monies, the reserves will not be transferred out of the programmes for other purposes.

15A. Integrated Employment Services (IES)

Integrated Employment Services Fund (IES) comprises mainly a grant from Community Chest through National Council of Social Services (NCSS) and donations received from individual and corporate donors. This programme provides employment support and training to persons with mental illness to secure and sustain employment, with ongoing job support for a period of 6 months or more, depending on the need of the employer or employee. The programme also provides Employee Assistance Program which aims to build a mentally resilient workforce and organisational wellbeing through training and counselling.

Movements in accumulated reserves restricted to IES programmes are as follows:

	<u>2021</u> \$	<u>2020</u> \$
<u>Incoming resources:</u>		
NCSS / Other grant	1,172,341	1,543,881
Interest / Other income	4,494	3,436
Donations	—	3,686
Total incoming resources	<u>1,176,835</u>	<u>1,551,003</u>
<u>Resources expended:</u>		
Salaries and CPF	913,563	648,941
Bonus	215,330	92,835
Staff benefits	30,693	4,436
Expenditure on manpower	1,159,586	746,212
Client's activities expenses	47,778	39,476
Depreciation	15,636	14,223
Building services and maintenance expenses	37,896	39,893
Administrative cost	168,422	103,390
Other operating expenses	41,438	34,640
Total resources expended	<u>1,470,756</u>	<u>977,834</u>
Net surplus	(293,921)	573,169
Balance at beginning of the year	1,218,859	532,220
Transferred from Peer Bridger Pilot Project	—	113,470
Balance at the end of the year	<u>924,938</u>	<u>1,218,859</u>

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15. Programmes funds (cont'd)

15B. Peer Bridger Pilot Project

NCSS Com Chest pilot project to support persons with mental health issues in their transition from a step-down care facility to the community with the help of peer support specialists.

	<u>2021</u> \$	<u>2020</u> \$
<u>Incoming resources:</u>		
Grant from NCSS	—	51,357
Sundry income	—	—
Total incoming resources	<u>—</u>	<u>51,357</u>
<u>Resources expended:</u>		
Salaries and CPF	—	15,022
Bonus	—	—
Staff benefits	—	65
Expenditure on manpower	<u>—</u>	<u>15,087</u>
Depreciation	—	682
Administrative cost	—	987
Other operating expended	<u>—</u>	<u>775</u>
Total resources expended	<u>—</u>	<u>17,531</u>
Net surplus	—	33,826
Balance at beginning of the year	—	79,644
Transferred to Integrated Employment Services (IES)	<u>—</u>	<u>(113,470)</u>
Balance at end of the year	<u>—</u>	<u>—</u>

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15. Programmes funds (cont'd)

15C. Crisis Shelter Programme Fund

Crisis Shelter Programme is aimed to provide safe and temporary accommodation to women and their children in crisis and to empower families and enhance their independence and resilience for integration into the community.

This programme has been reclassified as restricted fund due to change in MSF's requirement on reserve restriction.

	<u>2021</u>	<u>2020</u>
	\$	\$
<u>Incoming resources:</u>		
Grant from MSF	1,263,243	1,177,490
Donation	2,862	20,508
Sundry income	58,723	35,038
Total incoming resources	<u>1,324,828</u>	<u>1,233,036</u>
<u>Resources expended:</u>		
Salaries and CPF	587,811	493,584
Bonus	138,780	74,723
Staff benefits	32,424	4,594
Expenditure on manpower	759,015	572,901
Clients' activities	20,265	16,825
Depreciation	307,965	312,790
Building services and maintenance expenses	49,237	41,095
Administrative cost	149,811	88,129
Other operating expended	18,606	17,469
Total resources expended	<u>1,304,899</u>	<u>1,049,209</u>
Net surplus	19,929	183,827
Balance at beginning of the year	<u>2,943,885</u>	<u>2,760,058</u>
Balance at end of the year	<u><u>2,963,814</u></u>	<u><u>2,943,885</u></u>

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15. Programmes funds (contd)

15D. Cluster Support @ Jurong East Fund (CS)

CS Fund comprise mainly grants from Ministry and Social and Family Development (MSF), Ministry of Health (MOH) and donations received from individual and corporate donors. The Society is appointed to operate Senior Activity Centre (Cluster Support) and Senior Group Homes and to provide integrated localised services to support vulnerable seniors living in the community.

	Cluster Support \$	Senior Group Homes \$	2021 Total \$	Cluster Support \$	Senior Group Homes \$	2020 Total \$
<u>Incoming resources:</u>						
Government subvention	492,507	36,379	528,886	551,744	41,414	593,158
Clients' fees	--	8,374	8,374	--	5,608	5,608
Interest income	--	--	--	805	--	805
Sundry income	3,038	--	3,038	3,968	--	3,968
Total incoming resources	<u>495,545</u>	<u>44,753</u>	<u>540,298</u>	<u>556,517</u>	<u>47,022</u>	<u>603,539</u>
<u>Resources expended:</u>						
Salaries and CPF	301,949	25,518	327,467	333,560	21,729	355,289
Bonus	87,922	9,158	97,080	51,143	4,066	55,209
Staff benefits	5,636	735	6,371	1,857	68	1,925
Expenditure on manpower	395,507	35,411	430,918	386,560	25,863	412,423
Client's activities expenses	664	--	664	232	--	232
Depreciation	7,864	--	7,864	9,545	--	9,545
Operating lease expenses	41	3,185	3,226	415	3,184	3,599
Building services and maintenance expenses	7,844	8,984	16,828	6,188	5,218	11,406
Administrative cost	78,974	245	79,219	61,949	221	62,170
Other operating expended	14,893	41	14,934	13,932	41	13,973
Total resources expended	<u>505,787</u>	<u>47,866</u>	<u>553,653</u>	<u>478,821</u>	<u>34,527</u>	<u>513,348</u>
Net surplus	(10,242)	(3,113)	(13,355)	77,696	12,495	90,191
Balance at beginning of the year	394,734	(1,016)	393,718	317,038	(13,511)	303,527
Balance at end of the year	<u>384,492</u>	<u>(4,129)</u>	<u>380,363</u>	<u>394,734</u>	<u>(1,016)</u>	<u>393,718</u>

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15. Programmes funds (contd)

15E. PeCCO

PeCCo Fund comprise mainly grants from Ministry of Social and Family Development (MSF), Ministry of Health (MOH) and donations received from individual and corporate donors. The Society is appointed to operate Senior Activity Centre (Cluster Support) and Senior Group Homes and to provide integrated localised services to support vulnerable seniors living in the community.

	CS \$	SGH \$	SAC@5 \$	SAC@8 \$	CREST \$	C2H \$	CBP \$	HAPPY \$	AAC8 \$	AAC5 \$	HPC \$	Total \$
<u>2021:</u>												
Incoming resources:												
Government subvention	467,053	37,155	62,566	62,566	265,148	346,480	18,854	2,700	211,336	211,336	40,600	1,725,794
Client's fees	-	12,194	-	-	-	(507)	-	-	-	-	(91)	11,596
Total incoming resources	467,053	49,349	62,566	62,566	265,148	345,973	18,854	2,700	211,336	211,336	40,509	1,737,390
Resources expended:												
Salaries and CPF	299,883	43,487	82,290	66,844	144,936	286,251	15,025	-	96,793	124,535	-	1,160,044
Bonus	48,162	3,797	8,388	7,000	24,426	40,586	927	-	12,871	25,883	-	171,840
Staff benefits	3,864	502	4,158	1,887	2,303	4,232	994	-	982	615	-	19,517
Expenditure on manpower	351,909	47,786	94,836	75,731	171,665	331,059	16,946	-	110,626	150,833	-	1,351,401
Client's activities expenses	334	20	-	10	1,078	423	4,606	-	930	160	-	7,561
Operating lease expenses	1,463	4,918	993	3,716	878	3,833	263	-	6,740	3,686	-	26,490
Medical supplies	-	-	-	-	-	433	-	-	-	-	-	433
Depreciation	2,870	-	15,278	-	1,723	-	574	-	-	-	-	20,445
Interest expenses on lease liability	78	-	418	-	47	-	16	-	-	-	-	559
Building services and maintenance expenses	4,982	5,134	3,877	4,428	1,793	2,428	554	-	7,004	6,056	-	36,256
Administrative cost	3,218	576	14,478	14,296	2,473	1,496	1,072	-	1,863	1,544	-	41,016
HO allocation	21,185	4,237	7,227	7,033	12,711	43,863	-	-	11,766	11,197	-	119,219
Other operating expenses	638	685	501	12,657	491	21	-	-	20,025	9,375	-	44,393
Total resources expended	386,677	63,356	137,608	117,871	192,860	383,566	24,031	-	158,954	182,951	-	1,647,773
Net surplus / (deficit)	80,373	(14,007)	(75,042)	(55,305)	72,289	(37,593)	(5,177)	2,700	52,382	28,485	40,509	89,617
Balance at beginning of the year	756,308	(150,496)	(169,109)	(388,722)	246,687	109,989	5,597	2,025	-	-	-	412,279
Balance at end of the year	836,684	(164,503)	(244,151)	(444,027)	318,976	72,396	420	4,725	52,382	28,485	40,509	501,896

SINGAPORE ANGLICAN COMMUNITY SERVICES

15. Programmes funds (cont'd)

15E. PeCCO (cont'd)

<u>2020:</u>	<u>CS</u>	<u>SGH</u>	<u>SAC@5</u>	<u>SAC@8</u>	<u>CREST</u>	<u>C2H</u>	<u>CBP</u>	<u>HAPPY</u>	<u>Total</u>
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<u>Incoming resources:</u>									
Government subvention	461,654	46,966	246,334	246,334	244,741	453,920	38,525	2,025	1,740,499
Client's fees	-	10,222	-	-	-	(670)	-	-	9,552
Sundry income	-	-	-	-	-	-	-	-	-
Total incoming resources	<u>461,654</u>	<u>57,188</u>	<u>246,334</u>	<u>246,334</u>	<u>244,741</u>	<u>453,250</u>	<u>38,525</u>	<u>2,025</u>	<u>1,750,051</u>
<u>Resources expended:</u>									
Salaries and CPF	260,590	59,271	176,447	161,716	140,016	265,447	42,537	-	1,106,024
Bonus	20,368	3,460	13,413	12,047	10,040	21,953	2,960	-	84,241
Staff benefits	3,378	584	5,218	3,517	2,151	5,345	1,144	-	21,337
Expenditure on manpower	284,336	63,315	195,078	177,280	152,207	292,745	46,641	-	1,211,602
Other resources expended	27,084	13,658	60,263	74,717	21,517	49,233	8,645	-	255,117
Total resources expended	<u>311,420</u>	<u>76,973</u>	<u>255,341</u>	<u>251,997</u>	<u>173,724</u>	<u>341,978</u>	<u>55,286</u>	<u>-</u>	<u>1,466,719</u>
Net surplus / (deficit)	150,234	(19,785)	(9,007)	(5,663)	71,017	111,272	(16,761)	2,025	283,332
Balance at beginning of the year	606,074	(130,711)	(160,102)	(383,059)	175,670	(1,283)	22,358	-	128,947
Balance at end of the year	<u>756,308</u>	<u>(150,496)</u>	<u>(169,109)</u>	<u>(388,722)</u>	<u>246,687</u>	<u>109,989</u>	<u>5,597</u>	<u>2,025</u>	<u>412,279</u>

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16. Deferred government grant/donations

	Community Silver Trust	CareNShare	Building Fund – Hillv2	Building Fund – Simei Care Centre	Government grant for capital expenditure	Pre-operations cum ramp up grants	Medifund and Medifund Silver	President Challenge Fund	Others	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
At 1 January 2020	4,562,844	315,670	4,179,819	4,401,912	1,942,765	53,843	1,065,349	(14,549)	--	16,507,653
Grant/ donation received	44,923	--	--	--	364,782	--	3,934,400	162,869	1,581,920	6,088,894
Amortisation of government grants/donations – depreciation	(476,953)	(69,712)	(154,819)	(311,622)	(551,224)	--	--	(58,916)	(10,059)	(1,633,305)
Utilisation of deferred grants/donations -- operating expenses	(230,023)	(39,197)	--	--	(182,487)	(41,422)	--	(94,023)	(10,980)	(598,132)
Utilisation of Medifund	--	--	--	--	--	--	(2,609,378)	--	--	(2,609,378)
At 31 December 2020	3,900,791	206,761	4,025,000	4,090,290	1,573,836	12,421	2,390,371	(4,619)	1,560,881	17,755,732
Grant/ donation received	2,360,410	--	--	--	313,569	--	1,487,350	198,464	1,037,575	5,397,368
Amortisation of government grants/donations – depreciation	(423,983)	(61,503)	(75,000)	(292,152)	(578,278)	--	--	(8,239)	(20,116)	(1,459,271)
Utilisation of deferred grants/donations -- operating expenses	(1,392,214)	(260,821)	--	--	(96,922)	(12,421)	--	(121,179)	(953,999)	(2,837,556)
Utilisation of Medifund	--	--	--	--	--	--	(2,766,749)	--	--	(2,766,749)
At 31 December 2021	4,445,004	(115,563)	3,950,000	3,798,138	1,212,205	--	1,110,972	64,427	1,624,341	16,089,524

Presented in statement of financial position as:

	2021	2020
	\$	\$
Current	4,870,696	6,168,637
Non-current	11,218,828	11,587,095
	<u>16,089,524</u>	<u>17,755,732</u>

- (a) Community Silver Trust – The objective of the CST is to encourage donations and provide additional resources for the service providers in the Intermediate and Long Term Care ("LTC") sector to enhance their capabilities, provide value-added services to achieve higher quality care, and enhance the affordability of step-down care for service users and patients. The CST grant includes resources expended for the acquisition of plant and equipment and renovation work. These are amortised over a period of 3 to 5 years to match the estimated useful lives of the plants and equipment and renovation work.
- (b) Care N Share – \$1 for \$1 matching by NCSS for eligible donations raised between 1 December 2013 to 31 December 2014. The matching grant is to be used to develop social service related Voluntary Welfare Organisations ("VWOs") and their programmes to better serve their beneficiaries. VWOs are allowed to utilise the grant by 31 March 2021.
- (c) Building Fund (Hillv2) -- This fund relates to the donated leasehold building and related renovation cost and for which the use of the premise is restricted to only charitable purposes (as defined in the Charities act 1994. -- See Note 9.
- (d) Building Fund (Simei Care Centre) represents government grant from Ministry of Health and funds raised for building of Anglican Care Centre (Simei) and acquisition of plant and equipment at the Centre. For funds raised for the building of Anglican Care Centre (Simei), it is amortised over a period of thirty years to match the estimated useful lives of the property. For funds raised for the acquisition of plant and equipment, it is amortised over a period of five years to match the estimated useful lives of the plant and equipment.
- (e) Government grants for capital expenditure represents funds from the government and donations to finance the purchase of plant and equipment for 3 new centres (Anglican Care Centre (Farrer Park), Anglican Senior Centre (Hillview) and St. Andrew's Nursing Home (Taman Jurong). The grant is amortised over a period of three to five years.
- (f) The pre-operation cum ramp-up grants from Ministry of Health is to provide funding support to cover costs incurred in the initial transition period for hiring management, support and care staff before centres stabilise their operations at the target capacity. The balance at 2021 of \$Nil (2020: \$12,421) represents amount of grant deferred to be recognised as incoming resources when utilised.
- (g) Medifund and Medifund Silver are endowment funds set up by the Government to help needy clients who are unable to pay for their fees. Half-yearly, SACS Medifund Committee reviews and approves amount that is to be disbursed for individual clients. Upon approval, the full sum will then be disbursed out to the Fund for offsetting to the clients' receivables. The amount of cash and cash equivalents held by Medifund and Medifund Silver as at 31 December 2021 is \$1,110,972 (2020: \$ 2,390,371).
- (h) President Challenge Fund mainly consist of:
- President Challenge 2015. NCSS has approved the deviation of this fund with extension till February 2021 to be used for Cognitive Stimulation & Art Therapy for elderly clients at Anglican Senior Centre (Hillview).
 - President Challenge 2021 -- Empowering for Life Fund. This grant is for the transitional employment and work integration programme of our psychiatric services.

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17. Fund account balances

	UNRESTRICTED				RESTRICTED			
	Accumulated fund \$	Building and renovation fund \$	Big Fund BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	Other restricted funds \$	Total \$
2021:								
Non-current assets								
Property, plant and equipment	10,407,027	-	-	10,407,027	-	469,764	-	10,876,791
Right-of-use assets	5,201,413	-	-	5,201,413	-	587,872	-	5,789,285
	15,608,440	-	-	15,608,440	-	1,057,636	-	16,666,076
Current assets								
Trade and other receivables	4,061,393	-	-	4,061,393	-	450,158	-	4,511,551
Other non-financial assets	589,037	-	-	589,037	-	69,968	-	659,005
Cash and cash equivalents	33,521,980	3,057,934	104,612	36,684,526	337,005	5,090,084	53,249	42,164,870
	38,172,410	3,057,934	104,612	41,334,956	337,005	5,610,210	53,249	47,335,426
Total assets	53,780,850	3,057,934	104,612	56,943,396	337,005	6,667,846	53,249	64,001,502
Non-current liabilities								
Deferred government grants/ donations	10,732,824	-	-	10,732,824	-	486,004	-	11,218,828
Lease liabilities, non-current	2,768,426	-	-	2,768,426	-	384,067	-	3,152,493
	13,501,250	-	-	13,501,250	-	870,071	-	14,371,321
Current liabilities								
Deferred government grants/ donations	4,698,241	-	-	4,698,241	-	172,455	-	4,870,696
Trade and other payables	2,679,993	-	-	2,679,993	-	647,516	-	3,327,509
Lease liabilities, current	2,474,733	-	-	2,474,733	-	206,793	-	2,681,532
	9,852,967	-	-	9,852,967	-	1,026,764	-	10,879,737
Total liabilities	23,354,217	-	-	23,354,217	-	1,896,835	-	25,251,058
Net assets	30,426,633	3,057,934	104,612	33,589,179	337,005	4,771,011	53,249	38,750,444

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17. Fund account balances (cont'd)

	UNRESTRICTED				RESTRICTED				
	Accumulated fund \$	Building and renovation fund \$	Big Fund BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	Other restricted funds \$	Sub total \$	Total \$
2020:									
Non-current assets									
Property, plant and equipment	10,745,827	-	-	10,745,827	-	363,270	-	363,270	11,109,097
Right-of-use assets	3,494,673	-	-	3,494,673	-	201,006	-	201,006	3,695,679
	14,240,500	-	-	14,240,500	-	564,276	-	564,276	14,804,776
Current assets									
Trade and other receivables	8,403,780	-	-	8,403,780	-	432,048	-	432,048	8,835,828
Other non-financial assets	516,757	-	-	516,757	-	6,563	-	6,563	523,320
Cash and cash equivalents	26,649,814	3,052,036	111,288	29,813,138	239,579	4,232,152	606,154	5,077,885	34,891,023
	35,570,351	3,052,036	111,288	38,733,675	239,579	4,670,763	606,154	5,516,496	44,250,171
Total assets	49,810,851	3,052,036	111,288	52,974,175	239,579	5,235,039	606,154	6,080,772	59,054,947
Non-current liabilities									
Deferred government grants/ donations	11,395,215	-	-	11,395,215	-	191,880	-	191,880	11,587,095
Lease liabilities, non-current	1,297,640	-	-	1,297,640	-	17,444	-	17,444	1,315,084
	12,692,855	-	-	12,692,855	-	209,324	-	209,324	12,902,179
Current liabilities									
Deferred government grant/ donations	6,058,168	-	-	6,058,168	-	110,469	-	110,469	6,168,637
Other payables	2,775,246	-	-	2,775,246	-	(50,156)	-	(50,156)	2,725,090
Lease liabilities, current	2,255,380	-	-	2,255,380	-	176,356	-	176,356	2,431,736
Transfer between funds	179,695	-	-	179,695	-	(179,695)	-	(179,695)	-
	11,268,489	-	-	11,268,489	-	56,974	-	56,974	11,325,463
Total liabilities	23,961,344	-	-	23,961,344	-	266,298	-	266,298	24,227,642
Net assets	25,849,507	3,052,036	111,288	29,012,831	239,579	4,968,741	606,154	5,814,474	34,827,305

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18. Lease liabilities

Lease liabilities are presented in the statement of financial position as follows:

	<u>2021</u>	<u>2020</u>
	\$	\$
Lease liabilities, current	2,681,532	2,431,736
Lease liabilities, non-current	<u>3,152,493</u>	<u>1,315,084</u>
	<u>5,834,025</u>	<u>3,746,820</u>

Movements of lease liabilities for the reporting year are as follows:

	<u>2021</u>	<u>2020</u>
	\$	\$
Total lease liabilities recognised at beginning of reporting year	3,746,820	5,054,626
Additions	4,835,200	1,401,317
Accretion of interest	58,531	82,298
Lease payments	<u>(2,806,526)</u>	<u>(2,791,421)</u>
Total lease liabilities at end of reporting year	<u>5,834,025</u>	<u>3,746,820</u>

The lease liability above does not include the short-term leases of less than 12 months and leases of low-value underlying assets. The right-of-use assets are disclosed in Note 10.

The weighted average incremental borrowing rate applied to lease liabilities recognised was ranged from 1.63% to 1.69% (2020: 1.63% to 1.69%).

A summary of the maturity analysis of lease liabilities that shows the remaining contractual maturities is as follows:

	<u>Minimum</u>	<u>Finance</u>	<u>Present</u>
	Payments	Charges	Value
	\$	\$	\$
<u>2021:</u>			
Minimum lease payments payable:			
Not later than one year	2,758,052	76,520	2,681,532
Between 1 and 3 years	<u>3,199,236</u>	<u>46,743</u>	<u>3,152,493</u>
Total	<u>5,957,288</u>	<u>123,263</u>	<u>5,834,025</u>
<u>2020:</u>			
Minimum lease payments payable:			
Not later than one year	2,476,177	44,441	2,431,736
Between 1 and 3 years	<u>1,330,196</u>	<u>15,112</u>	<u>1,315,084</u>
Total	<u>3,806,373</u>	<u>59,553</u>	<u>3,746,820</u>

Total cash outflow for leases for the reporting year are shown in the statement of cash flows.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is re-measured to reflect any reassessment or modification, or if there are changes to in-substance fixed payments. When the lease liability is re-measured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

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18. Lease liabilities (cont'd)

The future cash outflows commitments to which the lessee is potentially exposed are not reflected in the measurement of lease liabilities above. This includes exposure arising from leases not yet commenced to which the lessee is committed. At reporting year date total commitments on leases that had not yet commenced were as follows:

Assets:	<u>2021</u>	<u>2020</u>
Property	<u>74,016</u>	<u>–</u>

Other disclosures on leases:

Apart from the disclosures made in other Notes to the financial statements, amounts relating to leases include the following:

	<u>2021</u> \$	<u>2020</u> \$
Expense relating to short-term leases included in operating lease expenses	<u>210,065</u>	<u>203,881</u>
Total commitments on short-term leases at year end date	<u>1,872</u>	<u>1,872</u>

19. Trade and other payables

	<u>2021</u> \$	<u>2020</u> \$
<u>Trade payables:</u>		
Outside parties and accrued liabilities	287,328	516,987
Related parties (Note 3)	<u>147,062</u>	<u>147,565</u>
Sub-total	<u>434,390</u>	<u>664,552</u>
<u>Other payables:</u>		
Related parties (Note 3)	171,700	111,873
Outside parties	<u>2,721,419</u>	<u>1,948,665</u>
Sub-total	<u>2,893,119</u>	<u>2,060,538</u>
Total trade and other payables	<u>3,327,509</u>	<u>2,725,090</u>

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20. Financial instruments: information on financial risks

20A. Categories of financial assets and liabilities

The following table categorises the carrying amount of financial assets and liabilities recorded at the end of the reporting year:

	<u>2021</u>	<u>2020</u>
	\$	\$
<u>Financial assets:</u>		
Financial assets at amortised cost	46,676,421	43,726,851
At end of the year	<u>46,676,421</u>	<u>43,726,851</u>
<u>Financial liabilities:</u>		
Financial liabilities at amortised cost	9,161,534	6,471,910
At end of the year	<u>9,161,534</u>	<u>6,471,910</u>

Further quantitative disclosures are included throughout these financial statements.

20B. Financial risk management

The main purpose for holding or issuing financial instruments is to raise and manage the finances for the entity's operating, investing and financing activities. There are exposures to the financial risks on the financial instruments such as credit risk, liquidity risk and market risk comprising interest rate, currency risk and price risk exposures. Management has certain practices for the management of financial risks. However, these are not documented in formal written documents. The following guidelines are followed: All financial risk management activities are carried out and monitored by senior management staff. All financial risk management activities are carried out following acceptable market practices.

There have been no changes to the exposures to risk; the objectives, policies and processes for managing the risk and the methods used to measure the risk.

20C. Fair values of financial instruments

The analyses of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 are disclosed in the relevant notes to the financial statements. These include the significant financial instruments stated at amortised cost and at fair value in the statement of financial position. The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

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20. Financial instruments: information on financial risks (cont'd).

20D. Credit risk on financial assets

Financial assets that are potentially subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner. These arise principally from cash balances with banks, cash equivalents, receivables and other financial assets. The maximum exposure to credit risk is the total of the fair value of the financial assets at the end of the reporting year. Credit risk on cash balances with banks and any other financial instruments is limited because the counter-parties are entities with acceptable credit ratings. For expected credit losses (ECL) on financial assets, the three-stage approach in the financial reporting standard on financial instruments is used to measure the impairment allowance. Under this approach the financial assets move through the three stages as their credit quality changes. On initial recognition, a day-1 loss is recorded equal to the 12 month ECL unless the assets are considered credit impaired. However, the simplified approach (that is, to measure the loss allowance at an amount equal to lifetime ECL at initial recognition and throughout its life) permitted by the financial reporting standards on financial instruments is applied for financial assets that do not have a significant financing component, such as trade receivables and contract assets. For credit risk on trade receivables and other financial assets an ongoing credit evaluation is performed on the financial condition of the debtors and an impairment loss is recognised in profit or loss. Reviews and assessments of credit exposures in excess of designated limits are made. Renewals and reviews of credits limits are subject to the same review process.

Note 13 discloses the maturity of the cash and cash equivalents balances. Cash and cash equivalents are also subject to the impairment requirements of the standard on financial instruments. There was no identified impairment loss.

20E. Liquidity risk – financial liabilities maturity analysis

The liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be settled at their contractual maturity. There are no liabilities contracted to fall due after twelve months at the end of the reporting year except for the non-current portion of the lease liabilities (Note 18). The average credit period taken to settle trade payables is about 30 days (2020: 30 days). The other payables are with short-term durations. The classification of the financial assets is shown in the statement of financial position as they may be available to meet liquidity needs and no further analysis is deemed necessary.

The Society has sufficient cash balances to support cash commitments from their existing liabilities. Accordingly, the Society utilised minimum banking facilities.

20F. Interest rate risk

Interest rate risk arises on interest-bearing financial instruments recognised in the statement of financial position and on some financial instruments not recognised in the statement of financial position. The following table analyses the breakdown of the significant financial instruments by type of interest rate:

	<u>2021</u> \$	<u>2020</u> \$
Financial assets:		
Fixed rates	<u>24,756,782</u>	<u>18,301,854</u>

Sensitivity analysis: The effect on pre-tax profit is not significant.

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20. Financial instruments: information on financial risks (cont'd)

20G. Foreign currency risk

The Society has insignificant exposure to foreign currency risk.

21. Changes and adoption of financial reporting standards

For the current reporting year new or revised financial reporting standards were issued by the Singapore Accounting Standards Council. Those applicable to the reporting entity are listed below. Those applicable new or revised standards did not require any significant modification of the measurement methods or the presentation in the financial statements.

<u>SFRS No.</u>	<u>Title</u>
SFRS PS 2	FRS Practice Statement 2 Making Materiality Judgements
SFRS 116	Covid-19 Related Rent Concessions – Amendments to (The 2021 amendment extends this time limit from 30 June 2021 to 30 June 2022)

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22. New or amended standards in issue but not yet effective

For the future reporting years certain new or revised financial reporting standards were issued by the Singapore Accounting Standards Council and these will only be effective for future reporting years. Those applicable to the reporting entity for future reporting years are listed below. The transfer to the applicable new or revised standards from the effective dates is not expected to result in any significant modification of the measurement methods or the presentation in the financial statements for the following year from the known or reasonably estimable information relevant to assessing the possible impact that application of the new or revised standards may have on the entity's financial statements in the period of initial application.

<u>SFRS No.</u>	<u>Title</u>	<u>Effective date for periods beginning on or after</u>
SFRS 1	Presentation of Financial Statements – amendment relating to Classification of Liabilities as Current or Non-current	1 Jan 2023
SFRS 8	Definition of Accounting Estimates - Amendments to SFRS 8	1 Jan 2023
SFRS 16	Property, Plant and Equipment: Proceeds before Intended Use – Amendments to SFRS 16	1 Jan 2022
SFRS 37	Onerous Contracts – Costs of Fulfilling a Contract – Amendments to SFRS 3	1 Jan 2022
SFRS 109	Financial Instruments – Fees in the “10 per cent” test for derecognition of financial liabilities (Annual Improvement Project)	1 Jan 2022
SFRS 116	Covid-19 Related Rent Concessions beyond 30 June 2021 – Amendments to SFRS 116	30 Jun 2021
Various	Amendments to SFRS 1 and SFRS Practice Statement 2: Disclosure of Accounting Policies	1 Jan 2023
Various	Annual Improvements to SFRSs 2018-2020	1 Jan 2022



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1. **ANGLICAN CARE CENTRE (BUKIT BATOK)**
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2. **ANGLICAN CARE CENTRE (FARRER PARK)**
375 Race Course Road
Singapore 218644
3. **ANGLICAN CARE CENTRE (HOUGANG)**
20 Buangkok View Blk 4
Singapore 534194
4. **ANGLICAN CARE CENTRE (PASIR RIS)**
Blk 534 Pasir Ris Drive 1
#01-266
Singapore 510534
5. **ANGLICAN CARE CENTRE (SIMEI) AND INTEGRATED EMPLOYMENT SERVICES**
10 Simei Street 3
Singapore 529897
6. **ANGLICAN CARE CENTRE (YISHUN)**
Blk 707 Yishun Avenue 5
#01-36
Singapore 760707

SENIOR SERVICES

7. **ANGLICAN CLUSTER OPERATOR (JURONG EAST)**
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#01-486
Singapore 600374
8. **ANGLICAN SENIOR CENTRE (HAVELOCK)**
51 Havelock Road
#01-25
Singapore 161051
9. **ANGLICAN SENIOR CENTRE (HILLVIEW)**
4 Hillview Rise
#02-22 HillV2
Singapore 667979
10. **ANGLICAN SENIOR CENTRE (JURONG WEST)**
Blk 499 Jurong West Street 41
#01-812
Singapore 640499
11. **ANGLICAN SENIOR CENTRE (TAMPINES)**
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Singapore 521117

12. ANGLICAN SENIOR CENTRE (WOODLANDS)

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#01-800
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13. ANGLICAN SENIOR CENTRE (YISHUN)

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FAMILY AND CHILDREN SERVICES

16. ANGLICAN FAMILY CENTRE

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17. CITY COMMUNITY SERVICES

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