

LOVE

NEVER FAILS

ANNUAL REPORT 2023



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Love is Patient,
Love is Kind...
It Always Protects,
Always Trusts,
Always Hopes,
Always Perseveres.
Love Never Fails.

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INTRODUCTION

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 Mr Francis Thomas, the 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 SACS.

SACS is registered as a society, governed by its Constitution. SACS is a registered charity and an approved Institution of Public Character, with its registered address at 10 Simei Street 3, Singapore 529897 and UEN registration number S75SS0005H.

As a Social Service Agency, SACS serves the community through three service pillars: **Psychiatric**, **Senior** as well as **Family and Children Services**.

**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

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

LOVE

We care for those in need with love and compassion, following the example of Christ.

I

INTEGRITY

We commit to the highest moral and ethical standards in word and deed.

G

GROWTH

We increase in passion and professionalism, continuously learning and innovating.

H

HONOUR

We accord due respect and dignity to every human being as created by God.

T

TEAMWORK

We work together in an environment of trust, collaboration, and mutual support.

PRESIDENT'S ADDRESS

“And now these three remain:
faith, hope and love. But the greatest of these is love.”

1 Corinthians 13:13



Associate Professor Steven Lim, Vice President (Alternate), SACS; Mr Choy Siew Kai, Vice President (Alternate), SAMH; Mr Andrew Goh, Vice President, SAMH; The Right Reverend Dr Titus Chung, President, SAMH and SACS, Minister Ong Ye Kung; Owen Fernandes, student of St. Andrew's Mission School; Ms Denise Phua, Mayor of Central Singapore District and Member of Parliament for Jalan Besar Group Representation Constituency; Mr Keith Chua, Vice President, SACS; Dr Arthur Chern, Group Chief Executive Officer, SAMH and SACS.



SCAN THE QR CODE TO
READ THE BOOK ONLINE.

As Singapore emerged from the COVID-19 pandemic in 2023, Singapore Anglican Community Services (SACS) faithfully continued its mission to minister to the physical, mental and social needs in Singapore, as it had done all through those challenging years. I am proud of the wholehearted dedication and willingness to go above and beyond demonstrated by SACS' services, following the example of Christ. In the face of unprecedented challenges and uncertainties, both SACS and our sister organisation St. Andrew's Mission Hospital (SAMH) did not falter in our vision to be a LIGHT in society.

Our collective efforts and experiences have been documented in the SAMH and SACS commemorative book "Let the Flame Burn Brighter". The book, which richly captures our legacy of faith and developments over the years, was launched by Minister for Health Mr Ong Ye Kung at the SAMH-SACS Charity Gala Dinner held on 6 October 2023 at The Ritz-Carlton, Millenia Singapore. This was our first major event and fundraiser coming out of the three-year pandemic and it was a memorable night of celebration and giving, showcasing staff and beneficiaries' talent and hard work. The event successfully raised half a million dollars which will be sown into expanding and enhancing our services.



The SACS Social Enterprises booth at the Charity Gala Dinner 2023 caught the attention of many donors.

PRESIDENT'S ADDRESS

STAYING THE COURSE WHILE BREAKING NEW GROUND

Over the years, SACS has established ourselves as one of the leading psychiatric services providers in Singapore. In July 2023, SACS Integrated Employment Services (IES) introduced a job coaching programme to train and place individuals who are not employment-ready with the necessary skills for workplace reintegration. We are grateful for the support of our partners in this area, such as the Community Chest's increased funding by more than \$220,000 for IES.

At the national level, SACS is a member of The Interagency Task Force on Mental Health and Well-being, contributing to discussions on integrating mental health services, improving employability and employment of persons with mental health conditions and strengthening support for mental health needs in the workplace. These culminated

in the task force's launch of the National Mental Health and Well-being Strategy in October 2023. SACS will continue to do our part to build an effective mental health ecosystem in Singapore.

SACS recognises the importance of early therapeutic intervention for young people who face mental health-related issues in their developmental stage. With this in mind, broadening our network of youth-centric alliances took shape. On 1 April 2023, SACS became part of the Agency for Integrated Care (AIC)'s CREST-Youth programme, focusing on the north-east region of Singapore. Community Resource, Engagement and Support Team (CREST)-Youth is a community outreach team that aims to increase awareness of mental health and promote early identification through engaging and empowering youths and parents, as well as connecting them to appropriate resources and help.



CREST-Youth SACS' first roadshow at Christ Church Secondary School.

PRESIDENT'S ADDRESS

Another first for SACS was the inaugural Community Mental Health Seminar held on 15 September 2023 at Anglican Care Centre (Farrer Park). The seminar, themed "LIGHT in the Community", brought together mental health professionals from both acute and community settings to share best practices on various topics. The seminar also aimed to explore future directions in the sector and showcase good initiatives by our centres.

Lastly, I am pleased to share that SACS has been awarded a Ministry of Health tender for a nursing home in Bukit Purmei. This will be SACS' second nursing home – the first, St. Andrew's Nursing Home (Taman Jurong) was opened in 2019 – and is testament to the government's recognition of and confidence in our competencies in this sector. St. Andrew's Nursing Home (Bukit Purmei) is expected to commence operations in 2027. It will then provide about 270 beds, catering to residents with dementia, disabilities and others.

LOOKING TO GOD FOR THE FUTURE

Indeed, there is much to give thanks for and to look forward to. Together, SAMH and SACS will have 42 services spanning across Singapore by 2024, reaching out to over 50,000 beneficiaries through its five pillars of services: Medical, Senior, Psychiatric, Autism and Family and Children.

Our work is made possible through the faithful support of our various partners – government, healthcare and social services agencies, donors, volunteers, corporations and parishes. Thank you for all your prayers and contributions. We resolve to press on in our vision to be a LIGHT in society, relieving suffering and enriching lives with the love of Christ.

All glory be to God.

The Most Reverend Dr Titus Chung

President of Singapore Anglican Community Services
Bishop of Singapore
Archbishop of the Province of the Anglican Church in South East Asia
(with effect from 23 January 2024)



More than 100 participants attended SACS' inaugural Community Mental Health Seminar.



St. Andrew's Nursing Home (Bukit Purmei) will be located next to Radin Mas Primary School.

REVIEW OF SERVICES: 2023 STATISTICS OVERVIEW

**The light shines in
the darkness, and
the darkness has
not overcome it.**

John 1:5

Holding fast to God and walking in obedience to Him, Singapore Anglican Community Services (SACS) has continued to serve all He has entrusted into its care, growing its services to meet the needs of the community.

On behalf of the board, I am pleased to provide an update on the services of SACS.

Dr Arthur Chern

Group Chief Executive Officer
SACS



PSYCHIATRIC SERVICES

	Clients served	New referrals	Clients achieved recovery goals and were discharged
Residential Rehabilitation Services	392	89	53
Day Rehabilitation Services	201	42	28
Community Intervention Team	1,429	352	259
Psychiatric Sheltered Home	82	30	19
Integrated Employment Services	474	197	126*
Total	2,578	710	485

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



SENIOR SERVICES

	Cluster Operators	Active Ageing Centres	Senior Care Centre	Nursing Home	Total
Clients Served	1,437	5,290	136	322	7,185



FAMILY AND CHILDREN SERVICES

	Anglican Family Centre	CITY Community Services	Total
Cases or Students Served	228	217	445
Cases Discharged	173	Not Applicable	173

AWARDS AND ACHIEVEMENTS

We thank members from the public and private sectors, our partners, key stakeholders, donors and volunteers for affirming our work. The recognition garnered allow us to fulfil our mission of love backed by sound governance, systemic processes and domain specialists. These accolades give Singapore Anglican Community Services (SACS) a leg up to be better resourced, effective and efficient in caring for the vulnerable and disadvantaged.

CHARITY TRANSPARENCY AWARDS 2023



Photo credit: Ministry of Culture, Community and Youth.

Associate Professor Steven Lim, Vice President, SACS, received the Charity Transparency Awards 2023 from Mr Desmond Chin, Commissioner of Charities. The Awards recognise charities that have adopted good transparency and governance standards.

AWARDS AND ACHIEVEMENTS

SINGAPORE HEALTH QUALITY SERVICE AWARDS (SHQSA) 2023



Dr Arthur Chern, Group Chief Executive Officer, SACS with SACS winners received the SHQSA 2023 from President Halimah Yacob on 13 February 2023.

Photo credit: Singapore Health Services

217 colleagues from SACS and St. Andrew's Mission Hospital received the SHQSA 2023. The awards honour outstanding healthcare professionals who have delivered quality care and excellent service to patients.

PSYCHIATRIC SERVICES

In 2023, Singapore Anglican Community Services (SACS) Psychiatric Services supported over 2,578 clients with various mental health conditions and at different stages of recovery. This is done through a multi-pronged approach, person-centred care and strategic partnerships with government agencies, healthcare institutions, schools, employers, grassroots organisations and churches.

BUILDING INCLUSIVE WORKPLACES FOR PERSONS WITH MENTAL HEALTH CONDITIONS

At the national level, SACS contributed to vital discussions as a member of The Interagency Task Force on Mental Health and Well-being. The task force is chaired by Dr Janil Puthucherry, Senior Minister of State for Communications and Information and Health. It is co-led by the Ministry of Health (MOH) and the Ministry of Social and Family Development, and comprises public sector agencies including the Ministry of Culture, Community and Youth, Ministry of Education and Ministry of Manpower, as well as private and people sector agencies. SACS sits on two workgroups in the task force that look at service integration and employment support respectively.

On 5 October 2023, the task force launched Singapore's National Mental Health and Well-being Strategy. The Strategy aims to create an effective mental health ecosystem comprising accessible and good quality clinical care with a supportive community and society, where people with mental health needs can seek help early without stigma and be readily supported for their recovery.

On this front, SACS Integrated Employment Services (IES) introduced a job coaching programme in July 2023 to train and place individuals who are not employment-ready with the necessary skills for workplace reintegration. We are grateful for the Community Chest's increased funding by more than \$220,000 for IES which will enable SACS to hire more staff with professional skills sets such as those with coaching experience. Helping those with mental health conditions to find jobs and stay employed plays a big part in their recovery process as they build their self-worth and social network through work, on top of making a living.

MEDIA COVERAGE ON IES' NEW JOB COACHING PROGRAMME

More funding for mental health services as demand and suicides increase

Shermaine Ang and Theresa Tan
Senior Social Affairs Correspondent

Amid greater awareness of mental health issues and demand for help in this area, the Community Chest has increased funding for critical programmes to support people with mental health conditions, including counselling and suicide intervention services.

The Community Chest, the National Council of Social Service's (NCSS) fund-raising arm, has allocated \$10.4 million to support 10 mental health programmes in its current financial year, which ends in March 2024.

This is an 18 per cent increase from its last financial year, when \$8.8 million was given to mental health programmes that were used by more than 13,000 people.

The NCSS group director of philanthropy and engagement Charmaine Leung said the larger sum allocated comes amid a greater awareness of and support for people with mental health conditions.

Ms Leung, who spoke to The Sunday Times ahead of World

Mental Health Day on Tuesday, added: "These will meet the critical mental health needs such as addressing the increase in suicide rates and supporting the work of the Interagency Taskforce on Mental Health and Well-being Employment Support Workgroup."

Last Thursday, the task force launched the National Mental Health and Well-being Strategy.

More general practitioners will see patients with mental health conditions, and a residential facility for teenagers who are at risk of suicide will be set up, among the host of initiatives to improve and ramp up the provision of mental health services.

There were 476 suicides reported here in 2022 – a 26 per cent increase from the 378 people who took their own lives in 2021. The 2022 figures were also the highest in more than 20 years.

In the past three years, the Community Chest has increased funding by 53 per cent for the Samaritans of Singapore, a suicide prevention charity. Ms Leung said. The increase amounts to \$1.34 million.

The Samaritans chief executive Gasper Tan said it plans to hire more staff and train more volunteers with the larger funds. This is

needed as cases have shot up and are getting more complex.

For example, its 24-hour hotline received 57,400 calls in its financial year that ended in April, up 26 per cent from 45,700 two years before that.

The number of counselling sessions also increased by 23 per cent from 545 in its financial year that ended in April 2021 to 673 in its financial year that ended in April 2023.

Mr Tan said that suicide is a complex issue with multiple factors that could lead to the rise in cases, such as social isolation and the stigma surrounding mental health issues.

But from the calls and texts the Samaritans has received, family problems, employment and financial difficulties, and romantic relationships were the top three problems cited by people across all age groups.

"The pandemic may also have a long-tail effect which we are still seeing, not just in Singapore, but globally," Mr Tan said.

"Social pressures, economic uncertainties and isolation can be major underlying causes of suicide deaths."

The Community Chest has also increased funding by more than

\$220,000 for the Singapore Anglican Community Services' (SACS) Integrated Employment Services, Ms Leung said.

She said the increase in funding has helped social service agencies build their manpower capability.

She added that the NCSS has also been supporting the Samaritans and the SACS through various capability development initiatives to boost organisational functions, especially in areas such as digitalisation of processes and volunteer management.

Mr Vincent Budihardjo, head of Integrated Employment Services at the SACS, said more funding from the Community Chest allows it to hire more staff with different professional skill sets, such as those with coaching experience.

In July 2023, the Integrated Employment Services introduced a new job coaching programme, which comprises over 10 weeks of job training, for those whose mental health conditions are more severe or who find it hard to rejoin the workforce and need more intensive preparation and training.

The Integrated Employment Services includes a five-week training programme to train those with mental health conditions, such as

schizophrenia, anxiety and mood disorders, for employment. This includes giving them skills to manage stress, resolve conflicts and handle job interviews.

It also places them in jobs, including in the clerical, cleaning and food and beverage sectors, and provides them with counselling. It serves close to 550 people a year.

Mr Budihardjo said helping those with mental health conditions to find jobs and stay employed is critical in their recovery process as they build their self-worth and social network through work, on top of making a living.

He said the number of people the programme has placed in jobs rose from 200 in 2020 to 227 in 2022.

"There is increasing awareness and resources, plus greater empathy and receptiveness from society, towards persons afflicted with mental health concerns," he added.

A former teacher who stopped working for about two years due to depression said attending the Integrated Employment Services programme has helped him to better manage his stress and depression, among other benefits.

Peter, as he wants to be known, is now working at the SACS, helping to run the Integrated Employment Services programmes he once attended.

The 46-year-old said: "From my bosses to my co-workers, it is a very supportive environment. I enjoy working here."

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Helplines

MENTAL WELL-BEING

- Institute of Mental Health's Mental Health Helpline: 6389-2222 (24 hours)
- Samaritans of Singapore: 1800-221-4444 (24 hours) / 767 (24 hours)
- Singapore Association for Mental Health: 1800-283-7019
- Silver Ribbon Singapore: 6386-1928
- Tinkle Friend: 1800-274-4788
- Chat, Centre of Excellence for Youth Mental Health: 6493-6500/1

COUNSELLING

- TOUCHline (Counselling): 1800-377-2252
- TOUCH Care Line (for seniors, caregivers): 6804-6555
- Care Corner Counselling Centre: 6353-180
- Counselling and Care Centre: 6536-6366

ONLINE RESOURCES

- mindline.sg
- eC2.sg
- www.tinkelfriend.sg
- www.chat.mentalhealth.sg
- careycarecorner.org.sg (for those aged 13 to 25)
- limitless.sg/talk (for those aged 12 to 25)

REVIEW OF SERVICES

On 1 April 2023, SACS was awarded with CREST-Youth, one of the programmes under the Community Mental Health Masterplan developed by the Agency for Integrated Care and MOH. CREST-Youth enables young persons living with mental health conditions to seek early treatment near their homes and ensures that they are well-supported in the community. CREST-Youth SACS serves young people aged 13 to 25 years old, focusing on those who reside within the Northeast region of Singapore such as Ang Mo Kio, Serangoon, Hougang, Sengkang and Punggol.

Many youths grapple with mental health related issues in their developmental stage of life. They are also facing increasing challenges from the impact of social media and peer pressure. Through our programmes, CREST-Youth SACS hopes to empower youths in building resilience and self-confidence to manage their life stressors.

Our programmes are aimed at providing outreach, early identification through basic mental health screening, basic emotional support and service linkage. The team hopes to improve youths' and their caregivers' mental health literacy, such as knowing the warning signs of distress and the importance of self-care, to teaching peer support skills, and guiding young people on when and where to seek help.

As part of its preventive intervention efforts, the team seeks to network with grassroot organisations, schools and churches to organise interactive roadshows, talks and workshops on mental health wellness, social skills, stress management skills and good mental well-being strategies for youths and their families. Over the past nine months, CREST-Youth SACS has engaged over 1,000 youths, parents, educators and healthcare professionals.



CREST-Youth SACS team with Ms Gan Siow Huang, Minister of State for Education and Manpower and Member of Parliament for Marymount Single Member Constituency at the Bishan-Toa Payoh Group Representative Constituency Mental Health Wellness Carnival 2023 on 25 November 2023.



Ms Yvonne Kiang, Head of CREST-Youth SACS, giving a talk to parents at St. Andrew's Secondary School on the challenges that teenage boys may face as well as strategies to support them.



CREST-Youth SACS

>700

students served



>90

parents served



25

schools/community partners engaged

REVIEW OF SERVICES

INAUGURAL COMMUNITY MENTAL HEALTH SEMINAR

SACS Psychiatric Services organised its first Community Mental Health Seminar on 15 September 2023 at Anglican Care Centre (ACC) (Farrer Park). With the theme "LIGHT in the Community", the seminar showcased the work of advocating and supporting persons with mental health conditions in their recovery and improving their quality of life. It also highlighted the growth of SACS Psychiatric Services and its plans to deepen intervention work for persons with Obsessive-Compulsive Disorder and youth with mental health challenges. More than 100 participants from both acute and community settings shared best practices on various topics. It was a fruitful afternoon of sharing by our esteemed guests on their knowledge, experiences and ideas.



Opening address by Associate Professor Steven Lim, Vice President (Alternate), SACS.



Guest speakers Dr Bhanu Gupta, Senior Consultant, Institute of Mental Health (IMH); Clinical Assistant Professor Cheryl Loh, Chief, Psychological Medicine, Changi General Hospital; Dr Jackki Yim, Principal Clinical Psychologist, IMH; Mr Sairam Azad, Senior Assistant Director, Agency for Integrated Care; and Associate Professor Steven Lim.

THANKING MADAM HALIMAH, FORMER PRESIDENT OF SINGAPORE

Together with 20 other mental health-related agencies, SACS was part of the Silver Ribbon appreciation event for President Halimah Yacob. The event, which took place at Singapore Sustainability Academy on 26 August 2023, was organised to honour Madam Halimah for her firm support towards mental health advocacy and promotion in Singapore.

Representing SACS, Mr Paul Chim, Centre Director for ACC (Farrer Park), shared, "The deep compassion and commitment by President Halimah Yacob for the vulnerable and disadvantaged have led to inspiring developments in the fields of mental health which include access to resources and opportunities for those in need. President Halimah is a people's person, very approachable. I recall that President Halimah will take time to join our members for festive celebrations. When interacting with them, she took time to understand their concerns, and discuss how to help them overcome their challenges. I will also remember her for cheering and encouraging the volunteers who invest their time to support individuals with mental health challenges. On behalf of SACS and everyone here, I would like to thank President Halimah for her years of support and look forward to working with her in the years ahead to champion the cause of mental health in Singapore."



Mr Paul Chim and Mr Vincent Budihardjo, Director, ACC (Simei), Head of IES and Senior Services, SACS (second and third from left) with Madam Halimah Yacob and representatives from other mental health agencies.

REVIEW OF SERVICES

RESIDENTIAL REHABILITATION SERVICES

Anglican Care Centre (Hougang, Simei)

Short and medium-term psychiatric residential care was provided for 392 clients, supporting their recovery process. New referrals constituted 23% (89) of the cases. 53 clients achieved their recovery goals and were discharged.

SERVICE STATISTICS FY2023

	ACC(HG) ¹	ACC(SM) ²	TOTAL
REFERRAL SOURCE (NEW CLIENTS ADMITTED IN 2023)			
Institute of Mental Health	55	30	85
Restructured Hospitals	0	2	2
Internal Referral from SACS Psychiatric Services	1	0	1
Others	1	0	1
DIAGNOSIS			
Schizophrenia	169	154	323
Mood Disorders	15	11	26
Anxiety Disorder	16	12	28
Others	12	3	15
AGE GROUP			
Below 21	0	2	2
21 - 29	12	14	26
30 - 39	34	37	71
40 - 49	47	43	90
50 - 59	73	53	126
60 and above	46	31	77
EDUCATION LEVEL			
No Formal Education	17	0	17
Primary Qualification	56	27	83
Secondary Qualification	68	61	129
Institute of Technical Education	29	13	42
Junior College Qualification	9	9	18
Diploma	21	23	44
Bachelor's Degree	10	9	19
Others	2	38	40
DISCHARGED OUTCOME			
Recovery Goals Achieved	26	27	53
Dropped Out of Programme	8	3	11
Involuntary Discharge	2	3	5
Readmission to Hospital	14	6	20
Others	2	0	2

¹ Anglican Care Centre (Hougang)

² Anglican Care Centre (Simei)



392
clients served

ACC(HG)¹
212

ACC(SM)²
180



89
new referrals

ACC(HG)¹
57

ACC(SM)²
32



53
clients achieved recovery goals
and were discharged

ACC(HG)¹
26

ACC(SM)²
27

REVIEW OF SERVICES

DAY REHABILITATION SERVICES

Anglican Care Centre

(Bukit Batok, Hougang, Pasir Ris, Simei, Yishun)

Day rehabilitation services supported 201 clients in their recovery by engaging them in a wide array of programmes according to their interests. New referrals constituted 21% (42) of the cases. 28 clients achieved their recovery goals and were discharged.

SERVICE STATISTICS FY2023	ACC (BB) ¹	ACC (HG) ²	ACC (PR) ³	ACC (SM) ⁴	ACC (YS) ⁵	TOTAL
REFERRAL SOURCE (NEW CLIENTS SERVED IN 2023)						
Institute of Mental Health	6	9	1	5	2	23
Restructured Hospitals	1	1	1	4	2	9
Internal Referral from SACS Psychiatric Services	1	1	3	0	4	9
Others	1	0	0	0	0	1
DIAGNOSIS						
Schizophrenia	36	23	28	24	25	136
Mood Disorders	10	4	7	7	9	37
Anxiety Disorder	8	0	1	2	1	12
Others	8	3	0	5	0	16
AGE GROUP						
Below 21	0	0	0	1	1	2
21 - 29	2	2	1	3	1	9
30 - 39	10	3	7	5	6	31
40 - 49	14	8	9	4	11	46
50 - 59	21	11	9	17	10	68
60 and above	15	6	10	8	6	45
EDUCATION LEVEL						
No Formal Education	1	0	0	0	0	1
Primary Qualification	19	9	12	5	14	59
Secondary Qualification	16	11	12	13	7	59
Institute of Technical Education	11	3	4	1	3	22
Junior College Qualification	3	1	1	1	2	8
Diploma	10	3	5	4	3	25
Bachelor's Degree	1	2	1	1	2	7
Others	1	1	1	13	4	20
DISCHARGED OUTCOME						
Recovery Goals Achieved	2	3	5	8	10	28
Dropped Out of Programme	0	4	2	0	1	7
Readmission to Hospital	0	1	0	2	1	4
Others	0	0	0	0	1	1

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)



201
clients served

ACC(BB) ¹	ACC(HG) ²	ACC(PR) ³
62	30	36
ACC(SM) ⁴		ACC(YS) ⁵
38		35



42
new referrals

ACC(BB) ¹	ACC(HG) ²	ACC(PR) ³
9	11	5
ACC(SM) ⁴		ACC(YS) ⁵
9		8



28
clients achieved recovery
goals and were discharged

ACC(BB) ¹	ACC(HG) ²	ACC(PR) ³
2	3	5
ACC(SM) ⁴		ACC(YS) ⁵
8		10

REVIEW OF SERVICES

COMMUNITY INTERVENTION TEAM

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

The Community Intervention Team provided holistic services to 1,429 clients to help them in their recovery process, as well as offered support to them and their caregivers, at their places of residence. New referrals constituted 25% (352) of the cases. 259 clients achieved their recovery goals and were discharged.

SERVICE STATISTICS FY2023 ACC(BB)¹ ACC(PR)² ACC(YS)² TOTAL

REFERRAL SOURCE

(NEW CLIENTS SERVED IN 2023)

Institute of Mental Health	29	13	47	89
Restructured Hospitals	68	52	24	144
Internal Referral from SACS Psychiatric Services	7	5	14	26
Others	39	38	16	93

DIAGNOSIS

Schizophrenia	184	144	226	554
Mood Disorders	173	136	112	421
Anxiety Disorder	98	78	50	226
Others	103	102	23	228

AGE GROUP

Below 21	13	31	6	50
21 - 29	92	103	62	257
30 - 39	94	78	72	244
40 - 49	112	74	82	268
50 - 59	102	79	92	273
60 and above	145	95	97	337

EDUCATION LEVEL

No Formal Education	13	2	0	15
Primary Qualification	83	72	114	269
Secondary Qualification	163	127	126	416
Institute of Technical Education	60	34	36	130
Junior College Qualification	25	11	19	55
Diploma	99	110	70	279
Bachelor's Degree	96	82	46	224
Others	19	22	0	41

DISCHARGED OUTCOME

Recovery Goals Achieved	138	62	59	259
Dropped Out of Programme	2	21	11	34
Involuntary Discharge	1	0	0	1
Readmission to Hospital	1	0	3	4
Remanded / Incarcerated	1	0	0	1
Others	7	4	2	13

¹ Anglican Care Centre (Bukit Batok)

² Anglican Care Centre (Pasir Ris)

³ Anglican Care Centre (Yishun)



1,429

clients served

ACC(BB)¹

558

ACC(PR)²

460

ACC(YS)³

411



352

new referrals

ACC(BB)¹

143

ACC(PR)²

108

ACC(YS)³

101



259

clients achieved recovery
goals and were discharged

ACC(BB)¹

138

ACC(PR)²

62

ACC(YS)³

59

REVIEW OF SERVICES

PSYCHIATRIC SHELTERED HOME

Anglican Care Centre (Farrer Park)

Temporary accommodation, as well as counselling and case management support were provided to 82 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% (30) of the cases. 19 clients achieved their recovery goals and were discharged.

SERVICE STATISTICS FY2023

ACC(FP)¹

REFERRAL SOURCE

(NEW CLIENTS SERVED IN 2023)

Institute of Mental Health	23
Restructured Hospitals	6
Others	1

DIAGNOSIS

Schizophrenia	47
Mood Disorders	25
Anxiety Disorder	6
Others	4

AGE GROUP

Below 21	1
21 - 29	11
30 - 39	20
40 - 49	26
50 - 59	12
60 and above	12

EDUCATION LEVEL

Primary Qualification	6
Secondary Qualification	31
Institute of Technical Education	3
Junior College Qualification	5
Diploma	20
Bachelor's Degree	13
Others	4

DISCHARGED OUTCOME

Recovery Goals Achieved	19
Dropped Out of Programme	4
Readmission to Hospital	2
Remanded / Incarcerated	2
Others	2

¹ Anglican Care Centre (Farrer Park)



82

clients served



30

new referrals



19

clients achieved recovery goals
and were discharged

REVIEW OF SERVICES

INTEGRATED EMPLOYMENT SERVICES

Integrated Employment Services helped 474 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 42% (197) of the cases.

Employment Support Services (ESS)

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

DIAGNOSIS

Schizophrenia	135
Mood Disorders	71
Anxiety Disorder	50
Others	36

AGE GROUP

Below 21	2
21 - 29	84
30 - 39	105
40 - 49	70
50 - 59	31

EDUCATION LEVEL

Primary Qualification	13
Secondary Qualification	49
Institute of Technical Education	40
Junior College Qualification	10
Diploma	79
Bachelor's Degree	94
Others	7

SERVICE OUTCOME

Discharged from Programme	98
Employment Milestones	
- 1 Month	30
- 3 Months	47
- 6 Months	21
- 9 Months and Beyond	126
Dropout from Programme	6



474
clients served

ESS	WIST
292	79
EAP+	SE
60	43

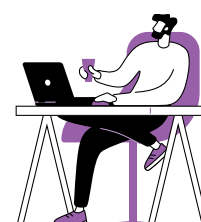


197
new referrals

ESS	WIST
80	79
EAP+	SE
28	10



224
ESS clients successfully
gained employment



126
ESS clients sustained employment for
nine months and beyond

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	79
Impact on Clients	
- Improved Employability Skills	34
- Heightened Mental Health Awareness	28
- Equipped with Work-related Stress and Issues Management Skills	29
- Equipped with Symptom and Stress Management Skills	33

Employee Assistance Programme (EAP+)

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

Companies Served	267
Clients Counselling	60
Workshops Conducted	86
Workshops Attendees	2,352

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.

Clients Served	43
Clients Active in SE	32
Clients Discharged	11
Duration of Vocational Training Completed	
- 3 Months	10
- 6 Months	25

REVIEW OF SERVICES

SENIOR SERVICES

SACS Senior Services provides a holistic suite of care services to seniors, empowering them to age meaningfully in their communities. In 2023, we served 7,185 seniors through our various services: Cluster Operators, Active Ageing Centres, Senior Care Centre and Nursing Home.

CLUSTER OPERATORS

Since April 2023, Cluster Support Services provided at Anglican Cluster Operator (ACO) (Jurong East) and ACO (PEACE-Connect) have been converted to Community Case Management Services (CCMS).

CCMS is a service of the Agency for Integrated Care which provides in-depth case management support to seniors in the community who have complex health and social needs and require intensive support to be able to age well in place. Together with Community Resource Engagement and Support Team (CREST) and Senior Group Homes, CCMS will strengthen community services offered to seniors at both ACO (Jurong East) and ACO (PEACE-Connect). So far, CCMS has served a total of 259 seniors.



Cluster Operators

1,437

seniors served

HPC

85

CREST

1,071

CCMS

259

SGH

22

	ACO(JE) ¹	ACO (PEACE- Connect) ²
NO. OF SENIORS SERVED IN 2023		
Home Personal Care ³ (HPC)	0	85
Community Case Management Services (CCMS)	69	190
Community Resource, Engagement and Support Team (CREST)	627	444
Senior Group Homes (SGH)	9	13
TOTAL	705	732

	ACO(JE) ¹	ACO (PEACE- Connect) ²
VOLUNTEERS RECRUITED AND TRAINED		
Community Resource, Engagement and Support Team (CREST)	4	0
Senior Group Homes (SGH)	0	0
TOTAL	4	0

¹ Anglican Cluster Operator (Jurong East)

² Anglican Cluster Operator (PEACE-Connect)

³ Only available at Anglican Cluster Operator (PEACE-Connect)

REVIEW OF SERVICES

ACTIVE AGEING CENTRES

Befriending Seniors at Havelock

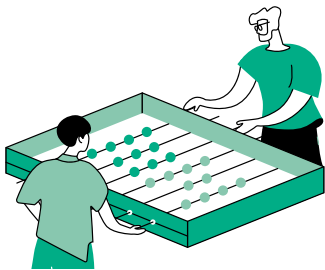
On 15 September 2023, Anglican Senior Centre (ASC) (Havelock) started a befriending project with the Parliament House. As part of their Corporate Social Responsibility commitment, all staff at Parliament House have committed to spending at least half a day each month, over the next six months, to befriend seniors in the Havelock area. The home visits will be done in groups of three to four staff, with about three groups on a weekly basis. More than 50 staff from the Parliament House are involved in the pilot project. The seniors have been richly blessed through this meaningful collaboration.

Mr Seah Kian Peng, Speaker of Parliament, shared, "My colleagues and I came away very impressed by the good work that the staff and volunteers at ASC (Havelock) are doing and even more encouraged by how the seniors themselves are helping each other and supporting one another in the process."



Speaker Seah Kian Peng and Ms Christine Loo, Centre Supervisor, ASC (Havelock) with staff from the Parliament House.

Photo credit: Mr Seah Kian Peng Facebook.



Active Ageing Centres

5,290

seniors served

ASC(HL)¹

863

ASC(JW)²

840

ASC(TM)³

718

ASC(WL)⁴

696

ASC(YS)⁵

862

PCSAC@5⁶

585

PCSAC@8⁷

726

REVIEW OF SERVICES



Speaker Seah Kian Peng and staff from the Parliament House during a home visit.

Photo credit: Mr Seah Kian Peng Facebook.



Our calligraphy master Mr Loh sharing the art of Chinese calligraphy with Speaker Seah during one of his visits to ASC (Havelock).

Photo credit: Mr Seah Kian Peng Facebook.

	ASC (HL) ¹	ASC (JW) ²	ASC (TM) ³	ASC (WL) ⁴	ASC (YS) ⁵	PCSAC@5 ⁶	PCSAC@8 ⁷	TOTAL
NO. OF SENIORS SERVED IN 2023								
Below 50 years old	0	3	3	1	52	0	0	59
50 - 59 years old	17	17	73	59	82	3	5	256
60 - 79 years old	626	693	508	463	595	436	536	3,857
80 years old and above	220	127	134	173	133	146	185	1,118
VOLUNTEERS RECRUITED AND TRAINED	48	5	12	8	8	17	19	117

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 Anglican Senior Centre (PEACE-Connect@5)

⁷ Anglican Senior Centre (PEACE-Connect@8)

REVIEW OF SERVICES

SENIOR CARE CENTRE

Anglican Senior Centre (Hillview)

Anglican Senior Centre (ASC) (Hillview) continued to see more seniors served in the long-term day-care and rehabilitation services, and served 136 seniors by the end of 2023.

As part of our continual striving towards excellent client care, specialists from Australia's renowned Dementia Centre by HammondCare were engaged by ASC (Hillview) to do a complete service review to identify service strengths and opportunities for improvement. This is the first exchange since ASC (Hillview)'s study trip to HammondCare in 2022.

The service and design review were completed across two days and involved direct observation, review of relevant clinical documentation, group and individual staff interviews. The review highlighted opportunities for improvement such as tailoring more meaningful engagement activities, embedding clients' life stories into day centre planning, building relationships between staff and clients, and environmental set up and design. In addition, the consultants conducted four targeted workshops. These workshops were open to staff across the St. Andrew's Community Hospital (SACH) cluster with a focus on understanding dementia and behavioural changes, supportive communication and approaches, best practice design principles, and the role of life story in person-centered care.

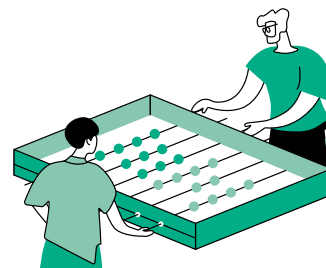


Professional exchange with renowned dementia centre HammondCare from Australia.

ASC (Hillview) received a group of Primary 5 students from the St. Andrew's Junior School, who performed on their ukuleles and sang during the National Day celebrations, spreading cheer and happiness amongst the seniors. Ending their time with the distribution of goodie bags, the smiles on our seniors exuded the gratitude they had for the young volunteers.



Ukelele performance by St. Andrew's Junior School students.



ASC (Hillview)
136
seniors served



Day Care Attendances
11,118



Day Rehabilitation Attendances
2,888

REVIEW OF SERVICES

NURSING HOME

NEW NURSING HOME IN BUKIT PURMEI

SACS has also been awarded a Ministry of Health tender for a nursing home in Bukit Purmei. This is in tandem with the national, as well as SACS' efforts to support Singapore's ageing population and meet the increasing need for senior care facilities. St. Andrew's Nursing Home (SANH) (Bukit Purmei) will be SACS' second nursing home – the first, SANH (Taman Jurong) was opened in 2019 – and the tender award is testament to the government's recognition of and confidence in our competencies in this sector.

The new nursing home will be located next to Radin Mas Primary School and will have about 270 beds spread over nine floors. It is expected to commence operations in 2027. The nursing home will provide care for residents with dementia, disabilities and others.

Combining all eight nursing homes across SACS and our sister organisation St. Andrew's Mission Hospital, we will serve the community with a total capacity of about 2,500 beds by 2027.



Site of SANH (Bukit Purmei).

ST. ANDREW'S NURSING HOME (TAMAN JURONG)

Bringing Joy to Residents

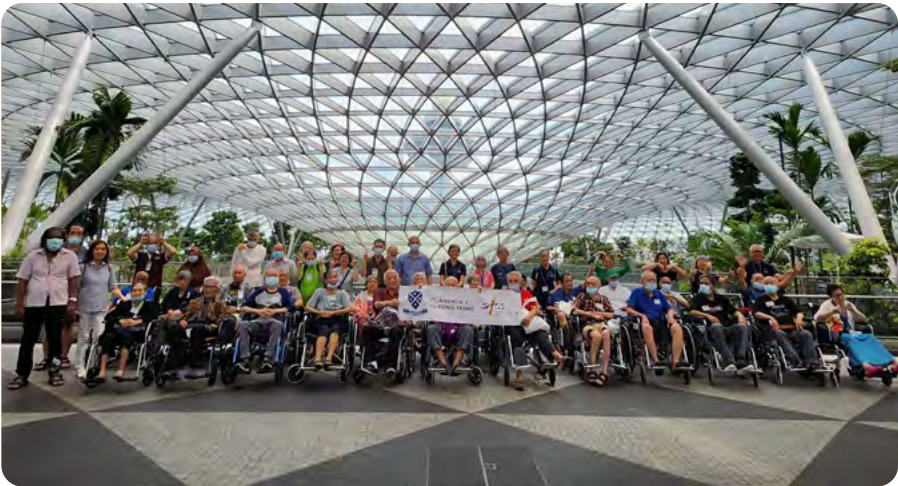
St. Andrew's Nursing Home (SANH) (Taman Jurong) is committed to providing person-centered care for residents by fostering frequent and open communication with them and their families. We encourage residents' participation in decision-making as well as regularly assess and update their care plans to meet their evolving needs.

With the return to normalcy after the COVID-19 pandemic, SANH (Taman Jurong) restarted its volunteer engagement programmes and events. We organised a Chinese New Year lunch banquet and "Lo Hei" as well as an outing to Gardens by the Bay with Yuhua Secondary School Boys' Brigade.



Residents, families, befrienders and staff enjoyed the Chinese New Year lunch.

REVIEW OF SERVICES



SANH cluster outing to Jewel Changi Airport on 30 August 2023.

Our residents and volunteers also had a refreshing and enjoyable experience participating in the first SANH cluster outing to Jewel Changi Airport. Such events foster connections and memorable moments for the residents while contributing positively to their well-being.

As part of the Wellness Support Programme, 98 nurses facilitated 800 sessions for over 200 residents across six months. Residents who participated in this programme were engaged daily through simple activities within their respective wards. Each session involved four to 10 residents who played various games such as “Zoom Across” or “The Price is Right”. These activities helped to build rapport between residents and nurses. They also serve to maintain residents’ cognitive functions.

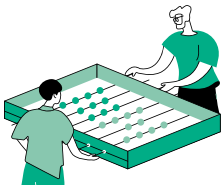


Residents doing “fit beat” exercise.



SANH (Taman Jurong)
322
residents served

Dementia Wards
78
General Wards
91
Psychiatric Wards
153



Total hours served by befrienders and
volunteer groups in 2023
3,890
hours

250
residents benefited

REVIEW OF SERVICES

Cherishing Our History

An inter-departmental team collaborated on the Yesteryear Project. The project captured the essence of the past by featuring nostalgic elements within the nursing home: a minimart, hair salon, coffee corner, Housing Development Board (HDB) void decks, playgrounds as well as mosaic round table and chairs. We also hosted a carnival, which included a mobile format for bedbound residents in October 2023. The games evoked forgotten memories that brought much joy for residents.



Bringing familiar neighbourhood landscapes of HDB blocks and playgrounds to the residents.

Improving Processes and Enhancing Care

SANH (Taman Jurong) and SANH (Queenstown) embarked on a two-year collaboration with the Agency for Integrated Care (AIC) to study and streamline the community care sector's work processes. The contributions were featured in AIC's e-playbook, "Productivity Reimagined: Innovative Insights and Good Practices for Community Care Organisations".

One project was the implementation of ceiling and portable hoists in SANH (Taman Jurong). Ceiling hoists provide a fixed and efficient solution for transferring residents, ensuring safety and reducing physical strain on caregivers. In addition, portable hoists offer flexibility and help to facilitate transfers in various locations within the nursing home. The implementation showcased SANH (Taman Jurong)'s comprehensive approach in enhancing care for our residents.



SANH (Taman Jurong) Heritage Wall, adorned with artifacts and stories from our collective experiences, serves as a visual narrative that connects the past and present, fostering a sense of identity in our community.

REVIEW OF SERVICES

FAMILY AND CHILDREN SERVICES

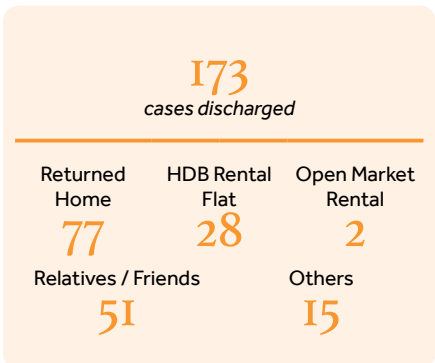
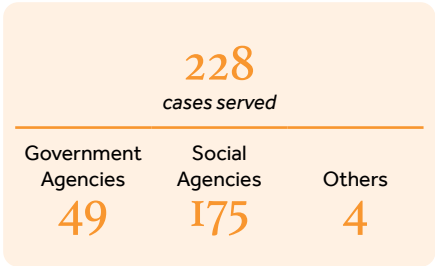
ANGLICAN FAMILY CENTRE

Anglican Family Centre (AFC) provided a safe temporary abode for 228 cases of women-in-crisis and their children. All were family violence cases. By the end of 2023, 173 cases were discharged. Apart from providing shelter, AFC supports residents' recovery through counselling and reintegration into the community.

Empowering AFC Residents

AFC embarked on our third Social Enterprise Project: A Fresh Creation 2023. This year, we were blessed to have Uniqlo sponsor the baking equipment. Our adult residents baked and sold 303 bottles of chocolate chip and butter cookies from October to December 2023. The children contributed by helping to paste stickers on the containers and writing thank-you cards.

We are grateful to start our project with a bake-sale at St Peter's Church on 8 October 2023. The sale was supported by St Andrew's House. Thanks to our supporters who bought the cookies and those who volunteered to deliver the cookies, we raised \$10,099.80 from this project and exceeded our target of \$8,000. Our residents were blessed directly with about 90% of the sales proceeds. A total of 17 families (with 31 children) benefitted from this project and each family earned about \$353 to \$758.



REVIEW OF SERVICES

CITY COMMUNITY SERVICES

CITY Community Services (CITY) is a community service operated by St Andrew's Cathedral, under the umbrella of SACS. CITY stands for "Character In The Young". Our mission is to build good character in school children, and to show Christian love by providing practical assistance to those in need. We work in partnership with schools and parents to help develop the character and potential of each child.

CITY held its Thanksgiving and Fundraising Dinner on 5 May 2023 at One Farrer Hotel, with Mr Peter Ong, Chairman of Enterprise Singapore, as the Guest-of-Honour. The net amount of \$139,022 raised will help CITY to continue supporting families and nurturing young lives.



CITY beneficiary Carrie (pseudonym) presenting a fidget blanket made by her mother Rose (pseudonym) to Mr Peter Ong at the Dinner.

Befrienders Clubs and Befrienders Alumni

CITY runs nine Befrienders Clubs in primary schools. We have resumed post-Covid activities in all schools. We sent PSLE encouragement packs to our Primary 6 students, and Children's Day gifts to all the children in our Befrienders Club schools. Tchoukball, an indoor team sport similar to handball and volleyball, was also introduced to the schools by certified trainers as part of sports activities. Next year, we plan to set up Befrienders Clubs in more primary schools, expand our partnerships and tighten our processes towards more proactive monitoring system.



Playing tchoukball.



217

students served in 2023

Befrienders
Clubs

156

Befrienders
Alumni

61

REVIEW OF SERVICES

Similarly, Befrienders Alumni activities resumed in our clubhouse at Anglican High School.

Separately, we successfully piloted Boy and Girl Camps for Befrienders Alumni youths which explored topics such as dating, sex and peer pressure.



Barbeque challenge at Befrienders Alumni Boys Camp 2023.



Morning walk at Befrienders Alumni Girls Camp 2023.

Partnership with Anglican Family Centre

CITY partners Anglican Family Centre (AFC) to support AFC residents. In 2023, a pool of eight volunteers made 17 home visits, and helped 16 families to furnish their homes with donated or new furniture and household items. With a pool of eight tutors, we provided free tuition for 18 children at AFC, as well as children who were discharged from AFC.

We ran MoneySense, a financial literacy programme for children, with a dollar-for-dollar matching to help them build up the habit of saving, and also organised an outing to Wild Wild Wet during the June school holidays.

In total, CITY made contact with 89 families from AFC and continues to follow up with 10 discharged families.



Upon discharge from AFC, CITY helped Rachel (pseudonym) and her son to set up their new home with donated furnishing.

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.

CHAIRMAN

Captain Robert Walker

VICE-CHAIRMAN

Captain Richard Howe

HONORARY TREASURER

Captain Lim Swee Aun

HONORARY SECRETARY

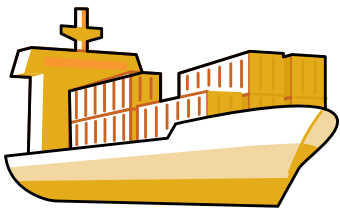
Mr Vitalii Chaika

MEMBERS

Mr Lim Siew Cheng
Mr Victor Tan
Mr Winston Tham

CO-OPTED MEMBERS

Captain Frederick Francis
Mr Chris Jones
Captain Nick White
Mr Lars Kastrup
Ms Joyce Lee
Mr Mohamad Bin Abu Bakar



2023 STATISTICS

4,142

number of ships visited

2,949

seafarers using transport service

2,873

seafarers visit to drop in centre

808

ships using portable routers

MISSION TO SEAFARERS

HELPING SEAFARERS MAINTAIN CONNECTIONS WITH LOVED ONES

In our efforts to enhance the well-being of seafarers facing loneliness and isolation, we have hired two additional full-time ship visitors. These dedicated individuals visit ships in ports and anchorages, offering vital support to crew members by providing a compassionate and attentive ear. Recognising seafarers' limited shore leave, we have started providing free transportation services, improving time-pressed crew members' connectivity with their friends and loved ones. We also introduced shopping and delivery services for those who were unable to enjoy traditional shore leave activities as well as loan portable routers to provide onboard Wifi and help active seafarers stay connected. This comprehensive approach underscores our dedication to addressing the diverse needs of seafarers, promoting mental well-being, and maintaining crucial connections with their families and friends.



Free transport to help crew members maximise precious shore leave.

LIFELONG LEARNING AND TRAINING FOR STAFF

Staff members were encouraged to attend the course on Suicide Loss: Post Crisis Management conducted by Samaritans of Singapore. Staff learnt valuable skills on how we can effectively empathise and support seafarers who are grappling with the aftermath of suicide on board.

SERVING CREW ON BOARD TANKERS AT THE ANCHORAGES

Our ministry at the anchorages has yielded positive results, as we strengthened our efforts with increased personnel even though boarding tankers from the terminals is still not permissible. Crew members aboard tankers now benefit from direct access to essential services provided by our dedicated staff team. This proactive approach ensures that seafarers working on board these vessels are well supported.



Ministering to crew onboard tankers.

TUAS MEGA PORT

We are strategically preparing for the Tuas Mega Port, which commenced operations in 2022. As its remote location makes city access nearly impossible, we are proactively assembling a dedicated team to cater to the needs of seafarers in Tuas.



Gearing up to serve seafarers at Tuas Mega Port.

Mr Toh Soon Kok

Port Chaplain
Mission to Seafarers, Singapore

ST. ANDREW'S MISSION HOSPITAL

Affiliated Organisation

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. SAMH is an exempt charity and an approved Institution of a Public Character.

In 2023, SAMH reached 110 years of serving the vulnerable and disadvantaged in Singapore. As a Community Care Organisation, SAMH provides health, social care and education services through:

St. Andrew's Community Hospital (SACH), St. Andrew's Mission Hospital Clinic (SAMH Clinic), St Andrew's Migrant Worker Medical Centre (SAMWMC), St. Andrew's Senior Care (SASC), St. Andrew's Nursing Home (SANH), St. Andrew's Autism Centre (SAAC) and St. Andrew's Mission School (SAMS).

NATIONAL RECOGNITION

SAMH was awarded the Charity Transparency Award 2023 organised by the Ministry of Culture, Community and Youth. An initiative of the Charity Council, the Charity Transparency Award aims to promote good transparency and governance in the charity sector by acknowledging the excellent work of charities, while inspiring others to emulate their best practices.

ST. ANDREW'S COMMUNITY HOSPITAL (SACH)

SACH had a total of 3,225 Inpatient Admissions, 8,819 Outpatient Clinic Attendances, 9,146 Home Care Visits and 21,389 Day Rehabilitation Centre Attendances. SAMWMC saw 57,181 attendances across medical, dental, physiotherapy and case management services.

In 2023, SACH doubled down on its three strategic thrusts: to be A Community Provider of Choice, supported by being An Employer of Choice and A Learning Organisation. This would require transformed care that is Relationships, Strengths-based and Person-centred; Seamless, Staged and Stratified; and Value-driven and Technology-enabled. This model was developed after a series of strategic planning activities. We intend for all departments, services and staff to move in this direction, with service planning, training activities and quality improvement programmes configured to support this. Throughout the year, SACH was also more intentional with staff engagement and wellness, and implemented a systematic and competency-based Learning Needs Analysis framework.

From December 2023, SAMH Clinic became a Healthier SG clinic as part the national initiative to help Singaporeans proactively manage their health, prevent chronic diseases and lead healthier lifestyles.

ST. ANDREW'S SENIOR CARE (SASC)

SASC (Bedok South) and SASC (Bedok North) began operations in July and August 2023 respectively, providing day care, dementia day care and rehabilitation services for those who require custodial care throughout the day and rehabilitation services. In 2023, SASC (Bedok North, Bedok South, Dover, Henderson, JOY Connect, Queenstown, Tampines Central) served a total of 1,593 seniors through its day care and community rehabilitation services.

SASC (Tampines North), co-located with SANH (Tampines North), is slated to commence operations in the second half of 2024.

ST. ANDREW'S MISSION HOSPITAL

ST. ANDREW'S NURSING HOME (SANH)

In 2023, SANH (Buangkok) operated at 100% occupancy (serving 300 residents). SANH (Henderson, Queenstown) and St. John's - St. Margaret's Nursing Home (SJSN NH) ended the year at 99.2% (serving 250 residents), 98.3% (serving 287 residents) and 98.5% (serving 262 residents) respectively.

The SANH cluster organised its first outing to Jewel Changi Airport on 30 August 2023. Nearly 100 residents, staff and volunteers attended the outing, the first major event since the COVID-19 pandemic eased.

St. John's - St. Margaret's Nursing Home was the main satellite venue for this year's Community Care Day organised by the Agency for Integrated Care (AIC). Community care staff, management and guests from neighbouring social service agencies came together for a fun-filled celebration to recognise the hard work and dedication of those working in the community care sector.

Coming up, SANH (Aljunied) and SANH (Tampines North) are expected to commence operations in 2024. Together with SANH (Taman Jurong) under SACS, the SANH cluster of seven nursing homes would serve the community with more than 2,000 beds by 2024.

ST. ANDREW'S AUTISM CENTRE (SAAC)

In 2023, SAAC served 469 students, clients and residents with moderate to severe autism through the St. Andrew's Autism School (SAAS), two Day Activity Centres at Siglap and Sengkang as well as St. Andrew's Adult Home (Sengkang). SAAC continued to invest in its staff training in autism-specific strategies as well as boosting its fundraising and volunteer management capabilities. It also held its inaugural fundraiser Walk of a Lifetime on 14 October 2023 which was graced by Dr Mohamad Maliki bin Osman, Second Minister for Education and Foreign Affairs. The event attracted more than 1,000 participants and raised \$500,000. Separately, a charity gala dinner and auction organised by Mrs Melina Yong in memory of her late husband Dr NK Yong, an esteemed heart surgeon and philanthropist, helped to raise more than \$1.5 million.

ST. ANDREW'S MISSION SCHOOL (SAMS)

107 students have been enrolled into SAMS. The school offers the national curriculum, allowing students and their families to realise their dreams through education pathways that are relevant, based on each child's natural abilities, aptitudes and gifting. To cater to the needs of its students and families, SAMS started a Special Student Care Centre in March 2023. Minister for Education Mr Chan Chun Sing visited the school on 5 July 2023 and affirmed staff and students for their good work.

FAITHFUL SERVICE UNTO THE LORD

As SAMH celebrates our 110th anniversary, we give thanks to God for leading and sustaining us in our mission to seek the welfare of the city. (Jeremiah 29:7)

Fixing our eyes on Jesus, SAMH will strive to be His faithful servant, serving the community in His love.

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.



The Board's role is to provide strategic direction and oversight of the programmes and objectives of SACS and to steer SACS towards fulfilling its vision and mission through good governance. As stipulated in the Constitution, the SACS Board is made up of nominees and elected members, headed by the President, who is by appointment, the Bishop of Singapore.

The roles and responsibilities of the Board include:

- Review the Vision and Mission of SACS periodically to ensure their relevance, and ensure that there are adequate resources to sustain the SACS's operations and that these resources are effectively and efficiently managed
- Develop and approve a strategic plan to direct SACS towards achieving its mission and fulfilling its vision
- Appoint Committees to assist or advise in their work with documented Terms of Reference
- Maintain a sound financial and accounting system to ensure effective management of resources
- Oversee the processes of evaluating internal controls and financial reporting
- Ensure satisfactory compliance to rules and regulations, both legislated and codified, that govern charities and Institution of a Public Character.
- As part of ongoing succession planning for the Board, to review the composition of the Board regularly to ensure an appropriate balance of expertise, skills, attributes and ability among the Board members

No Board members are remunerated for their Board services. No staff sits on the Board.

SACS conducts regular evaluation to assess the work of and oversight at SACS. Based on the evaluation, the Board may consider seeking training to plug competency gaps, adopt best practices or where appropriate, appoint new Board members with the relevant expertise.

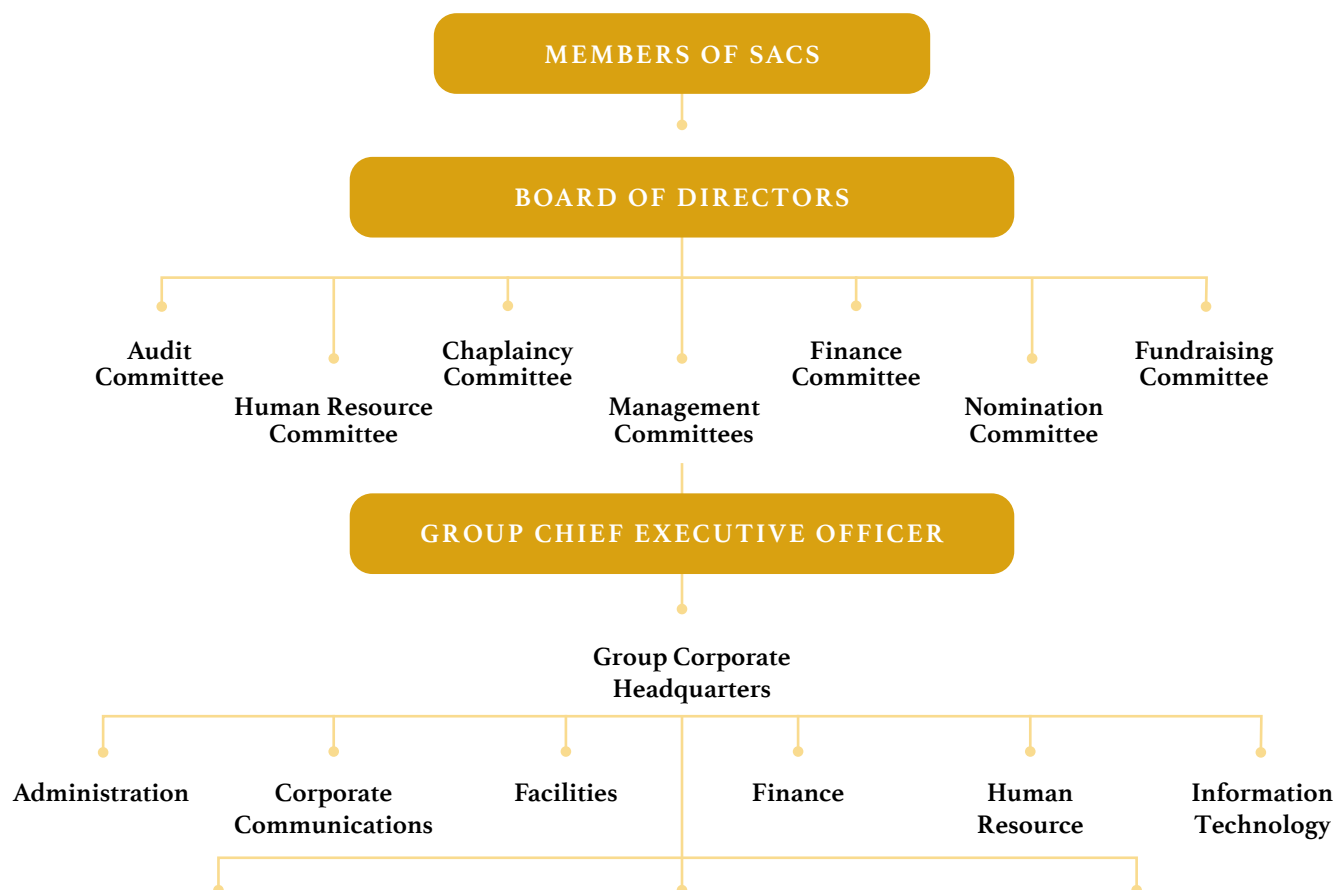
Yearly, the Board uses the Governance Evaluation Checklist from the Charity Council to review the extent SACS has complied with guidelines in the Code of Governance for Charities and IPC. In addition, a self-evaluation is also conducted yearly by the Board on their effectiveness.

Relevant training when available is disseminated to the Board members for their sign up.

As part of ongoing succession planning for the Board, the Nomination Committee reviews the composition and tenure of the members of Board and Committees to ensure an appropriate balance of expertise, skills, attributes and ability among the Board members. The Committee also identifies potential candidates and explores their interest and availability. Where possible and appropriate, these candidates will be invited to serve in the Committees to gain experience with SACS.

All newly appointed and reappointed members are required to accept the appointment(s) from the Nomination Committee. The appointments of elected Board members are approved at the Annual General Meeting and the appointment of office bearers and members of the Committee are approved by the Board.

ORGANISATION STRUCTURE



PSYCHIATRIC SERVICES

- Anglican Care Centre (Bukit Batok)
- Anglican Care Centre (Farrer Park)
- Anglican Care Centre (Hougang)
- Anglican Care Centre (Pasir Ris)
- Anglican Care Centre (Simei)
- Anglican Care Centre (Yishun)
- Integrated Employment Services
- CREST-Youth SACS

SENIOR SERVICES

- Anglican Cluster Operator (Jurong East)
- Anglican Cluster Operator (PEACE-Connect)
- Anglican Senior Centre (Havelock)
- Anglican Senior Centre (Hillview)
- Anglican Senior Centre (Jurong West)
- Anglican Senior Centre (PEACE-Connect@5)
- Anglican Senior Centre (PEACE-Connect@8)
- Anglican Senior Centre (Tampines)
- Anglican Senior Centre (Woodlands)
- Anglican Senior Centre (Yishun)
- St. Andrew's Nursing Home (Taman Jurong)

FAMILY AND CHILDREN SERVICES

- Anglican Family Centre
- CITY Community Services

BOARD OF DIRECTORS

The Board and Committees were appointed on a two-year term on 20 May 2023.

Four of the 13 members have served on the Board for more than 10 consecutive years. The Board 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.

The meeting attendance is for the period of 20 May 2023 to 16 April 2024.



PRESIDENT
The Most Reverend
Dr Titus Chung Khiam Boon
Bishop
Diocese of Singapore
PhD (Philosophy)
(Appointed since 2020)
Meeting Attendance: [3/4]



VICE PRESIDENT
Mr Keith Chua Tiang Choon
Executive Chairman
ABR Holdings Ltd
BBA
(Appointed as Board Member since 1998 and Vice President since 2011)
Meeting Attendance: [4/4]



VICE PRESIDENT (ALTERNATE)
Associate Professor Steven Lim Hoon Chin
Senior Consultant (Medical)
Changi General Hospital
MBBS, MRCS (A&E) (Edin), FAMS, FCDMS
(Appointed as member since 2015, Vice Secretary since 2021 and Vice President (Alternate) since 2023)
Meeting Attendance: [4/4]



HONORARY SECRETARY
Mr Ngiam Shih Chun
Chief Executive Officer
Energy Market Authority of Singapore
MSc (Mgt Sc), MSc (Fin Eng), BSc (Mech Eng)
(Appointed as Board Member since 2017, Honorary Vice Treasurer from 2019 to 2020)
Meeting Attendance: [4/4]



HONORARY TREASURER
Mr Joseph Liew Yoke Pheng
Independent Non-Executive Chairman
Grand Venture Technology Limited
FCCA, FSMA, CISA, CFE, BCom (Acc)
(Appointed since 2023)
Meeting Attendance: [3/4]



BOARD MEMBER
Mr Ho Boon Sing
Financial Controller
Amplus Communication Pte Ltd
Dip Accountancy (ACMA)
(Appointed since 2011, Honorary Treasurer 2019-2023)
Meeting Attendance: [2/4]



BOARD MEMBER
Mr Kwek Siew Jin
Retiree; Former Chief of Navy
BOE
(Appointed since 2012)
Meeting Attendance: [4/4]



BOARD MEMBER
Mr Edward D'Silva
Senior Advisor (Architect)
SAA Architects Singapore Pte Ltd
BAR (NUS)
(Appointed since 2013)
Meeting Attendance: [4/4]



BOARD MEMBER
Reverend Koh Hock Soon
Clergyman
Diocese of Singapore
BDiv
(Appointed since 2021)
Meeting Attendance: [3/4]



BOARD MEMBER
Mr Tony Soh Cheow Yeow
Chief Executive Officer
National Volunteer & Philanthropy Centre
BBA (Distinction)
(Appointed since 2021)
Meeting Attendance: [3/4]



BOARD MEMBER
Reverend Daniel Lim
Clergyman
Diocese of Singapore
BDiv
(Appointed since 2023)
Meeting Attendance: [4/4]



BOARD MEMBER (CO-OPTED)
Mr Choy Siew Kai
Non-Executive Director
Factset Inc
BSc, Stanford University DCI Fellow
(Appointed since 2023)
Meeting Attendance: [4/4]



BOARD MEMBER (CO-OPTED)
Mr Raymond Choo Choon Sheng
General Counsel
Canyon Global Holdings Pte Ltd
LLB, LLM, BDiv
(Appointed since 2023)
Meeting Attendance: [4/4]

MANAGEMENT COMMITTEES

ROLES OF THE MANAGEMENT COMMITTEES

- Oversee the operations of the respective Service Units to achieve the Service Units' objectives
- Provide direction and guidance on the strategic plans for the respective Service Units as per Singapore Anglican Community Services' Vision and Mission
- Promote awareness and increase public awareness and community engagement, appreciation and understanding of the objectives and work of the Service Units.

SINGAPORE ANGLICAN COMMUNITY SERVICES

Chairman

Associate Professor

Steven Lim Hoon Chin

Senior Consultant (Medical)
Changi General Hospital
MBBS, MRCS (A&E) (Edin), FAMS,
FCDMS

Members

Reverend Darren Choo

Clergyman
Bachelor
Diocese of Singapore

Mr Tony Soh Cheow Yeow

Chief Executive Officer
BBA (Distinction)
National Volunteer & Philanthropy
Centre

Ms Wong Kok Yee

Chartered Accountant
Wong Kok Yee Tax Services Pte Ltd
FCCA

Mr Edward D'Silva

Senior Advisor (Architect)
SAA Architects Singapore Pte Ltd
BAR (NUS)

Reverend Edwin Tan Weng Keong

Clergyman
Diocese of Singapore
BBA, MDvi

Mr Raymond Choo Choon Sheng

General Counsel
Canyon Global Holdings Pte Ltd
LLB, LL.M, BDiv

ST. ANDREW'S NURSING HOME

Chairman

Mr Choy Siew Kai

Non-Executive Director
Factset Inc
BSc, Stanford University DCI Fellow

Members

Adj Asst Prof Chua Chi Siong

Medical Director, Regional Health
System Office
National University Health System
MBBS, MMed(Fam Med), FCFP

Professor Chua Hong Choon

Chief Executive Officer
Khoo Teck Puat Hospital & Yishun
Health
MMed (Psych), MSc (Health Care
Mgmt)

Reverend Canon Huang Ao You

Clergyman
Diocese of Singapore
MTheo, M Div, BBA

Ms Mary Law Moi Chan

Retired
BSc (Nursing Mgmt)

Mr Lee Cheow Seng

Retired
BAcc

Associate Professor

Lee Kheng Hock

Senior Consultant Medical
Singapore General Hospital
MBBS, MMed (FM), FAMS, FCFPS

Associate Professor

Steven Lim Hoon Chin

Senior Consultant (Medical)
Changi General Hospital
MBBS, MRCS (A&E) (Edin), FAMS,
FCDMS

Reverend Jeremy Ponniah

Clergyman
Diocese of Singapore
MBA, MTS

Dr Tan Chi Chiu

Medical Director &
Gastroenterologist
Gastroenterology & Medicine
International PL
MBBS, MRCP, FRCP, MMed, FAMS

Dr Noel Yeo Sheng Ming

MBBS, GDip (Occ Med), EMB

Adj Assoc Prof Reuben Wong

Medical Doctor (Gastroenterology)
Gutcare
MBBS, AGAF, FRCP, FAMS, RFF

CITY COMMUNITY SERVICES

Chairman

Mr Jonathen Chan Yik Seng

Executive Assistant
ABR Holdings Limited
Diploma

Honorary Secretary

Ms Vivien Chen Vui Wen

Retired
Masters

Members

Reverend Daniel Lim

Clergyman
Diocese of Singapore
BDiv

Mrs Kwan Swee Lin

Adjunct Lecturer
NUS ACE
MSc in Business

Ms Angie Tan An Qi

Legal Counsel
DBS Bank Ltd
Bachelor

Ms Karen Chua

Change Manager
Salesforce.com
Bachelor

Ms Daphne Gan

Manager, Operations
Ministry of Social and Family
Development
Bachelor

OTHER COMMITTEES

AUDIT COMMITTEE

Roles of the Audit Committee

- Review, evaluate and make recommendations on all relevant matters of audit significance
- Review the annual financial statements
- Review the scope and results of audits including the appointment of auditors and their fees
- Review the effectiveness of SACS material internal controls as and when necessary
- Plan for an internal audit or other reviews as and when necessary

Chairman

Mr Ngiam Shih Chun

Chief Executive Officer
Energy Market Authority of Singapore
MSc (Mgt Sc), MSc (Fin Eng), BSc (Mech Eng)

Members

Reverend Darren Choo

Clergyman
Diocese of Singapore
Bachelor

Mr Ho Boon Sing

Financial Controller
Amplus Communication Pte Ltd
Dip Accountancy (ACMA)

Mr Jeffrey Seah

Transport Liaison Executive
One World International School
ACCA

CHAPLAINCY COMMITTEE

Roles of the Chaplaincy Committee

- Review the structure, operational, resources and effectiveness of the various Chaplaincies in centres
- Review the framework of partnership with churches
- Develop policies and best practices and ensure compliance with regulatory requirements
- Develop cluster-specific ministry models in tandem with the professional models, and initiatives to contribute to the mission of the work

Chairman

Venerable Wong Tak Meng

Clergyman
Diocese of Singapore
M. Div

Members

The Right Reverend Low Jee King

Clergyman
Diocese of Singapore
BTh

Reverend Adrian Chong Kum Cheong

Clergyman
Diocese of Singapore
BDiv

Mr Choy Siew Kai

Non-Executive Director
Factset Inc
B Sc, Stanford University DCI Fellow

Associate Professor Steven Lim Hoon Chin

Senior Consultant (Medical)
Changi General Hospital
MBBS, MRCS (A&E) (Edin),
FAMS, FCDMS

FINANCE COMMITTEE

Roles of the Finance Committee

- Review, evaluate and make recommendations on all relevant matters of financial significance
- Review and recommend revisions to the financial policies when necessary
- Act as a resource for the Management to consult with respect to any matters of a financial nature
- Evaluate and recommend investments and borrowings, major capital acquisitions proposals and related financing
- Evaluate the monthly financial reports, annual budgets and forecasts, and annual audited accounts in accordance to the plans and programmes of SACS

Chairman

Mr Joseph Liew Yoke Pheng

Independent Non-Executive Chairman
Grand Venture Technology Limited
FCCA, FSCA, CISA, CFE, BCom (Acc)

Members

Mr Charlie Chan Wai Kheong

Chief Executive Officer
Charlie Chan Capital Partners
MBA

Mr Heng Kok Chiang

Managing Director
Turf & Irrigation Services PL
Prof Dip in Training and Development

Mr Ho Boon Sing

Financial Controller
Amplus Communication Pte Ltd
Dip Accountancy (ACMA)

Mr Ngiam Shih Chun

Chief Executive Officer
Energy Market Authority of Singapore
MSc (Mgt Sc), MSc (Fin Eng), BSc (Mech Eng)

Ms Wong Kok Yee

Chartered accountant
Wong Kok Yee Tax Services Pte Ltd
FCCA

OTHER COMMITTEES

FUNDRAISING COMMITTEE

Roles of the Fundraising Committee

- Review the fundraising targets and plans to help meet the needs of SACS
- Protect the interest and integrity of SACS for all fundraising activities, which includes ensuring proper accounting and usage of donations
- Ensure maximum visibility of SACS at all fundraising events and build long lasting relationship with individual and corporate donors

Co-Chairmen

Mr Keith Chua Tiang Choon
Executive Chairman
ABR Holdings Ltd
BBA

Mr Andrew Goh Kia Teck
Retired Banker
B Econ (University of Adelaide)

Members

Mr Charlie Chan Wai Kheong
Chief Executive Officer
Charlie Chan Capital Partners
MBA

Ms Wong Kok Yee
Chartered accountant
Wong Kok Yee Tax Services Pte Ltd
FCCA

Mr Choy Siew Kai
Non-Executive Director
Factset Inc
B Sc, Stanford University DCI Fellow

HUMAN RESOURCE COMMITTEE

Roles of the Human Resource Committee

- Review, evaluate and make recommendations on all relevant matters of human resources and report to the Board as necessary
- Review the human resource policies and make recommendation to the Board, and guide the Management to operationalise the human resource policies where necessary

Chairman

Mr Edward D'Silva
Senior Advisor (Architect)
SAA Architects Singapore Pte Ltd
BAR (NUS)

Members

Mr Keith Chua Tiang Choon
Executive Chairman
ABR Holdings Ltd
BBA

Ms Quah Say Chin Elizabeth Anne
Healthcare Administrator
Singapore Health Services
Masters in Public Management

Mr Tony Soh Cheow Yeow
Chief Executive Officer
National Volunteer & Philanthropy Centre
BBA (Distinction)

Dr Cheng Yew Kuang
Allergy, Arthritis & Rheumatism Clinic
MBBS (S'pore), MRCP (UK),
FAMS (Rheumatology), FACR (USA),
FAAAAI (USA)

NOMINATION COMMITTEE

Roles of the Nomination Committee

- Review and nominate members for appointments to the SACS Board and Committees, ensuring an appropriate balance of expertise, skills, attributes and ability among the members

Chairman

The Most Reverend Dr Titus Chung Khiam Boon
Bishop of Singapore
Diocese of Singapore
PhD (Philosophy)

Members

Mr Keith Chua Tiang Choon
Executive Chairman
ABR Holdings Ltd
BBA

Mr Choy Siew Kai
Non-Executive Director
Factset Inc
BSc, Stanford University DCI Fellow

Mr Andrew Goh Kia Teck
Retired Banker
B Econ (University of Adelaide)

Associate Professor Steven Lim Hoon Chin
Senior Consultant (Medical)
Changi General Hospital
MBBS, MRCS (A&E) (Edin),
FAMS, FCDMS

MANAGEMENT EXECUTIVES

SINGAPORE ANGLICAN COMMUNITY SERVICES

Group Chief Executive Officer
Appointed on 1 May 2012
Dr Arthur Chern

Director
SACS Healthcare Services
Appointed on 1 January 2008
Dr Loh Yik Hin

Director, Group Information Technology
Appointed on 11 July 2022
Mr Albert Hong

Director, Group Human Resource
Appointed on 5 May 2000
Ms Yuen-Chiew Yew Mee

Deputy Director, Group Finance
Appointed on 1 July 2023
Ms Angie Tang

Head, Group Corporate Communications
Appointed on 19 May 2021
Mr Er Ker Jia

Deputy Director, Group Administration
Appointed on 1 July 2023
Ms Foo Li Boey

Senior Manager, Group Facilities
Appointed on 1 April 2022
Mr Adrian Tan

PSYCHIATRIC SERVICES

Executive Director
SACS Psychiatric Services and Centre Director
Anglican Care Centre (Simei and Hougang)
Appointed on 15 June 2017
Retired on 2 May 2023
Mr James Chan

Executive Director
SACS Psychiatric Services
Appointed on 3 May 2023
Till 13 December 2023
Mr Steven Ting

Acting Executive Director
SACS Psychiatric Services
Appointed on 10 August 2023
Mr Vincent Budiwardjo

Centre Director
Anglican Care Centre (Simei)
Appointed on 3 May 2023
Mr Vincent Budiwardjo

Centre Director
Anglican Care Centre (Hougang)
Appointed on 3 May 2023
Mr Justin Teo

Deputy Centre Director
Anglican Care Centre (Hougang)
Appointed on 20 July 2010
Till 2 May 2023
Ms Yvonne Kiang

Centre Director
Anglican Care Centre (Farrer Park)
Appointed on 1 July 2017
Mr Paul Chim

Centre Head
Anglican Care Centre (Bukit Batok)
Appointed on 1 January 2017
Ms Irene Sng

Centre Head
Anglican Care Centre (Pasir Ris)
Appointed on 1 June 2011
Mr Francis Goo

Centre Head
Anglican Care Centre (Yishun)
Appointed on 1 January 2022
Ms Charmaine Low

Head
Integrated Employment Services
Appointed on 1 July 2017
Mr Vincent Budiwardjo

Head
CREST-Youth SACS
Appointed 1 April 2023
Ms Yvonne Kiang

SENIOR SERVICES

Head
SACS Senior Services
Appointed on 1 July 2017
Mr Vincent Budiwardjo

Centre Head
Anglican Senior Centre (Hillview)
Appointed on 1 February 2017
Ms Mina Lim

Cluster Director
PEACE-Connect Cluster Operator
Appointed on 1 October 2015
Till 9 January 2023
Mr Richard Chua

Executive Director
St. Andrew's Nursing Home (Taman Jurong)
Appointed on 20 May 2022
Till 13 December 2023
Mr Steven Ting

Acting Executive Director
St. Andrew's Nursing Home (Taman Jurong)
Appointed on 10 August 2023
Mr Low Chung Guan

FAMILY AND CHILDREN SERVICES

Centre Director
Anglican Family Centre
Appointed on 1 January 2018
Ms Theresa Wee

General Manager
CITY Community Services
Till 30 June 2023
Mr Jamie Choo

General Manager
CITY Community Services
Appointed on 1 June 2023
Mrs 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) (under Advanced Tier – For Large IPCs with gross annual receipts or total expenditure of \$10 million or more) issued by the Charity Council.

SUBMISSION FORM FOR GOVERNANCE EVALUATION CHECKLIST (ADVANCED TIER)

Applicable to large IPCs with gross annual receipts or total expenditure of \$10 million or more.

S/N	Code guideline	Code ID	Response
Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.	1.1.7	Complied
	If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.		
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied

CORPORATE GOVERNANCE

S/N	Code guideline	Code ID	Response
Human Resource and Volunteer² Management			
13	The Board approves documented human resource policies for staff.	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
Are there volunteers serving in the charity? (skip item 16 if "No")			Yes
16	There are volunteer management policies in place for volunteers.	5.7	Complied
Financial Management and Internal Controls			
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")			Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")			Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
Did the charity receive donations in kind during the financial year? (skip item 24 if "No")			Yes
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
25	The charity discloses in its annual report —	8.2	Complied
	(a) the number of Board meetings in the financial year; and		
	(b) the attendance of every governing board member at those meetings.		
Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")			No
26	No Board members are involved in setting his or her own remuneration	2.2	
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report.	8.3	
<u>OR</u>			
The charity discloses that no governing board member is remunerated.			
Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")			Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied

CORPORATE GOVERNANCE

S/N	Code guideline	Code ID	Response
29	<p>The charity discloses in its annual report —</p> <p>(a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; an</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied
30	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that there is no paid staff, being a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied
Public Image			
31	<p>The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.</p>	9.2	Complied

Notes:

- Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.
- Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –
 - Who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
 - Who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

 - The child or spouse of the Executive Head or governing board member;
 - The stepchild of the Executive Head or governing board member;
 - The dependent of the Executive Head or governing board member;
 - The dependent of the Executive Head or governing board member's spouse.
- Executive Head: The most senior staff member in charge of the charity's staff.

CORPORATE GOVERNANCE

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 set to achieve the general reserve 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 ratio was 1.4 in 2023. For 2024, the projected reserve ratio is 1.2.

FUNDRAISING POLICY

SACS has a Fundraising Policy for management of fundraising and donations. The policy takes reference from the prevailing versions of the Acts and guidelines under government ministries and/or statutory boards. SACS keeps its audited fund-raising expenses ratio below 30%.

EMPLOYEE COMPENSATION POLICY

SACS takes reference from the employee compensation guidelines of government ministries (such as Ministry of Health, or Ministry of Social and Family Development), Agency of Integrated Care, National Council of Social Service and other similar Service Providers from the Sector. The overall remunerations and benefits for employees are reviewed regularly with adjustments as necessary to reflect general wage movement and to ensure we pay our employees fairly in line with their qualifications, skills and work experience.

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

Abdul Jalil
Anglican High School
Arun s/o Ramachandran

C

Catherine Ong Lai Lee
Chan, Leong Khoon (Scott)
Chan, Luke Ming Lian
Chen, Suh Shyan (Pauline)
Cheo Bong Hee
Cheong Kheng Beng Derek
Choi Shing Kwok Larry
Chong, Van Vun
Chua, Karen
Chua, Kheng Guan (Steven)
Chua Yong Yeow Christopher
City Befrienders
Clyde Chen
Comwerkz Technology Pte Ltd

D

David Eviathamby

E

Eng, Lay Khim (Joan)
Evangel Christian Church Singapore
Events Master (GLC) Pte Ltd

F

Faizal N Syed
Foodbank Singapore
Franky S Tanudjojo

G

Gan, Daphne
Gan, Vera
Goh, Chong Beng
Green Pac Singapore Pte Ltd Co

H

Ho, Joyce
Ho, Yoke Ming
Hong Helen
Hong Kiat & Janice
Huang, Zachariah Angus Qi Bang

K

Kunnilytee Cheriyan
Koh Chong Ann Bryan and
Ong Bee Bee Jessica

L

Lai, Won Yeong (Jenny)
Lam Lynlee
Leong Kwok Kee Stephen
Leong Soon Khing
Lim Shi Yun
Liu Hern Kuan
Loh Patsy
Loo, Dorothy Yuet Kwai
Luisa and friends

M

Mervyn Ting
Mohamad Fairul Bin Hashim

N

Ng Gek Hong
Ng In Kiat
Ng Kheng Hock Roland
Ngiam Shih Chun

O

Ong, Adeline
Ong, Phek Hoon (Molly)

P

Pang, Jennifer
Pang, Jonathan Kia Wui
Pang, Tsui Ying Patricia
Parker Hannifin Singapore Pte Ltd
Paya Lebar Methodist Church
Peck, Joey

R

Rozev Tan

S

Sally Sim & team
Sarah Mo Kee Fong
Sim Ngan Peow
Singapore Women's Association
Soh, Lilian
St Andrew's House
St Peter's Church
Swensen's

T

Tan, Angie
Tan Chau Min Clifford
Tan Kheng Lee Arnold
Tan Khim Hak
Tan Thiam Choo
Tay Boon Ying
Teng, Christine Khim Lee
Teng, Christopher
Teo Yi-Dar
Teo, Janessa Xiang Yu

U

Uniqlo

W

Wang, Qiuyue
Westside Anglican Church and
Greenpac Singapore Pte Ltd
Westside Anglican Church Co
Westside Anglican Church members
Wong Bee Onn
Wong Hong Yen
Wong Sok Fan Amy

Y

Yee, Min Jia
Yeo, Lynette
Yeo Soh Cheng
Yvonne Yin

FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

Registered in Singapore under the Charities Act 1994 and
Societies Act 1966

Unique Entity Number: S75SS0005H

Address: 10 Simei Street 3
Singapore 529897

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

Auditor: RSM SG Assurance LLP

For the full copy of the SACS 2023 Audit Report,
please visit our website <https://bit.ly/SACS-AR> or email admin@sacs.org.sg.

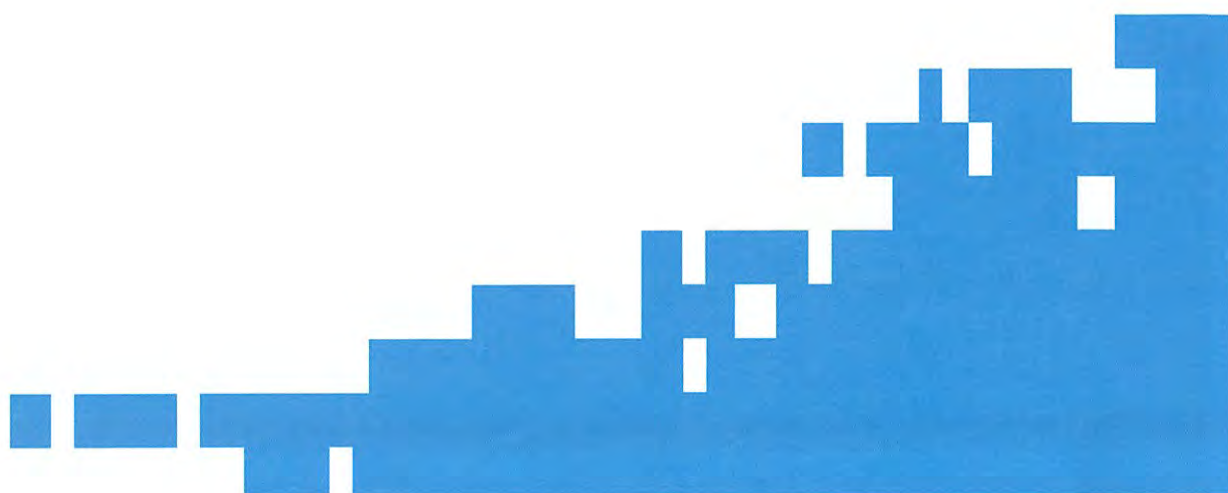
Singapore Anglican Community Services

(Registered in Singapore under the Charities Act 1994 and Societies Act 1966)

(Unique Entity No: S75SS0005H)

Statement by the Board and Financial Statements

Year Ended 31 December 2023



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 2023 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.

Independent auditor

RSM SG Assurance LLP has expressed willingness to accept re-appointment. This audit firm was known as RSM Chio Lim LLP before 1 March 2024.

On behalf of the Board

Ngiam Shih Chun

.....
Ngiam Shih Chun
Hon. Secretary

Singapore
16 April 2024



.....
Joseph Liew Yoke Pheng
Hon. Treasurer

RSM SG Assurance LLP

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

T +65 6533 7600

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

Assurance@RSMSingapore.sg
www.RSMSingapore.sg

Report on the audit of the financial statements

Opinion

We have audited the accompanying financial statements of Singapore Anglican Community Services (the "Society"), which comprise the statement of financial position as at 31 December 2023, 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 statements, including material accounting policy information.

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 relevant regulations (the "Charities Act and Regulations") and the Financial Reporting Standards ("FRS") so as to present fairly, in all material respects, the state of affairs of the Society as at 31 December 2023 and of the results, changes in funds and cash flows of the Society for the 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 statement by the Board and the annual report 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

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 FRS, 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**

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 appeal 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 (fund-raising expenses) 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 SG Assurance LLP

RSM SG Assurance LLP
Public Accountants and
Chartered Accountants
Singapore

16 April 2024

Engagement partner – effective from year ended 31 December 2019

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Financial Activities
Year Ended 31 December 2023

	UNRESTRICTED			RESTRICTED				
	Accumulated fund \$	Building and Renovation fund \$	BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	Other restricted funds \$	Total \$
2023								
Incoming Resources:								
Voluntary income								
– Government subventions								
– Donations	23,432,765	–	–	23,432,765	–	8,567,700	–	32,000,465
– Donations – utilisation of deferred donations	1,320,270	–	–	1,320,270	182,777	217,833	–	1,720,880
Amortisation of government grants	197,211	–	–	197,211	–	–	–	197,211
Utilisation of government grants	1,421,188	–	–	1,421,188	–	164,424	–	1,585,612
Income from client's activities	740,502	–	–	740,502	–	82,881	–	823,383
Client's fee waived	5,357,758	–	–	5,357,758	–	46,390	14,217	5,418,365
Enterprise project revenue	(31,761)	–	–	(31,761)	–	(12,146)	–	(43,907)
Investment income	256,789	–	–	256,789	–	148,587	–	405,376
Sundry income	1,079,987	13,689	–	1,093,676	–	147,443	–	1,241,119
	38,207	–	–	38,207	–	55,505	–	93,712
Total incoming resources	33,812,916	13,689	–	33,826,605	182,777	9,418,617	14,217	43,442,216
Resources Expended:								
Chaplaincy operating expenses	–	–	–	–	210,345	–	–	210,345
Client's activities expenses	1,181,287	–	5,259	1,186,546	–	185,583	29,802	1,401,931
Medical supplies and services	2,463,532	–	–	2,463,532	–	–	–	2,463,532
Depreciation	1,291,240	–	–	1,291,240	–	421,038	–	1,712,278
Depreciation of right-of-use assets	2,579,410	–	–	2,579,410	–	205,983	–	2,785,393
Enterprise project expenses	43,715	–	–	43,715	–	–	–	43,715
Loss on disposal of plant and equipment	6,931	–	–	6,931	–	733	–	7,664
Fund raising expenses	107,499	–	–	107,499	–	–	–	107,499
Operating lease expenses	150,371	–	–	150,371	–	84,991	–	235,362
Building services, management and maintenance expenses	2,085,124	–	–	2,085,124	–	380,840	–	2,465,964
Employee benefits expenses	17,187,511	–	–	17,187,511	–	4,749,675	1,260	21,938,446
Administrative costs	550,699	–	–	550,699	–	682,901	–	1,233,600
Interest expense on lease liabilities	74,646	–	–	74,646	–	13,450	–	88,096
Other operating expenses	92,636	–	–	92,636	–	131,732	–	224,368
Non-claimable GST	699,101	–	–	699,101	–	5,402	–	704,503
Total resources expended	28,513,702	–	5,259	28,518,961	210,345	6,862,328	31,062	35,622,696
Net surplus / (deficit)	5,299,214	13,689	(5,259)	5,307,644	(27,568)	2,556,289	(16,845)	7,819,520
Balance at 1 January 2023	34,745,401	3,071,513	102,153	37,919,067	352,362	5,156,665	44,735	43,472,829
Transfer (from) / to funds	(105,347)	–	–	(105,347)	–	105,347	–	–
Balance at 31 December 2023	39,939,268	3,085,202	96,894	43,121,364	324,794	7,818,301	27,890	51,292,349

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Financial Activities (cont'd)
Year Ended 31 December 2023

	UNRESTRICTED				RESTRICTED			
	Accumulated fund	Building and Renovation fund	BIG fund	Sub total	Chaplaincy fund	Programmes funds	Other restricted funds	Total
2022	\$	\$	\$	\$	\$	\$	\$	\$
Incoming Resources:								
Voluntary income								
– Government subventions	22,327,217	–	–	22,327,217	–	4,878,920	–	27,206,137
– Donations	1,190,756	–	–	1,190,756	155,935	23,279	12,525	1,382,495
– Donations – utilisation of deferred donations	734,506	–	–	734,506	–	–	–	734,506
Amortisation of government grants	1,479,887	–	–	1,479,887	–	71,115	–	1,551,002
Utilisation of government grants	1,092,016	–	–	1,092,016	–	–	–	1,092,016
Income from client's activities	4,963,981	–	–	4,963,981	–	43,726	–	5,007,707
Client's fee waived	(48,746)	–	–	(48,746)	–	(5,136)	–	(53,882)
Enterprise project revenue	233,352	–	–	233,352	–	209,380	–	442,732
Investment income	313,487	13,579	–	327,066	–	44,687	–	371,753
Sundry income	89,711	–	–	89,711	–	4,762	–	94,473
Total incoming resources	32,376,167	13,579	–	32,389,746	155,935	5,270,733	12,525	37,828,939
Resources Expended:								
Chaplaincy operating expenses	–	–	–	–	140,578	–	–	140,578
Client's activities expenses	1,113,255	–	2,459	1,115,714	–	66,724	16,182	1,198,620
Medical supplies and services	2,228,754	–	–	2,228,754	–	1,376	–	2,230,130
Depreciation	1,584,738	–	–	1,584,738	–	113,806	–	1,698,544
Depreciation of right-of-use assets	2,548,252	–	–	2,548,252	–	223,020	–	2,771,272
Enterprise project expenses	39,713	–	–	39,713	–	–	–	39,713
Loss on disposal of plant and equipment	1,463	–	–	1,463	–	–	–	1,463
Operating lease expenses	178,772	–	–	178,772	–	46,316	–	225,088
Building services, management and maintenance expenses	2,080,735	–	–	2,080,735	–	162,104	–	2,242,839
Employee benefits expenses	16,648,425	–	–	16,648,425	–	3,777,194	4,857	20,430,476
Administrative costs	784,822	–	–	784,822	–	370,419	–	1,155,241
Interest expense on lease liabilities	69,466	–	–	69,466	–	7,844	–	77,310
Other operating expenses	170,155	–	–	170,155	–	104,427	–	274,582
Non-claimable GST	608,849	–	–	608,849	–	11,849	–	620,698
Total resources expended	28,057,399	–	2,459	28,059,858	140,578	4,885,079	21,039	33,106,554
Net surplus / (deficit)	4,318,768	13,579	(2,459)	4,329,888	15,357	385,654	(8,514)	4,722,385
Balance at 1 January 2022	30,426,633	3,057,934	104,612	33,589,179	337,005	4,771,011	53,249	38,750,444
Balance at 31 December 2022	34,745,401	3,071,513	102,153	37,919,067	352,362	5,156,665	44,735	43,472,829

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Financial Position As at 31 December 2023

	Notes	2023 \$	2022 \$
<u>Non-current assets</u>			
Property, plant and equipment	9	9,626,055	10,553,379
Right-of-use assets	10	3,647,993	5,018,177
Total non-current assets		<u>13,274,048</u>	<u>15,571,556</u>
<u>Current assets</u>			
Trade and other receivables	11	6,723,893	4,291,118
Other non-financial assets	12	834,160	733,234
Cash and cash equivalents	13	54,438,957	45,836,509
Total current assets		<u>61,997,010</u>	<u>50,860,861</u>
Total assets		<u>75,271,058</u>	<u>66,432,417</u>
<u>Unrestricted funds</u>			
Accumulated fund	14A	39,939,268	34,745,401
Building and renovation fund	14A	3,085,202	3,071,513
BIG fund	14A	96,894	102,153
Total unrestricted funds		<u>43,121,364</u>	<u>37,919,067</u>
<u>Restricted funds</u>			
Chaplaincy fund	14B	324,794	352,362
Programmes funds	14B	7,818,301	5,156,665
Other restricted funds	14B	27,890	44,735
Total restricted funds		<u>8,170,985</u>	<u>5,553,762</u>
Total funds		<u>51,292,349</u>	<u>43,472,829</u>
<u>Non-current liabilities</u>			
Deferred government grants / donations, non-current	16	9,454,616	10,086,564
Lease liabilities, non-current	18	1,264,808	2,557,682
Total non-current liabilities		<u>10,719,424</u>	<u>12,644,246</u>
<u>Current liabilities</u>			
Deferred government grants / donations, current	16	6,342,643	4,061,763
Trade and other payables	19	4,476,338	3,744,406
Lease liabilities, current	18	2,440,304	2,509,173
Total current liabilities		<u>13,259,285</u>	<u>10,315,342</u>
Total liabilities		<u>23,978,709</u>	<u>22,959,588</u>
Total funds and liabilities		<u>75,271,058</u>	<u>66,432,417</u>

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Changes in Funds
Year Ended 31 December 2023

Current year:

Opening balance at 1 January 2023

Net movement in funds:

Transfer of funds

Net surplus / (deficit) for the year

Balance as at 31 December 2023

	UNRESTRICTED			RESTRICTED			
	Accumulated fund	Building and Renovation fund	BIG fund	Chaplaincy fund	Programmes funds	Other restricted funds	Total
	\$	\$	\$	\$	\$	\$	\$
Opening balance at 1 January 2023	34,745,401	3,071,513	102,153	352,362	5,156,665	44,735	43,472,829
Net movement in funds:							
Transfer of funds	(105,347)	—	—	—	105,347	—	—
Net surplus / (deficit) for the year	5,299,214	13,689	(5,259)	(27,568)	2,556,289	(16,845)	7,819,520
Balance as at 31 December 2023	39,939,268	3,085,202	96,894	324,794	7,818,301	27,890	51,292,349

Previous year:

Opening balance at 1 January 2022

Net movement in funds:

Net surplus / (deficit) for the year

Balance as at 31 December 2022

	UNRESTRICTED			RESTRICTED			
	Accumulated fund	Building and Renovation fund	BIG fund	Chaplaincy fund	Programmes funds	Other restricted funds	Total
	\$	\$	\$	\$	\$	\$	\$
Opening balance at 1 January 2022	30,426,633	3,057,934	104,612	337,005	4,771,011	53,249	38,750,444
Net movement in funds:							
Net surplus / (deficit) for the year	4,318,768	13,579	(2,459)	15,357	385,654	(8,514)	4,722,385
Balance as at 31 December 2022	34,745,401	3,071,513	102,153	352,362	5,156,665	44,735	43,472,829

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Cash Flows Year Ended 31 December 2023

	<u>2023</u> \$	<u>2022</u> \$
<u>Cash flows from operating activities</u>		
Net surplus for the reporting year	7,819,520	4,722,385
Adjustments for:		
Amortisation of government grants	(1,585,612)	(1,551,002)
Depreciation of property, plant and equipment	1,712,278	1,698,544
Depreciation of right-of-use assets	2,785,393	2,771,272
Interest income	(1,241,119)	(371,753)
Loss on disposal of plant and equipment	7,664	1,463
Interest expense on lease liabilities	88,096	77,310
Operating cash flow before changes in working capital	9,586,220	7,348,219
Trade and other receivables	(2,432,775)	220,433
Other non-financial assets	(100,926)	(74,229)
Trade and other payables	731,932	416,897
Utilisation of restricted funds for operating activities	(3,884,730)	(4,744,907)
Government grants received and recognised in deferred grants / income	7,119,274	4,354,712
Cash restricted in use	(13,867,103)	(13,948,304)
Net cash flows used in operating activities	<u>(2,848,108)</u>	<u>(6,427,179)</u>
<u>Cash flows from investing activities</u>		
Disposal of plant and equipment	37,318	9,007
Interest received	1,241,119	371,753
Purchase of plant and equipment	(829,936)	(1,385,602)
Net cash flows from (used in) investing activities	<u>448,501</u>	<u>(1,004,842)</u>
<u>Cash flows from financing activities</u>		
Repayment of lease liabilities	(2,865,048)	(2,844,644)
Net cash flows used in financing activities	<u>(2,865,048)</u>	<u>(2,844,644)</u>
Net decrease in cash and cash equivalents	(5,264,655)	(10,276,665)
Cash and cash equivalents, statement of cash flows, beginning balance	7,840,254	18,116,919
Cash and cash equivalents, statement of cash flows, ending balance (Note 13A)	<u>2,575,599</u>	<u>7,840,254</u>

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

Notes to the Financial Statements 31 December 2023

1. General

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 an approved Institutions 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, PEACE-Connect) ("ACO")
- 8) Anglican Family Centre ("AFC")
- 9) Anglican Senior Centre (Hillview) ("ASC (HV)")
- 10) CITY Community Services ("CITY")
- 11) Integrated Employment Services ("IES")
- 12) Anglican Senior Centre (Yishun / Jurong West / Tampines / Woodlands / Havelock / PEACE Connect@5 / PEACE-Connect@8)
- 13) St. Andrew's Nursing Home (Taman Jurong) ("SANH (TJ)")

The Board approved and authorised these financial statements for issue on the date of the statement by Board. They have the power to amend and reissue the financial statements.

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

Statement of compliance with financial reporting standards

These financial statements have been prepared in accordance with the Financial Reporting Standards ("FRSs") and the related interpretations to FRS ("INT FRS") as issued by the Accounting Standards Committee under ACRA (ASC). They comply with the provisions of the Societies Act 1966 and Charities Act 1994.

Basis of preparation of the financial statements

The financial statements are prepared on a going concern basis under the historical cost convention except where a 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 financial reporting standards may not be provided if the information resulting from that disclosure is not material.

SINGAPORE ANGLICAN COMMUNITY SERVICES

2. Disclosure of material accounting policy information and other explanatory information

2A. Material accounting policy information and other explanatory information

Income recognition

General – Income is recognised when the reporting entity has entitlement to the income, it is probable that the economic benefits associated with the transaction or gift will flow to the reporting entity and the amount can be measured reliably and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

(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.

(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 services rendered 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. For services that are not material 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.

SINGAPORE ANGLICAN COMMUNITY SERVICES

2. Disclosure of material accounting policy information and other explanatory information (cont'd)

2A. Material accounting policy information and other explanatory information (cont'd)

Employee benefits

Contributions to a defined contribution retirement benefit plan are recorded as an expense as they fall due. The Society'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 Society 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.

Foreign currency transactions

The functional currency is the Singapore dollar as it reflects the primary economic environment in which the Society 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.

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.

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2. Disclosure of material accounting policy information and other explanatory information (cont'd)

2A. Material accounting policy information and other explanatory information (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.

Leases of lessee

A lease conveys the right to use an asset (the underlying asset) for a period in exchange for consideration. Lease payments are apportioned between finance costs and reduction of the lease liability to reflect the interest on the remaining balance of the liability. Leases with a term of 12 months or less and leases for low value are not recorded as a liability and lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term.

Carrying amounts of non-financial assets

The carrying amount of 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 expensed.

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 Society 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 Society 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.

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2. Disclosure of material accounting policy information and other explanatory information (cont'd)

2A. Material accounting policy information and other explanatory information (cont'd)

Financial instruments (cont'd)

Categories of financial assets and financial liabilities:

The financial reporting standard on financial instruments four categories of financial assets and two categories for liabilities. At the end of the reporting year, the reporting entity had the following categories financial assets and financial liabilities:

- 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.
- Financial liabilities are classified as at 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.

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 Society'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.

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2. Disclosure of material accounting policy information and other explanatory information (cont'd)

2A. Material accounting policy information and other explanatory information (cont'd)

Fair value measurement (cont'd)

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 material 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.

Other explanatory information

These are disclosed at the relevant notes to the financial statements.

2B. Critical judgements, assumptions and estimation uncertainties

Disclosures on material information about the assumptions management made about the future, and other major sources of estimation uncertainty at the end of the reporting year, that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed in the corresponding Notes to these financial statements. 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.

Estimating 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 materially because 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.

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2. Disclosure of material accounting policy information and other explanatory information (cont'd)

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

Assessing expected credit loss allowance on trade 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 Society'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. 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 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 Board members, 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.

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>2023</u>	<u>2022</u>
	\$	\$
Share of administrative expenses	(2,335,273)	(2,110,653)
Recharge of administrative expenses	<u>1,619,376</u>	<u>1,118,386</u>

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

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>2023</u>	<u>2022</u>
	\$	\$
<u>Other receivables / (other payables)</u>		
Balance at beginning of the year – net credit	(123,971)	(171,636)
Amounts paid in and settlement of liabilities on behalf of the Society	(827,199)	(1,122,185)
Amounts paid out and settlement of liabilities on behalf of related parties	1,037,132	1,169,850
Balance at end of the year – net debit / (credit)	<u>85,962</u>	<u>(123,971)</u>
Other receivables (Note 11)	214,554	–
Other payables (Note 19)	<u>(128,592)</u>	<u>(123,971)</u>
	<u>85,962</u>	<u>(123,971)</u>

3C. Key management compensation:

	<u>2023</u>	<u>2022</u>
	\$	\$
Salaries and other short-term employee benefits	<u>670,373</u>	<u>842,499</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.

4. Investment income

	<u>2023</u>	<u>2022</u>
	\$	\$
Interest income from financial institutions	1,241,119	371,753
Total investment income	<u>1,241,119</u>	<u>371,753</u>
Presented as investment income in:		
Accumulated fund	1,079,987	313,487
Building and renovation fund	13,689	13,579
Programmes funds	147,443	44,687
Total investment income	<u>1,241,119</u>	<u>371,753</u>

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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 Institutions of Public Character ("IPC") status for general donations is for the period from 1 July 2019 to 30 June 2022, and renewed for the period from 1 July 2022 to 31 December 2024.

	<u>2023</u> \$	<u>2022</u> \$
Tax deductible receipts issued for donations collected	<u>1,172,756</u>	<u>1,055,745</u>

6. Government subventions

	<u>2023</u> \$	<u>2022</u> \$
Government subsidies for land rent	858,382	852,884
Government subsidies for rental of premises	2,394,623	2,032,257
Government subsidies for expenses and capital expenditure	28,747,460	24,320,996
Total government subventions	<u>32,000,465</u>	<u>27,206,137</u>
Credited as government subventions in:		
Accumulated fund	23,432,765	22,327,217
Programmes funds	8,567,700	4,878,920
	<u>32,000,465</u>	<u>27,206,137</u>

7. Employee benefits expense

	<u>2023</u> \$	<u>2022</u> \$
Short term employee benefits expense	17,936,085	16,724,776
Contributions to defined contribution plan	3,465,530	3,311,883
Staff training	250,235	150,147
Other benefits	286,596	243,670
Total employee benefits expense	<u>21,938,446</u>	<u>20,430,476</u>
Presented as employee benefit expense in:		
Accumulated fund	17,187,511	16,648,425
Programmes funds	4,749,675	3,777,194
Other restricted funds	1,260	4,857
Total employee benefits expense	<u>21,938,446</u>	<u>20,430,476</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

Cost:	Leasehold building \$	Donated leasehold building \$	Renovations \$	Furniture, fittings, computers and office equipment \$	Motor vehicles \$	Medical & kitchen equipment \$	Total \$
At 1 January 2022	8,849,785	4,500,000	9,244,902	5,423,319	158,498	584,790	28,761,294
Additions	-	-	459,012	827,190	-	99,400	1,385,602
Disposals	-	-	(40,210)	(155,649)	-	-	(195,859)
At 31 December 2022	8,849,785	4,500,000	9,663,704	6,094,860	158,498	684,190	29,951,037
Additions	-	-	168,780	563,092	-	98,064	829,936
Disposals	-	-	-	(145,798)	-	(6,840)	(152,638)
At 31 December 2023	8,849,785	4,500,000	9,832,484	6,512,154	158,498	775,414	30,628,335
Accumulated depreciation:							
At 1 January 2022	4,979,225	550,000	7,952,441	4,011,401	109,366	282,070	17,884,503
Depreciation for the year	294,993	75,000	452,295	730,547	18,467	127,242	1,698,544
Disposals	-	-	(40,132)	(145,257)	-	-	(185,389)
At 31 December 2022	5,274,218	625,000	8,364,604	4,596,691	127,833	409,312	19,397,658
Depreciation for the year	294,993	75,000	443,911	752,478	8,000	137,896	1,712,278
Disposals	-	-	-	(102,116)	-	(5,540)	(107,656)
At 31 December 2023	5,569,211	700,000	8,808,515	5,247,053	135,833	541,668	21,002,280
Carrying value:							
At 1 January 2022	3,870,560	3,950,000	1,292,461	1,411,918	49,132	302,720	10,876,791
At 31 December 2022	3,575,567	3,875,000	1,299,100	1,498,169	30,665	274,878	10,553,379
At 31 December 2023	3,280,574	3,800,000	1,023,969	1,265,101	22,665	233,746	9,626,055

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

	<u>2023</u>	<u>2022</u>
	\$	\$
Depreciation expense charged to:		
Accumulated fund	1,291,240	1,584,738
Programmes funds	<u>421,038</u>	<u>113,806</u>
	<u>1,712,278</u>	<u>1,698,544</u>

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

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 profit or loss when they are incurred.

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.

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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>2023</u>	<u>2022</u>
	\$	\$
At beginning of the year	8,291,301	8,259,265
Additions	1,415,209	2,000,164
Disposal	(1,315,988)	(1,968,128)
At end of the year	<u>8,390,522</u>	<u>8,291,301</u>
<u>Accumulated depreciation and impairment losses:</u>		
At beginning of the year	3,273,124	2,469,980
Depreciation for the year	2,785,393	2,771,272
Disposal	(1,315,988)	(1,968,128)
At end of the year	<u>4,742,529</u>	<u>3,273,124</u>
<u>Carrying value</u>		
At end of the year	<u>3,647,993</u>	<u>5,018,177</u>

The lease rental terms are negotiated for a term of two to five years. Right-of-use assets are depreciated between two to five years based on the lease terms.

11. Trade and other receivables

	<u>2023</u>	<u>2022</u>
	\$	\$
<u>Trade receivables:</u>		
Outside parties	1,312,803	1,328,546
Less: Allowance for impairment	(18,007)	(4,827)
Less: Claimable from Medifund and Medifund Silver	(1,102,369)	(1,109,670)
Related parties (Note 3)	325,112	232,570
Subtotal	<u>517,539</u>	<u>446,619</u>
<u>Other receivables:</u>		
Grants and subsidies receivables	5,590,980	3,418,583
Related parties (Note 3)	214,554	–
Outside parties	400,820	425,916
Subtotal	<u>6,206,354</u>	<u>3,844,499</u>
Total trade and other receivables	<u>6,723,893</u>	<u>4,291,118</u>
<u>Movement in above allowance:</u>		
Balance at beginning of the year	4,827	–
Charge for trade receivables to statement of financial activities	13,180	4,827
Balance at end of the year	<u>18,007</u>	<u>4,827</u>

The expected credit losses ("ECL") on the above trade receivables are based on the simplified approach to measuring 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 current economic conditions.

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11. Trade and other receivables (cont'd)

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 (2022: 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>2023</u>	<u>2022</u>
	\$	\$
Trade receivables:		
Less than 60 days	412,024	453,712
61 to 90 days	111,277	92,934
Over 90 days	465,093	375,449
Total	<u>988,394</u>	<u>922,095</u>

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

	<u>2023</u>	<u>2022</u>
	\$	\$
Trade receivables:		
Over 90 days	18,007	4,827
Total	<u>18,007</u>	<u>4,827</u>

The allowance on trade receivables is based on individual accounts totalling \$18,007 (2022: \$4,827) 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>2023</u>	<u>2022</u>
	\$	\$
Deposits to secure services	690,888	588,617
Prepayments	143,272	144,617
	<u>834,160</u>	<u>733,234</u>

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13. Cash and cash equivalents

	<u>2023</u>	<u>2022</u>
	\$	\$
Not restricted in use	2,575,599	7,840,254
Cash held under deferred grants/donations	6,556,900	3,933,413
Cash held under restricted funds (Note 17)	8,175,159	6,441,909
Cash pledged for bank facilities (a)	62,120	328,328
Restricted in use (b)	<u>37,069,179</u>	<u>27,292,605</u>
	<u>54,438,957</u>	<u>45,836,509</u>
Interest earning balances	<u>38,273,762</u>	<u>29,647,346</u>

The rate of interest for the cash on interest earning balances is between 0.85% and 4.30% (2022: 0.85% and 4.30%) 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>2023</u>	<u>2022</u>
	\$	\$
Amount as shown above	54,438,957	45,836,509
Cash restricted in use	<u>(51,863,358)</u>	<u>(37,996,255)</u>
Cash and cash equivalents for statement of cash flows purposes at end of the year	<u>2,575,599</u>	<u>7,840,254</u>

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14. 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.

14A. Unrestricted funds

	<u>2023</u>	<u>2022</u>
	\$	\$
Accumulated fund (a)	39,939,268	34,745,401
Building and renovation fund (b)	3,085,202	3,071,513
BIG fund (c)	96,894	102,153
Total Unrestricted funds	<u>43,121,364</u>	<u>37,919,067</u>
 (a) <u>Accumulated fund</u>		
	<u>2023</u>	<u>2022</u>
	\$	\$
Balance at beginning of the year	34,745,401	30,426,633
Surplus – Anglican Care Centre (Bukit Batok)	258,112	295,973
Surplus – Anglican Care Centre (Farrer Park)	112,204	60,320
Surplus – Anglican Care Centre (Hougang)	724,835	554,759
Surplus – Anglican Care Centre (Pasir Ris)	89,430	124,464
Surplus – Anglican Care Centre (Simei)	1,070,485	815,902
Surplus – Anglican Care Centre (Yishun)	218,048	141,166
Surplus – Anglican Cluster Operator	–	36,071
Surplus – Anglican Senior Centre (Hillview)	364,767	222,500
Deficit – CITY Community Services	(570)	(8)
Surplus – Head Office	990,460	841,789
Surplus – Anglican Senior Centre	–	72,109
(Yishun / Jurong West / Tampines / Woodlands / Havelock / PEACE-Connect@5 / PEACE-Connect@8)		
Surplus – St Andrew's Nursing Home (Taman Jurong)	1,471,443	1,153,723
Surplus for the year	<u>5,299,214</u>	<u>4,318,768</u>
Transfer to Programmes funds	<u>(105,347)</u>	<u>–</u>
Balance at end of the year	<u>39,939,268</u>	<u>34,745,401</u>
Annual operating expenditure *	<u>28,513,702</u>	<u>28,057,399</u>
Ratio of reserves to annual operating expenditure (times)	<u>1.40</u>	<u>1.24</u>

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

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14. Funds (cont'd)

14A. Unrestricted funds (cont'd)

(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.

14B. Restricted funds

	<u>2023</u> \$	<u>2022</u> \$
Programmes funds (Note 15)	7,818,301	5,156,665
Chaplaincy fund (a)	324,794	352,362
<u>Other restricted funds</u>		
AFC – Project fund (b)	25,467	14,091
Other restricted funds (c)	2,423	30,644
Subtotal	<u>27,890</u>	<u>44,735</u>
	<u>8,170,985</u>	<u>5,553,762</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) Others include:

- 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 towards the supports of vocational training programme to clients for work done in the thrift shop at Anglican Care Centre (Bukit Batok).

For (a) Chaplaincy fund, (b) AFC – Project fund and (c) 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>2023</u>	<u>2022</u>
	\$	\$
<u>Incoming resources:</u>		
NCSS / Other grant	1,181,150	974,519
Interest / Other income	19,255	226,768
Total incoming resources	<u>1,200,405</u>	<u>1,201,287</u>
<u>Resources expended:</u>		
Salaries and CPF	976,243	972,053
Bonus	211,166	230,719
Staff benefits	22,853	3,557
Expenditure on manpower	1,210,262	1,206,329
Client's activities expenses	33,409	16,430
Depreciation	6,827	6,684
Building services and maintenance expenses	14,196	36,218
Administrative cost	161,099	132,935
Other operating expenses	67,094	41,462
Total resources expended	<u>1,492,887</u>	<u>1,440,058</u>
Net deficit	(292,482)	(238,771)
Balance at beginning of the year	<u>686,167</u>	<u>924,938</u>
Balance at the end of the year	<u>393,685</u>	<u>686,167</u>

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15. Programmes funds (cont'd)

15B. 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.

	<u>2023</u>	<u>2022</u>
	\$	\$
<u>Incoming resources:</u>		
Grant from MSF	1,584,614	1,278,499
Donation	52,190	23,279
Sundry income	103,677	49,465
Total incoming resources	<u>1,740,481</u>	<u>1,351,243</u>
<u>Resources expended:</u>		
Salaries and CPF	560,339	569,678
Bonus	123,201	109,257
Staff benefits	24,458	29,670
Expenditure on manpower	707,998	708,605
Clients' activities	26,088	23,124
Depreciation	307,387	306,259
Building services and maintenance expenses	64,425	52,556
Administrative cost	140,523	129,454
Other operating expended	18,132	21,658
Total resources expended	<u>1,264,553</u>	<u>1,241,656</u>
Net surplus	475,928	109,587
Balance at beginning of the year	3,073,401	2,963,814
Balance at end of the year	<u>3,549,329</u>	<u>3,073,401</u>

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15. Programmes funds (cont'd)

15C. 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. The SAC@5 and SAC@8 programmes have been subsumed under AAC5 and AAC8 respectively during the reporting year and the deficit funds have been transferred accordingly. In financial year 2023, PECCO ceased to operate and the programmes funds are transferred to Cluster Support @ (Jurong East, PEACE-Connect) and Anglican Senior Centre (ASC).

	CS \$	SGH \$	SAC@5 \$	SAC@8 \$	CREST \$	C2H \$	CBP \$	HAPPY \$	AAC8 \$	AAC5 \$	HPC \$	Total \$
2023:												
Balance at beginning of the year	952,891	(178,949)	-	-	398,625	48,186	423	8,161	(331,773)	(88,653)	229,390	1,038,301
Transfer (from) / to funds	(952,891)	178,949	-	-	(398,625)	(48,186)	(423)	(8,161)	331,773	88,653	(229,390)	(1,038,301)
Balance at end of the year	-	-	-	-	-	-	-	-	-	-	-	-
2022:												
Incoming resources:												
Government subventions	555,720	34,810	-	-	278,967	18,720	11,047	3,436	399,975	397,177	397,876	2,097,728
Client's fees	-	11,207	-	-	-	(40)	-	-	-	-	(294)	10,873
Total incoming resources	555,720	46,017	-	-	278,967	18,680	11,047	3,436	399,975	397,177	397,582	2,108,601
Resources expended:												
Salaries and CPF	363,159	41,525	-	-	154,101	33,363	-	-	202,813	168,310	146,336	1,109,607
Bonus	54,664	6,934	-	-	27,122	-	6,941	-	34,852	22,690	29,470	182,673
Staff benefits	6,399	645	-	-	4,609	5,451	362	-	5,380	4,123	23,924	50,893
Expenditure on manpower	424,222	49,104	-	-	185,832	38,814	7,303	-	243,045	195,123	199,730	1,343,173
Client's activities expenses	1,554	402	-	-	1,658	128	853	-	11,073	11,097	112	26,877
Operating lease expenses	1,463	4,917	-	-	878	396	263	-	15,257	4,735	1,980	29,889
Medical supplies	-	-	-	-	-	-	-	-	-	-	1,376	1,376
Depreciation	2,392	-	-	-	1,435	-	478	-	-	12,732	-	17,037
Interest expenses on lease liability	-	-	-	-	-	-	4	-	-	65	-	69
Building services and maintenance expenses	5,116	5,003	-	-	2,795	2,223	930	-	17,892	12,151	3,554	49,664
Administrative cost	3,034	451	-	-	4,853	603	1,082	-	18,315	18,031	1,118	47,487
Other operating expenses	1,732	586	-	-	1,867	726	131	-	34,521	16,230	831	56,624
Total resources expended	439,513	60,463	-	-	199,318	42,890	11,044	-	340,103	270,164	208,701	1,572,196
Net surplus / (deficit)	116,207	(14,446)	-	-	79,649	(24,210)	3	3,436	59,872	127,013	188,881	536,405
Balance at beginning 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
Transfer to / (from) funds	-	-	244,151	444,027	-	-	-	-	(444,027)	(244,151)	-	-
Balance at end of the year	952,891	(178,949)	-	-	398,625	48,186	423	8,161	(331,773)	(88,653)	229,390	1,038,301

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15. Programmes funds (cont'd)

15D. Cluster Support @ (Jurong East, PEACE-Connect)

Fund comprise mainly grants from Ministry of Health (MOH), Agency for Integrated Care (AIC) and Ministry Social and Family Development (MSF), donations received from individual and corporate donors. The Society is appointed to operate Community Case Management Services (CCMS), Community Resource Engagement and Support Team (CREST) and Senior Group Homes (SGH) to provide integrated localised care services to support vulnerable seniors and individuals living in the community.

2023:	CS-JE	CS-PC	CBP	SGH-JE	SGH-PC	HPC	CREST ES	CREST SS	CREST PC	HAPPY	CSH	Total
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Incoming resources:												
Government subventions	669,980	731,341	2,764	38,475	38,303	343,024	336,672	334,751	328,723	-	-	2,824,033
Amortisation of government grants	2,314	53,350	-	-	-	-	1,997	1,157	-	-	-	58,818
Utilisation of government grant	-	24,118	-	-	-	-	-	-	-	-	-	24,118
Client's fees	-	-	-	6,444	11,254	-	-	-	-	-	-	17,698
Donations	-	28,547	-	-	-	-	-	-	-	-	-	28,547
Interest income	30,534	-	-	-	-	-	-	-	-	-	-	30,534
Sundry income	2,624	48,000	-	-	-	-	-	-	-	-	-	50,624
Total incoming resources	705,452	885,356	2,764	44,919	49,557	343,024	338,669	335,908	328,723	-	-	3,034,372
Resources expended:												
Salaries and CPF	314,452	287,999	-	31,353	4,323	196,586	241,942	166,250	198,949	-	-	1,441,854
Bonus	78,422	65,909	-	7,844	-	48,671	57,696	43,930	49,256	-	-	351,728
Staff benefits	(4,171)	22,433	-	517	(10)	31,813	11,721	3,324	3,712	-	-	69,339
Expenditure on manpower	388,703	376,341	-	39,714	4,313	277,070	311,359	213,504	251,917	-	-	1,862,921
Client's activities expenses	588	1,419	-	-	-	-	-	-	1,919	-	-	3,926
Operating lease expenses	1,152	3,669	-	3,172	4,907	412	6	4	4,851	-	-	18,173
Depreciation	8,176	60,302	-	-	-	-	2,317	1,274	-	-	-	72,069
Loss on disposal of fixed assets	-	443	-	-	-	-	-	-	-	-	-	443
Interest expenses on lease liability	272	455	-	-	-	-	-	-	-	-	-	727
Building services and maintenance expenses	14,618	9,413	-	13,347	6,183	28	203	122	6,223	-	-	50,137
Administrative cost	46,227	41,380	-	319	(420)	24,277	23,763	22,284	27,011	-	-	184,841
Other operating expenses	17,853	4,530	-	39	41	180	9,800	7,200	3,227	-	-	42,870
Total resources expended	477,589	497,952	-	56,591	15,024	301,967	347,448	244,388	295,148	-	-	2,236,107
Net surplus / (deficit)	227,863	387,404	2,764	(11,672)	34,533	41,057	(8,779)	91,520	33,575	-	-	798,265
Balance at beginning of the year	368,639	-	-	(9,843)	-	-	-	-	-	-	-	358,796
Transfer to / (from) funds	-	952,891	423	-	(178,949)	229,390	10,804	71,759	398,625	8,161	48,186	1,541,290
Balance at end of the year	596,502	1,340,295	3,187	(21,515)	(144,416)	270,447	2,025	163,279	432,200	8,161	48,186	2,698,351

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15. Programmes funds (cont'd)

15D. Cluster Support @ (Jurong East, PEACE-Connect) (cont'd)

	<u>Cluster Support</u> \$	<u>Senior Group Homes</u> \$	<u>Total</u> \$
<u>2022:</u>			
<u>Incoming resources:</u>			
Government subventions	563,116	36,173	599,289
Client's fees	–	7,252	7,252
Interest income	159	–	159
Sundry income	2,902	–	2,902
Total incoming resources	<u>566,177</u>	<u>43,425</u>	<u>609,602</u>
<u>Resources expended:</u>			
Salaries and CPF	390,748	29,468	420,216
Bonus	90,162	8,362	98,524
Staff benefits	(39)	386	347
Expenditure on manpower	<u>480,871</u>	<u>38,216</u>	<u>519,087</u>
Client's activities expenses	296	–	296
Depreciation	6,846	–	6,846
Operating lease expenses	41	3,184	3,225
Building services and maintenance expenses	16,358	7,429	23,787
Administrative cost	60,151	310	60,461
Other operating expended	<u>17,467</u>	<u>–</u>	<u>17,467</u>
Total resources expended	<u>582,030</u>	<u>49,139</u>	<u>631,169</u>
Net deficit	(15,853)	(5,714)	(21,567)
Balance at beginning of the year	<u>384,492</u>	<u>(4,129)</u>	<u>380,363</u>
Balance at end of the year	<u>368,639</u>	<u>(9,843)</u>	<u>358,796</u>

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15. Programmes funds (cont'd)

15E. Anglican Senior Centre (ASC)

ASC provides active ageing programmes and activities such as healthy nutrition and exercise, arts and crafts, community befriending, community health education, and programmes designed to empower seniors to age well in the community. ASC also provides befriending and buddying and basic health prevention programmes such as functional and dementia screening for seniors with declining health functions and collaborate with the hospital system to provide community nursing posting to the seniors.

2023:	ASC Yishun \$	ASC Jurong West \$	ASC Tampines \$	ASC Woodlands \$	ASC Havelock \$	ASC PC5 \$	ASC PC8 \$	Total \$
<u>Incoming resources:</u>								
Government subventions	465,019	441,982	454,882	451,128	467,821	420,984	491,699	3,193,515
Amortisation of government grants	-	386	3,722	7,081	-	-	27,955	39,144
Utilisation of government grant	-	-	-	-	-	37,039	21,724	58,763
Donations	16,246	20,946	17,385	16,966	21,200	16,362	27,989	137,094
Interest income	2,020	2,020	2,020	2,020	2,020	720	720	11,540
Sundry income	-	-	-	-	-	-	3,303	3,303
Total incoming resources	483,285	465,334	478,009	477,195	491,041	475,105	573,390	3,443,359
<u>Resources expended:</u>								
Salaries and CPF	106,308	103,544	82,149	90,611	86,300	153,964	141,038	763,914
Bonus	23,910	24,742	13,824	17,690	19,495	45,819	38,191	183,671
Staff benefits	1,998	3,096	(760)	2,639	2,074	7,311	4,550	20,908
Expenditure on manpower	132,216	131,382	95,213	110,940	107,869	207,094	183,779	968,493
Client's activities expenses	17,483	8,052	23,027	9,283	7,080	29,490	27,745	122,160
Operating lease expenses	251	1,279	1,983	544	5,447	3,808	16,393	29,705
Depreciation	25,429	27,808	38,082	36,653	53,670	25,122	33,973	240,737
Interest expenses on lease liability	579	623	296	1,024	3,667	2,140	-	8,329
Building services and maintenance expenses	42,620	41,050	41,866	39,111	43,578	24,239	19,618	252,082
Administrative cost	28,765	29,111	26,576	28,865	27,260	27,076	28,785	196,438
Other operating expenses	7,368	6,793	6,769	5,838	7,355	8,004	8,710	50,837
Total resources expended	254,711	246,098	233,812	232,258	255,926	326,973	319,003	1,868,781
Net surplus	228,574	219,236	244,197	244,937	235,115	148,132	254,387	1,574,578
Balance at beginning of the year	-	-	-	-	-	-	-	-
Transfer to / (from) funds	23,325	(15,291)	(13,063)	43,341	(15,528)	(88,653)	(331,773)	(397,642)
Balance at end of the year	251,899	203,945	231,134	288,278	219,587	59,479	(77,386)	1,176,936

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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 \$	Financial Assistance Scheme \$	Medifund and Medifund Silver \$	President Challenge Fund \$	Others \$	Total \$
At 1 January 2022	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
Grant / donation received	1,397,766	–	–	–	9,860	–	2,742,395	–	204,691	4,354,712
Amortisation of government grants/donations – depreciation	(584,759)	(43,330)	(75,000)	(292,152)	(533,951)	–	–	–	(21,810)	(1,551,002)
Utilisation of government grants – operating expenses	(567,940)	(37,407)	–	–	–	–	–	(170,793)	(315,876)	(1,092,016)
Utilisation of deferred donations – operating expenses	–	–	–	–	–	–	–	–	(734,506)	(734,506)
Utilisation of Medifund	–	–	–	–	–	–	(2,918,385)	–	–	(2,918,385)
At 31 December 2022	4,690,071	(196,300)	3,875,000	3,505,986	688,114	–	934,982	(106,366)	756,840	14,148,327
Grant / donation received	1,132,542	234,414	–	–	41,656	207,000	5,182,789	235,861	85,012	7,119,274
Refund	(21,786)	–	–	–	–	–	2,120	–	–	(19,666)
Amortisation of government grants/donations – depreciation	(732,741)	(20,209)	(75,000)	(292,152)	(452,179)	–	–	–	(13,331)	(1,585,612)
Utilisation of government grants – operating expenses	(676,051)	–	–	–	–	–	–	(129,495)	(17,837)	(823,383)
Utilisation of deferred donations – operating expenses	–	–	–	–	–	–	–	–	(197,211)	(197,211)
Utilisation of Medifund	–	–	–	–	–	–	(2,844,470)	–	–	(2,844,470)
At 31 December 2023	4,392,035	17,905	3,800,000	3,213,834	277,591	207,000	3,275,421	–	613,473	15,797,259

Presented in statement of financial position as:

	2023 \$	2022 \$
Current	6,342,643	4,061,763
Non-current	9,454,616	10,086,564
	<u>15,797,259</u>	<u>14,148,327</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 ("ILTC") 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.

(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), Anglican Cluster Operator (Jurong East), Anglican Family Centre and St. Andrew's Nursing Home (Taman Jurong)). The grant is amortised over a period of three to five years.

(f) 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 2023 is \$3,275,421 (2022: \$934,982).

(g) President Challenge Fund mainly consist of President Challenge 2022 – Empowering for Life Fund. This grant is for the transitional employment and work integration programme of our psychiatric services. Expenses incurred for reimbursement is submitted on yearly basis in June each year.

17. Fund account balances

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17. Fund account balances (cont'd)

	UNRESTRICTED				RESTRICTED			
	Accumulated fund \$	Building and renovation fund \$	BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	Other restricted funds \$	Total \$
2022:								
Non-current assets								
Property, plant and equipment	10,159,983	-	-	10,159,983	-	393,396	-	10,553,379
Right-of-use assets	4,657,554	-	-	4,657,554	-	360,623	-	5,018,177
	14,817,537	-	-	14,817,537	-	754,019	-	15,571,556
Current assets								
Trade and other receivables	3,920,476	-	-	3,920,476	-	370,642	-	4,291,118
Other non-financial assets	661,200	-	-	661,200	-	72,034	-	733,234
Cash and cash equivalents	36,220,934	3,071,513	102,153	39,394,600	352,362	6,044,812	44,735	45,836,509
	40,802,610	3,071,513	102,153	43,976,276	352,362	6,487,488	44,735	50,860,861
Total assets	55,620,147	3,071,513	102,153	58,793,813	352,362	7,241,507	44,735	66,432,417
Non-current liabilities								
Deferred government grants / donations, non-current	9,747,196	-	-	9,747,196	-	339,368	-	10,086,564
Lease liabilities, non-current	2,404,397	-	-	2,404,397	-	153,285	-	2,557,682
	12,151,593	-	-	12,151,593	-	492,653	-	12,644,246
Current liabilities								
Deferred government grant / donations, current	3,842,984	-	-	3,842,984	-	218,779	-	4,061,763
Trade and other payables	2,582,013	-	-	2,582,013	-	1,162,393	-	3,744,406
Lease liabilities, current	2,298,156	-	-	2,298,156	-	211,017	-	2,509,173
	8,723,153	-	-	8,723,153	-	1,592,189	-	10,315,342
Total liabilities	20,874,746	-	-	20,874,746	-	2,084,842	-	22,959,588
Net assets	34,745,401	3,071,513	102,153	37,919,067	352,362	5,156,665	44,735	43,472,829

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18. Lease liabilities

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

	<u>2023</u> \$	<u>2022</u> \$
Lease liabilities, current	2,440,304	2,509,173
Lease liabilities, non-current	<u>1,264,808</u>	<u>2,557,682</u>
	<u>3,705,112</u>	<u>5,066,855</u>

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

	<u>2023</u> \$	<u>2022</u> \$
Total lease liabilities recognised at beginning of reporting year	5,066,855	5,834,025
Additions	1,415,209	2,000,164
Accretion of interest	88,096	77,310
Lease payments	<u>(2,865,048)</u>	<u>(2,844,644)</u>
Total lease liabilities at end of reporting year	<u>3,705,112</u>	<u>5,066,855</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.

Lease liabilities under operating leases are secured by the right-of-use assets because these will revert to the lessor in the event of default.

The weighted average incremental borrowing rate applied to lease liabilities recognised was ranged from 1.63% to 3.50% (2022: 1.63% to 1.96%) per annum.

A summary of the maturity analysis of lease liabilities is disclosed in Note 20E.

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.

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, there were no commitments on leases which had not yet commenced.

Other disclosures on leases:

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

	<u>2023</u> \$	<u>2022</u> \$
Expense relating to short-term leases included in operating lease expenses	<u>235,362</u>	<u>225,088</u>

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19. Trade and other payables

	<u>2023</u>	<u>2022</u>
	\$	\$
<u>Trade payables:</u>		
Outside parties and accrued liabilities	351,933	766,882
Related parties (Note 3)	179,809	267,778
Sub-total	<u>531,742</u>	<u>1,034,660</u>
<u>Other payables:</u>		
Related parties (Note 3)	128,592	123,971
Outside parties	3,816,004	2,585,775
Sub-total	<u>3,944,596</u>	<u>2,709,746</u>
Total trade and other payables	<u>4,476,338</u>	<u>3,744,406</u>

20. Financial instruments: information on financial risks and other explanatory information

20A. Categories of financial assets and financial liabilities

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

	<u>2023</u>	<u>2022</u>
	\$	\$
<u>Financial assets:</u>		
Financial assets at amortised cost	61,162,850	50,127,627
At end of the year	<u>61,162,850</u>	<u>50,127,627</u>
<u>Financial liabilities:</u>		
Financial liabilities at amortised cost	8,181,450	8,811,261
At end of the year	<u>8,181,450</u>	<u>8,811,261</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.

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

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 material 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. The disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

20D. Credit risk on financial assets

Financial assets subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner arise principally from cash balances with banks, 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 and any other financial instruments with banks and other financial institutions is limited because the counterparties are entities with acceptable credit ratings. For expected credit losses ("ECL") on financial assets, a simplified approach (that is, to recognise the loss allowance at an amount equal to lifetime ECL at initial recognition and throughout its life at each reporting date) is permitted by the financial reporting standard on financial instruments for financial assets that do not contain a material financing component. For the credit risk on the financial assets an ongoing credit evaluation is performed on the financial condition of the debtors and any 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 cash balances. There was no identified impairment loss.

20E. Liquidity risk – financial liabilities maturity analysis

The following table analyses the non-derivative financial liabilities by remaining contractual maturity (contractual and undiscounted cash flows):

	Less than 1 year \$	2 – 5 years \$	Total \$
<u>Non-derivative financial liabilities:</u>			
<u>2023:</u>			
Gross lease liabilities	2,498,292	1,286,273	3,784,565
Trade and other payables	4,476,338	–	4,476,338
At end of the year	<u>6,974,630</u>	<u>1,286,273</u>	<u>8,260,903</u>
<u>Non-derivative financial liabilities:</u>			
<u>2022:</u>			
Gross lease liabilities	2,598,095	2,607,539	5,205,634
Trade and other payables	3,744,406	–	3,744,406
At end of the year	<u>6,342,501</u>	<u>2,607,539</u>	<u>8,950,040</u>

The undiscounted amounts on the borrowings with fixed and floating interest rates are determined by reference to the conditions existing at the reporting date.

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

20E. Liquidity risk – financial liabilities maturity analysis (cont'd)

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. The average credit period taken to settle trade payables is about 30 days (2022: 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. The following table analyses the breakdown of the material financial instruments by type of interest rate:

	<u>2023</u> \$	<u>2022</u> \$
Financial assets:		
Fixed rates	<u>38,273,762</u>	<u>29,647,346</u>

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

20G. Foreign currency risk

There were no material balances in non-functional currency at the end of the reporting year.

21. Changes and adoption of financial reporting standards

For the current reporting year the ASC issued amendment to FRS 1 and Practice Statement 2 on disclosures of material accounting policy information and other explanatory information. Immaterial information need not be disclosed. Disclosures should not obscure material accounting policy information (such as material information being obscured, or information regarding a material item, transaction or other event is scattered throughout the financial statements, etc). In addition, the ASC issued certain new or revised financial reporting standards. None had material impact on the Society. Those applicable to the Society are listed below.

<u>FRS No.</u>	<u>Title</u>
FRS 8	Definition of Accounting Estimates – Amendments

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

For the future reporting years the ASC issued certain new or revised financial reporting standards. The transfer to the applicable new or revised standards from the effective dates is not expected to result in any material modification of the measurement methods or the presentation in the financial statements for the following reporting 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 Society's financial statements in the period of initial application. Those applicable to the Society for future reporting years are listed below.

<u>FRS No.</u>	<u>Title</u>	Effective date for periods beginning <u>on or after</u>
FRS 1	Presentation of Financial Statements- amendment relating to Classification of Liabilities as Current or Non-current	1 Jan 2024
FRS 1	Presentation of Financial Statements- amendment relating to Non-current Liabilities with Covenants	1 Jan 2024

SERVICES MAP

PSYCHIATRIC SERVICES

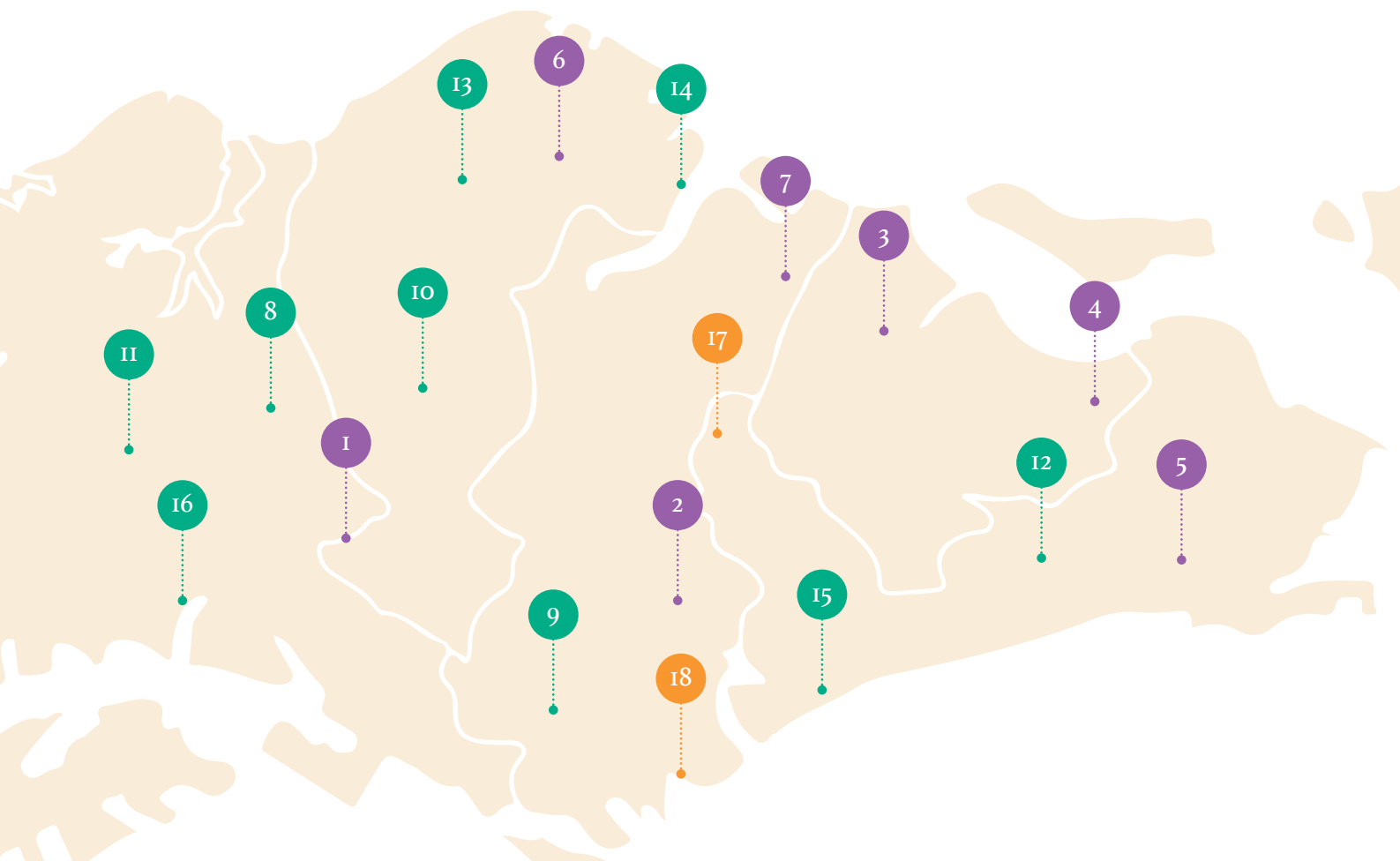
1. **ANGLICAN CARE CENTRE (BUKIT BATOK)**
since 2010
2. **ANGLICAN CARE CENTRE (FARRER PARK)**
since 2017
3. **ANGLICAN CARE CENTRE (HOUGANG)**
since 2002
4. **ANGLICAN CARE CENTRE (PASIR RIS)**
since 2011
5. **ANGLICAN CARE CENTRE (SIMEI) INTEGRATED EMPLOYMENT SERVICES**
since 2004
6. **ANGLICAN CARE CENTRE (YISHUN)**
since 2012
7. **CREST-YOUTH SACS**
since 2023

SENIOR SERVICES

8. **ANGLICAN CLUSTER OPERATOR (JURONG EAST)**
since 2016
9. **ANGLICAN SENIOR CENTRE (HAVELOCK)**
since 2020
10. **ANGLICAN SENIOR CENTRE (HILLVIEW)**
since 2018
11. **ANGLICAN SENIOR CENTRE (JURONG WEST)**
since 2018
12. **ANGLICAN SENIOR CENTRE (TAMPINES)**
since 2018
13. **ANGLICAN SENIOR CENTRE (WOODLANDS)**
since 2018
14. **ANGLICAN SENIOR CENTRE (YISHUN)**
since 2016
15. **ANGLICAN CLUSTER OPERATOR (PEACE-CONNECT) ANGLICAN SENIOR CENTRE (PEACE-CONNECT@5) ANGLICAN SENIOR CENTRE (PEACE-CONNECT@8)**
since 1995
16. **ST. ANDREW'S NURSING HOME (TAMAN JURONG)**
since 2019

FAMILY AND CHILDREN SERVICES

17. **ANGLICAN FAMILY CENTRE**
since 2009
18. **CITY COMMUNITY SERVICES**
since 2007





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