

LET YOUR LIGHT SHINE!

Let your light so
shine before men,
that they may see
your good works,
and glorify your
Father which is in
heaven.

Matthew 5:16



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Introduction



Singapore Anglican Community Services (SACS) is a work produced by faith, a labour prompted by love, and an endurance nurtured by hope. Our vision is to reach out to people in need, with the love of our Lord Jesus Christ.

The early 1950s marked the genesis of SACS, when an act of kindness by Mrs. Catherine Thomas, a trained nurse and wife of then St. Andrew's School principal, Mr. Francis Thomas, towards a poor villager living in the Potong Pasir area sparked generations of compassionate services to the needy and disadvantaged.

In 1967, the Anglican Welfare Council – renamed Singapore Anglican Welfare Council (SAWC) in 1977 – was inaugurated to minister to and carry out community services and welfare work amongst the elderly, the poor, the destitute and the aged sick, according to the teachings of our Lord Jesus Christ.

SAWC was restructured to bring together the other community service arms of the Diocese of Singapore, and was renamed Singapore Anglican Community Services (SACS) in 2004.

SACS, a voluntary welfare organisation and an approved Institution of Public Character, serves the community through its Psychiatric Services, Senior Services, Family and Children Services, and the Mission to Seafarers.



① Singapore Anglican Community Services (SACS) celebrated its 50th anniversary with Mr. Chan Chun Sing, Minister in the Prime Minister's Office, The Most Reverend Datuk Ng Moon Hing, Archbishop of the Anglican Church of the Province of Southeast Asia, Dr. Jimmy How, pioneer stalwart of Anglican Welfare Council, as well as the board members and management of SACS and St. Andrew's Mission Hospital (SAMH) at the SACS-SAMH Charity Gala Dinner 2017 on 25 August 2017. ② Mr. Gan Kim Yong unveiled the SACS' Golden Jubilee Monument "Into The Light" and officially opened the Anglican Care Centre (Farrer Park) with the board members and management of SACS and SAMH on 13 October 2017. ③ SACS aims to promote public awareness and stamp out the social stigma of mental health issues through various community outreach events, such as "Healthy Minds, Happy Lives". ④ Anglican Cluster Operator (Jurong East) raises public awareness of dementia through fun quizzes aimed at dispelling common misconceptions about the illness at various community events. ⑤ PEACE-Connect Cluster Operator partnered with the Kampong Glam Constituency to organise the monthly activity, "Breakfast with Love" (BWL), where elderly residents gathered together at the Kampong Glam Community Centre for a time of breakfast, exercise, sharing of information and chit-chatting with Ms. Denise Phua, Mayor of Central Singapore Community Development Council. ⑥ Anglican Family Centre equips women facing crisis with essential skills and knowledge to gain employment and be financially self-sufficient. ⑦ At Anglican Senior Centre (Yishun), senior residents are encouraged to age actively through various arts and recreational activities such as oil painting sessions. ⑧ CITY Community Services actively reaches out to the underprivileged children regularly through various games and activities via its Befrienders Clubs and Kid's Loft Student Care.



President's Address

“Let your light so shine before men, that they may see your good works, and glorify your Father which is in heaven.”

Matthew 5:16

Jesus Christ is the cornerstone in the work of the Singapore Anglican Community Services (SACS). Just as He ministered to those who were physically, mentally and spiritually unwell, SACS strives to continue this mission of care today, guided by the triad of FAITH, HOPE and LOVE.

2017 marks the 50th year of SACS serving the community. As we celebrate SACS' Golden Jubilee, we are humbly reminded that many of God's initiatives begin with us being willing to take a small step of faith. And when we are ready and willing to step out in faith, He will give the increase.

SHINING HIS LIGHT OF FAITH, HOPE, LOVE

SACS is a work produced by FAITH, an endurance nurtured by HOPE, and a labour prompted by LOVE. This labour of love continues to grow throughout the decades, tending to the needy and the mentally and physically infirmed, whose hearts are broken and spirits crushed.

Since 1986, God has guided the journey of SACS to focus on providing psychiatric care. In 2017, the work of SACS Psychiatric Services received affirmation from the Ministry of Health which appointed SACS to operate the Anglican Care Centre (Farrer Park) [ACC(FP)], a sheltered home for adults and youths who have undergone psychiatric rehabilitation and are ready to reintegrate into the community.

ACC(FP) marks a commission from God to SACS, affirming our work in the past 50 years and the future to come as we tirelessly strive to bring people into His Light. Indeed, it is a new milestone for SACS as it continues to provide a continuum of care services for persons recovering from mental health issues through its integrated psychiatric rehabilitation services.

In 2017, SACS also strengthened its mission in caring for Singapore's ageing population with the opening of Anglican Senior Centre (Hillview).

LIGHT OF THE WORLD

God has nurtured the sparks of SACS' ministry into a shining light of comfort and hope. We thank God for blessing us with dedicated staff and volunteers, individuals, corporations, business associations, philanthropic groups and foundations as well as parishes who have been partnering us in our work to serve the community. Thank you for your hard work, generous contributions and for blessing us with your support, prayers, advice and financial assistance.

We pray that by His grace and providence, our light can continue to shine to the world for the years to come and become a living testament of His great love for all mankind.

“In Him was life; and the life was the light of men. And the light shineth in darkness; and the darkness comprehended it not.” John 1:4-5

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

Review of Services

“And let us not grow weary while doing good, for in due season we shall reap if we do not lose heart.”

Galatians 6:9

The year 2017 marks the Golden Jubilee of the Singapore Anglican Community Services (SACS). It is not simply a milestone that celebrates the organisation’s longevity. More than that, it is evidence of God’s goodness to the community and faithfulness towards SACS.

To strengthen the common identity that reflects the vision, goals and commitment of SACS as well as our roots from the Anglican Church Ministry, a renaming exercise for the centres was carried out, which took effect since 1 January 2018.

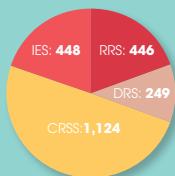
| FORMER NAME | NEW NAME |
|--|--|
| PSYCHIATRIC SERVICES | |
| Hougang Care Centre | Anglican Care Centre (Hougang) |
| Simei Care Centre | Anglican Care Centre (Simei) |
| Anglican Care Centre (Farrer Park) | New service in 2017. No change to centre’s name. |
| Community Rehabilitation and Support Services (Bukit Batok, Pasir Ris, Yishun) | Anglican Care Centres (Bukit Batok, Pasir Ris, Yishun) |
| Integrated Employment Services | No change to service’s name. |
| SENIOR SERVICES | |
| SACS Cluster Operator (Jurong East) | Anglican Cluster Operator (Jurong East) |
| SACS Senior Centres (Floral Spring, Golden Orchard) | Anglican Senior Centres (Yishun, Jurong West) |
| SACS Centre (HillV2) | Anglican Senior Centre (Hillview) |
| FAMILY AND CHILDREN SERVICES | |
| SACS Family Care Centre | Anglican Family Centre |

We thank God for His love, guidance and provision which have sustained us throughout the journey. On behalf of the Board, I am pleased to provide an update on SACS and its services: Psychiatric Services, Senior Services, and Family and Children Services.

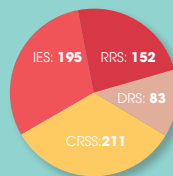
PSYCHIATRIC SERVICES

SACS supports persons with mental health issues in their recovery journey through 4 service arms: Residential Rehabilitation Services (RRS), Day Rehabilitation Services (DRS), Community Rehabilitation and Support Services (CRSS) and Integrated Employment Services (IES).

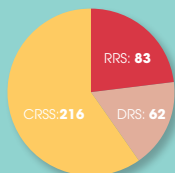
2,267 clients served



641 new referrals



361 clients achieved their recovery goals within a year and were discharged



164 clients completed IES programmes and were eligible for job placements

138 clients were successfully employed

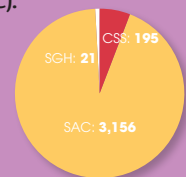


41 clients sustained employment for more than 6 months

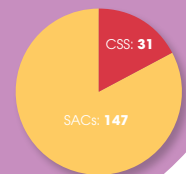
SENIOR SERVICES

SACS senior service offerings include Cluster Support Services (CSS), Senior Group Home (SGH) and Senior Activity Centres (SAC).

3,372 seniors served



178 volunteers recruited and trained



FAMILY AND CHILDREN SERVICES

Anglican Family Centre provides temporary crisis refuge and support services for women experiencing domestic violence, and their children.

169 cases served

101 new referrals

77 cases discharged



CITY Community Services reaches out to children from underprivileged families and develop their character and potential.

425 children served



Review of Services

PSYCHIATRIC SERVICES

God continues to affirm Singapore Anglican Community Services (SACS)' commission in psychiatric care by leading the organisation to start Anglican Care Centre (Farrer Park), a sheltered home for persons undergoing mental health recovery. The centre is an integral part of our continuum of care for those who need temporary accommodation and can live independently with some form of gainful employment. It has a capacity to serve 60 adults and 20 youths. Commemorating SACS' Golden Jubilee with this new milestone, the official opening of the centre was graced by Mr Gan Kim Yong, Minister for Health, on 13 October 2017.

COMMUNITY OUTREACH EVENTS

To promote public awareness and stamp out stigmatisation of mental health issues, SACS Psychiatric Services, together with grassroots organisations and other mental health service agencies, organised the "Healthy Minds, Happy Lives" events in different parts of Singapore: Eastpoint Mall (22 April 2017), Chong Pang Community Club (1 October 2017), Ci Yuan Community Club (21 October 2017) and Hillview Community Club (22 October 2017). Through various platforms such as sharings by professionals, caregivers, peer support specialists, and interactive games at these events, SACS hopes to raise awareness on various mental health issues, the needs of caregivers and the recovery of persons with mental health issues (PMHI).

At the national level, in line with the World Mental Health Day, SACS participated in an event themed "Voice Out Against Stigma" at the Botanic Gardens on 7 October 2017. Together with other disability groups, our staff and members also participated as a contingent in the Purple Parade Annual Event at Suntec City on 28 October 2017.

CLINICAL SUPERVISION

In April 2017, we were glad to receive a two-year 80% Voluntary Capability Fund (VCF) Grant for clinical supervision by an external supervisor for all our rehabilitation counsellors from Community Rehabilitation and Support Services (CRSS) and Integrated Employment Services (IES). This clinical supervision will benefit around 24 staff. The 1st Order Supervision seeks to enhance the professional competencies of the rehabilitation counsellors, which will enhance the quality of service to our clients. As for the 2nd Order Supervision, we hope to equip a group of identified clinical supervisors with the competency to provide supervision to their peers and those whom they are mentoring. This is a key aspect of our community mental health and employment services, which reaches out to more than 1,500 clients annually to support and sustain their recovery in the community.

NEW INITIATIVES

a. Employee Assistance Programme (EAP+)

In August 2017, we partnered the National Council of Social Service (NCSS) to pilot the Employee Assistance Programme (EAP+). This project seeks to promote mental health wellness, training and consultation for supervisors and management on mental health issues, as well as counselling for employees who have mental health issues. Our first step is to reach out to employers who are supportive of employing PMHI in their companies to inform them of the new additional support available. Through this, we hope to encourage more employers and their affiliates to participate in the programme.

b. Conversion of Hope Wing in Anglican Care Centre (Hougang) for Slow Stream Rehabilitation

As part of our continuum of care, Anglican Care Centre (Hougang) converted its Hope Wing to provide slow stream rehabilitation care for male patients from the long-stay wards of the Institute of Mental Health (IMH) in November 2017. The slow stream rehabilitation care provides a simple structured routine and activities for about 40 residents. Through this gradual process, we hope to equip them with basic living and vocational skills and increase their independence to progress to the open wings which is the next step towards community integration. This process is referred to as "one-quarter way", while the open wings are "half way".

CONSOLIDATION AND ENHANCEMENT OF INFORMATION TECHNOLOGY

a. Integrated Employment Services

Integrated Employment Services (IES) help PMHI gain and sustain employment in the competitive job market through a wide range of employment services - Employment Training Centre (ETC), Employment Internship Programme (EIP), Employee Assistance Programme (EAP+), Employment Support Service (ESS), and Social Enterprise such as Something Old Something New (SOSN), Mother and Child Project (MnCP), and Members' Own Social Enterprises and Services (MOSES). These services train, support, educate and promote advocacy for PMHI to get jobs to increase their sense of self-worth and hope, and enhance their financial independence. In June 2017, IES' list of services were centralised in Anglican Care Centre (Simei).

b. Information Technology Enhancement Project

As our range of services and clientele grew, a more comprehensive E-Case system was needed to support the increasing amount of data for various functions to better serve the clients. In April 2018, we launched a new customised E-Case system. With improved data analytics, the new system facilitates and improves the synergy among the various SACS Psychiatric Services Centres and helps us better understand our clients' needs and serve them better.

RESIDENTIAL REHABILITATION SERVICES

Residential care was provided for 446 clients in a therapeutic environment to support their recovery at the Anglican Care Centres in Hougang, Simei and Farrer Park. New referrals constituted 34% of the cases. Of the 153 clients discharged, 83 (54%) achieved their recovery goals.

| STATISTICS OF TOTAL CLIENTS SERVED IN 2017 | ACC (HG) ¹ | ACC (SM) ² | ACC (FP) ³ | TOTAL |
|--|-----------------------|-----------------------|-----------------------|-------|
| REFERRAL SOURCE (NEW CLIENTS ONLY) | | | | |
| Institute of Mental Health | 75 | 40 | 4 | 119 |
| Restructured Hospital | 0 | 5 | 1 | 6 |
| Internal Referral from SACS Psychiatric Services | 2 | 11 | 5 | 18 |
| Others | 9 | 0 | 0 | 9 |
| DIAGNOSIS | | | | |
| Schizophrenia | 191 | 154 | 7 | 352 |
| Mood Disorders | 27 | 25 | 3 | 55 |
| Anxiety Disorder | 11 | 9 | 0 | 20 |
| Others | 12 | 7 | 0 | 19 |
| AGE GROUP | | | | |
| Below 21 | 0 | 1 | 1 | 2 |
| 21 - 29 | 10 | 17 | 2 | 29 |
| 30 - 39 | 33 | 39 | 1 | 73 |
| 40 - 49 | 72 | 60 | 2 | 134 |
| 50 - 59 | 89 | 47 | 3 | 139 |
| 60 and above | 37 | 31 | 1 | 69 |
| EDUCATION LEVEL | | | | |
| No Education | 0 | 3 | 0 | 3 |
| Primary Qualification | 61 | 32 | 4 | 97 |
| Secondary Qualification | 103 | 86 | 3 | 192 |
| Institute of Technical Education | 35 | 19 | 0 | 54 |
| Junior College Qualification | 10 | 14 | 1 | 25 |
| Diploma | 0 | 21 | 2 | 23 |
| Bachelor's Degree | 11 | 17 | 0 | 28 |
| Others | 21 | 3 | 0 | 24 |
| DISCHARGE OUTCOMES | | | | |
| Recovery Goals Achieved | 42 | 41 | 0 | 83 |
| Dropped out of Programme | 14 | 6 | 2 | 22 |
| Involuntary Discharge | 5 | 7 | 0 | 12 |
| Readmission to Hospital | 23 | 10 | 0 | 33 |
| Others | 1 | 2 | 0 | 3 |

¹Anglican Care Centre (Hougang); ²Anglican Care Centre (Simei); ³Anglican Care Centre (Farrer Park)

446 CLIENTS SERVED

| | | |
|-----------------------|-----------------------|-----------------------|
| ACC (HG) ¹ | ACC (SM) ² | ACC (FP) ³ |
| 241 | 195 | 10 |



152 NEW CLIENTS REFERRED

| | | |
|-----------------------|-----------------------|-----------------------|
| ACC (HG) ¹ | ACC (SM) ² | ACC (FP) ³ |
| 86 | 56 | 10 |



83 CLIENTS ACHIEVED RECOVERY GOALS AND WERE DISCHARGED

| | |
|-----------------------|-----------------------|
| ACC (HG) ¹ | ACC (SM) ² |
| 42 | 41 |



Review of Services

DAY REHABILITATION SERVICES

SACS served 249 clients through a comprehensive range of structured rehabilitation programmes, specially designed to help them achieve rehabilitation goals and recovery, at Anglican Care Centres in Hougang, Simei, Bukit Batok, Pasir Ris and Yishun. New referrals constituted 33% of the cases. Of the 91 clients discharged, 62 (68%) achieved their recovery goals.

| STATISTICS OF TOTAL CLIENTS SERVED IN 2017 | ACC (HG) ¹ | ACC (SM) ² | ACC (BB) ³ | ACC (PR) ⁴ | ACC (YS) ⁵ | TOTAL |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------|
| REFERRAL SOURCE (NEW CLIENTS ONLY) | | | | | | |
| Institute of Mental Health | 9 | 9 | 14 | 9 | 1 | 42 |
| Restructured Hospital | 0 | 3 | 0 | 3 | 1 | 7 |
| Internal Referral from SACS Psychiatric Services | 0 | 13 | 8 | 6 | 0 | 27 |
| Others | 0 | 0 | 2 | 3 | 2 | 7 |
| DIAGNOSIS | | | | | | |
| Schizophrenia | 27 | 57 | 42 | 44 | 18 | 188 |
| Mood Disorders | 0 | 7 | 10 | 9 | 10 | 36 |
| Anxiety Disorder | 1 | 3 | 4 | 6 | 0 | 14 |
| Others | 1 | 2 | 6 | 0 | 2 | 11 |
| AGE GROUP | | | | | | |
| Below 21 | 0 | 1 | 2 | 0 | 0 | 3 |
| 21 - 29 | 2 | 10 | 4 | 9 | 2 | 27 |
| 30 - 39 | 3 | 11 | 19 | 15 | 10 | 58 |
| 40 - 49 | 6 | 21 | 15 | 14 | 7 | 63 |
| 50 - 59 | 9 | 21 | 16 | 14 | 3 | 63 |
| 60 and above | 9 | 5 | 6 | 7 | 8 | 35 |
| EDUCATION LEVEL | | | | | | |
| No Education | 0 | 0 | 1 | 2 | 1 | 4 |
| Primary Qualification | 7 | 16 | 13 | 10 | 8 | 54 |
| Secondary Qualification | 15 | 30 | 22 | 25 | 15 | 107 |
| Institute of Technical Education | 1 | 4 | 5 | 3 | 4 | 17 |
| Junior College Qualification | 0 | 4 | 7 | 3 | 1 | 15 |
| Diploma | 0 | 8 | 6 | 10 | 1 | 25 |
| Bachelor's Degree | 1 | 5 | 2 | 4 | 0 | 12 |
| Others | 5 | 2 | 6 | 2 | 0 | 15 |
| DISCHARGE OUTCOMES | | | | | | |
| Recovery Goals Achieved | 5 | 23 | 24 | 7 | 3 | 62 |
| Dropped out of Programme | 2 | 4 | 0 | 13 | 3 | 22 |
| Readmission to Hospital | 3 | 0 | 0 | 0 | 2 | 5 |
| Remanded/Incarcerated | 0 | 0 | 0 | 1 | 0 | 1 |
| Others | 0 | 1 | 0 | 0 | 0 | 1 |

¹Anglican Care Centre (Hougang); ²Anglican Care Centre (Simei); ³Anglican Care Centre (Bukit Batok); ⁴Anglican Care Centre (Pasir Ris); ⁵Anglican Care Centre (Yishun)

249 CLIENTS SERVED

| ACC (HG) ¹ | ACC (SM) ² | ACC (BB) ³ | ACC (PR) ⁴ | ACC (YS) ⁵ |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 29 | 69 | 62 | 59 | 30 |



83 NEW CLIENTS REFERRED

| ACC (HG) ¹ | ACC (SM) ² | ACC (BB) ³ | ACC (PR) ⁴ | ACC (YS) ⁵ |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 9 | 25 | 24 | 21 | 4 |



62 CLIENTS ACHIEVED RECOVERY GOALS AND WERE DISCHARGED

| ACC (HG) ¹ | ACC (SM) ² | ACC (BB) ³ | ACC (PR) ⁴ | ACC (YS) ⁵ |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 5 | 23 | 24 | 7 | 3 |



COMMUNITY REHABILITATION AND SUPPORT SERVICES

Counselling, training and support services were provided to 1,124 clients at their place of residence through SACS' mobile team of professional case managers from Anglican Care Centres (Bukit Batok, Pasir Ris and Yishun). New referrals constituted 19% of the cases. Of the 279 clients discharged, 216 (77%) achieved their recovery goals.

| STATISTICS OF TOTAL CLIENTS SERVED IN 2017 | ACC (BB) ¹ | ACC (PR) ² | ACC (YS) ³ | TOTAL |
|--|-----------------------|-----------------------|-----------------------|------------|
| REFERRAL SOURCE (NEW CLIENTS ONLY) | | | | |
| Institute of Mental Health | 29 | 25 | 17 | 71 |
| Restructured Hospital | 30 | 9 | 10 | 49 |
| Internal Referral from SACS Psychiatric Services | 3 | 9 | 8 | 20 |
| Others | 39 | 19 | 13 | 71 |
| DIAGNOSIS | | | | |
| Schizophrenia | 271 | 193 | 194 | 658 |
| Mood Disorders | 122 | 85 | 73 | 280 |
| Anxiety Disorder | 43 | 29 | 22 | 94 |
| Others | 60 | 13 | 19 | 92 |
| AGE GROUP | | | | |
| Below 21 | 8 | 1 | 3 | 12 |
| 21 - 29 | 61 | 40 | 36 | 137 |
| 30 - 39 | 90 | 62 | 62 | 214 |
| 40 - 49 | 118 | 64 | 64 | 246 |
| 50 - 59 | 122 | 100 | 87 | 309 |
| 60 and above | 97 | 53 | 56 | 206 |
| EDUCATION LEVEL | | | | |
| No Education | 8 | 6 | 17 | 31 |
| Primary Qualification | 108 | 74 | 95 | 277 |
| Secondary Qualification | 181 | 101 | 87 | 369 |
| Institute of Technical Education | 59 | 27 | 25 | 111 |
| Junior College Qualification | 28 | 20 | 13 | 61 |
| Diploma | 51 | 38 | 29 | 118 |
| Bachelor's Degree | 48 | 38 | 26 | 112 |
| Others | 13 | 16 | 16 | 45 |
| DISCHARGE OUTCOMES | | | | |
| Recovery Goals Achieved | 158 | 27 | 31 | 216 |
| Dropped out of Programme | 2 | 17 | 17 | 36 |
| Involuntary Discharge | 3 | 0 | 1 | 4 |
| Readmission to Hospital | 5 | 1 | 6 | 12 |
| Remanded/Incarcerated | 1 | 3 | 3 | 7 |
| Others | 3 | 1 | 0 | 4 |
| Total | 172 | 49 | 58 | 279 |

¹Anglican Care Centre (Bukit Batok); ²Anglican Care Centre (Pasir Ris); ³Anglican Care Centre (Yishun)

1,124 CLIENTS SERVED

| | | |
|-----------------------|-----------------------|-----------------------|
| ACC (BB) ¹ | ACC (PR) ² | ACC (YS) ³ |
| 496 | 320 | 308 |



211 NEW CLIENTS REFERRED

| | | |
|-----------------------|-----------------------|-----------------------|
| ACC (BB) ¹ | ACC (PR) ² | ACC (YS) ³ |
| 101 | 62 | 48 |



216 CLIENTS ACHIEVED RECOVERY GOALS AND WERE DISCHARGED

| | | |
|-----------------------|-----------------------|-----------------------|
| ACC (BB) ¹ | ACC (PR) ² | ACC (YS) ³ |
| 158 | 27 | 31 |



Review of Services

INTEGRATED EMPLOYMENT SERVICES

SACS served 448 clients through a wide range of employment programmes designed to help them gain and sustain employment. New referrals constituted 44% of the cases served. 138 clients (31%) completed the programmes and successfully gained employment, of which 41 clients (30%) sustained employment for more than six months.

STATISTICS OF TOTAL CLIENTS SERVED IN 2017

REFERRAL SOURCE (NEW CLIENTS ONLY)

| | ETC ¹ & ESS ² | EIP ³ | SE ⁴ | TOTAL |
|--|-------------------------------------|------------------|-----------------|-------|
| Institute of Mental Health | 33 | - | - | 33 |
| Restructured Hospital | 41 | - | - | 41 |
| Family Service Centres | 4 | - | - | 4 |
| Internal Referral from SACS Psychiatric Services | 15 | 41 | 60 | 116 |
| Others | 1 | - | - | 1 |

DIAGNOSIS

| | | | | |
|------------------|-----|----|----|-----|
| Schizophrenia | 157 | 36 | 65 | 258 |
| Mood Disorders | 103 | 14 | 14 | 131 |
| Anxiety Disorder | 39 | 11 | 6 | 56 |
| Others | 3 | - | - | 3 |

AGE GROUP

| | | | | |
|--------------|-----|----|----|-----|
| 21 - 29 | 79 | 16 | 15 | 110 |
| 30 - 39 | 112 | 27 | 24 | 163 |
| 40 - 49 | 76 | 10 | 25 | 111 |
| 50 - 59 | 35 | 8 | 19 | 62 |
| 60 and above | - | - | 2 | 2 |

EDUCATION

| | | | | |
|----------------------------------|-----|----|----|-----|
| Primary Qualification | 19 | 2 | 10 | 31 |
| Secondary Qualification | 65 | 16 | 38 | 119 |
| Institute of Technical Education | 32 | 2 | 5 | 39 |
| Junior College Qualification | 13 | 5 | 14 | 32 |
| Diploma | 103 | 26 | 13 | 142 |
| Bachelor's Degree | 48 | 5 | 5 | 58 |
| Others | 22 | 5 | - | 27 |

DISCHARGE OUTCOMES

| | | | | |
|---|------------|-----------|-----------|------------|
| Completed IES programmes and eligible for job placement | 94 | 30 | 40 | 164 |
| • Successfully employed | 94 | 27 | 17 | 138 |
| • Sustained employment for less than 3 months | 25 | 27 | 8 | 60 |
| • Sustained employment for 3 to 6 months | 29 | - | 8 | 37 |
| • Sustained employment for more than 6 months | 40 | - | 1 | 41 |
| Did not complete IES programme: | 12 | 16 | 26 | 54 |
| • Dropped out of Programme | 10 | 16 | 26 | 52 |
| • Readmission to Hospital | 1 | - | - | 1 |
| • Others | 1 | - | - | 1 |
| Total | 106 | 46 | 66 | 218 |

¹Employment Training Course; ²Employment Support Services; ³Employment Internship Programme; ⁴Social Enterprises; ⁵Integrated Employment Services

448 CLIENTS SERVED

| | | |
|-------------------------------------|------------------|-----------------|
| ETC ¹ & ESS ² | EIP ³ | SE ⁴ |
| 302 | 61 | 85 |



195 NEW CLIENTS REFERRED

| | | |
|-------------------------------------|------------------|-----------------|
| ETC ¹ & ESS ² | EIP ³ | SE ⁴ |
| 94 | 41 | 60 |



164 CLIENTS COMPLETED IES⁵ PROGRAMMES

41 CLIENTS GAINED AND SUSTAINED EMPLOYMENT FOR MORE THAN 6 MONTHS



SENIOR SERVICES

CLUSTER OPERATORS

Anglican Cluster Operator (Jurong East) [ACO(JE)], and PEACE-Connect Cluster Operator (PeCCO), operated by Holy Trinity Parish under the umbrella of SACS, look after the social welfare and mental health of the elderly living in Jurong East and Bukit Batok, and Kampong Glam respectively.

Cluster support services are provided to 195 elderly within their respective communities through a professional team of case managers. Both Cluster Operators also run a Senior Group Home each, and together served a total of 21 senior residents in 2017, an 11% increase from the previous year.

| CLUSTER SUPPORT | PeCCO | ACO(JE) | TOTAL |
|--|-------|---------|-------|
| REFERRAL SOURCE OF NEW CLIENTS RECEIVED IN 2017 | | | |
| Hospitals | 15 | 29 | 44 |
| Social Service Offices | 0 | 24 | 24 |
| Community Grassroots Organisations | 1 | 28 | 29 |
| Others | 92 | 6 | 98 |
| VOLUNTEERS RECRUITED AND TRAINED | 13 | 18 | 31 |

| SENIOR GROUP HOME | PeCCO | ACO(JE) | TOTAL |
|-------------------|-------|---------|-------|
| No. of Units | 8 | 6 | 14 |
| Home Capacity | 16 | 12 | 28 |

NEW INITIATIVES

Each Cluster Operator has a Community Resource, Engagement and Support Team (CREST), which seeks to raise public awareness on dementia and depression among the elderly. On 1 October 2017, CREST launched an additional service, the Eldersitter Programme, to engage elderly who are at risk of or with dementia in meaningful activities to maintain their cognitive functions. The programme also provides caregivers with education, emotional support and respite service to help reduce caregiver stress.

PeCCO partnered a Traditional Chinese Medicine operator to introduce a mobile clinic service in Kampong Glam, which provides free consultation, acupuncture and medicine for elderly patients. An additional free haircut service was started in 2017, due to the overwhelming response to their existing haircut event.

COMMUNITY OUTREACH

CREST from ACO(JE) participated in the "Healthy Minds, Happy Lives" events - jointly organised by SACS Psychiatric Services and various community partners - at the Eastpoint Mall and Hillview Community Club, to raise public awareness of dementia through fun quizzes aimed at dispelling common misconceptions about the illness.

To promote active ageing among seniors residing in Kampong Glam, PeCCO formed a Malay Dance Group to encourage seniors to participate in dancing and perform at community outreach events.

195 SERVED THROUGH CLUSTER SUPPORT SERVICES

| | |
|-------|---------|
| PeCCO | ACO(JE) |
| 108 | 87 |



21 RESIDENTS OF SENIOR GROUP HOMES SERVED

| | |
|-------|---------|
| PeCCO | ACO(JE) |
| 17 | 4 |



Review of Services

SENIOR ACTIVITY CENTRES

3,156 seniors were served through four Senior Activity Centres (SAC) operated by Anglican Senior Centres (ASC) located in Yishun and Jurong West, and PeCCO in 2017.

In addition to various social-recreational programmes, Something Old Something New (SOSN), a thrift shop, is also housed within each ASC, where residents can purchase affordable second-hand items.

SOSN employs people recovering from mental health issues, providing them with learning opportunities and vocational training in retail and logistics.

| SENIOR ACTIVITY CENTRES | ASC (YS) ¹ | ASC (JW) ² | PeCCO ³ (2 SAC) | TOTAL |
|--|-----------------------|-----------------------|----------------------------|-------|
| AGE GROUP OF TOTAL CLIENTS SERVED IN 2017 | | | | |
| Below 50 | 87 | 0 | 0 | 87 |
| 50 - 59 | 173 | 73 | 0 | 246 |
| 60 - 79 | 629 | 437 | 1,008 | 2,074 |
| 80 and above | 195 | 219 | 335 | 749 |
| VOLUNTEERS RECRUITED AND TRAINED | | | | |
| | 13 | 3 | 131 | 147 |

¹Anglican Senior Centre (Yishun); ²Anglican Senior Centre (Jurong West); ³PEACE-Connect Cluster Operator

3,156 SENIORS SERVED

| ASC (YS) ¹ | ASC (JW) ² | PeCCO ³ (2 SAC) |
|-----------------------|-----------------------|----------------------------|
| 1,084 | 729 | 1,343 |



FAMILY AND CHILDREN SERVICES

ANGLICAN FAMILY CENTRE

169 clients were served through the Anglican Family Centre (AFC) in 2017. Although there was a drop of 31% in the number of cases served as compared to 2016, the actual occupancy rate has increased with a monthly average of 89% in 2017 as compared to 70.8% in 2016. Besides the spike in referrals at the beginning of 2017, the complexity of issues that the families faced also added to the challenge of discharging residents within a short timeline.

NEW INITIATIVES

AFC partnered with various groups of volunteers to provide psychosocial and cognitive programmes for the holistic development of the children and youths, which comprised 55% of the total clients served in AFC.

The Early Learning Programme (ELP) organised by EDIS Cares - the Corporate Social Responsibility arm of Economic Development Innovations Singapore (EDIS) - is a volunteer-based, literacy and numeracy intervention programme for children aged 5-7 years old. It is targeted specifically at children from multi-challenged families who do not speak English at home. These children often have problems mastering basic literacy and numeracy skills. As a number of the mothers served at AFC are from non-English speaking backgrounds and are not educated, they are unable to coach their children in foundational literacy and numeracy skills. What is being taught at the kindergartens may not be sufficient as these children need more individualised attention for their learning to help them catch up with their peers.

101 NEW CASE REFERRALS

169 CASES SERVED

77 CASES DISCHARGED



TOTAL CASES SERVED IN 2017

| | |
|---------------------|-----|
| Social Agencies | 150 |
| Government Agencies | 16 |
| Others | 3 |

CASE TYPE

| | |
|-----------------|-----|
| Family Violence | 157 |
| Homelessness | 11 |
| Others | 1 |

DISCHARGE OUTCOMES

| | |
|--------------------|----|
| Returned to Home | 29 |
| HDB Rental Flat | 17 |
| Open Market Rental | 11 |
| Relatives/Friends | 17 |
| Others | 3 |

Nine children completed the 17 weekly sessions. The pre- and post-assessments showed that there was an overall improvement averaging at 90% for literacy and 3.25% for numeracy. The pre-assessment scores for numeracy were noted to be significantly higher as compared to literacy scores, which explained why there was only a slight increase in the post-assessment scores.

The weekly sessions also ended with Taiko drumming or gymnasium lessons for the children to channel their energy meaningfully and have fun with one another. The whole programme ended with a graduation ceremony where the children were affirmed of their efforts in the presence of their mothers.

As some of the participants' mothers were from non-English speaking countries, EDIS Cares offered to teach them basic literacy skills. A total of 4 mothers attended the programme and the general feedback was positive.

CITY COMMUNITY SERVICES

CITY Community Services (CITY), operated by St. Andrew's Cathedral under the umbrella of SACS, works with primary schools and parents to help develop the character and potential of children from underprivileged families.

BEFRIENDERS CLUBS

CITY's Befrienders Clubs provide a friendly environment for children to learn good values, have fun and benefit from mentoring. Befrienders Clubs were running in 12 primary schools in 2017.

BEFRIENDERS ALUMNI

The Befrienders Alumni (BFA) formed two futsal street soccer teams (one male and one female) to reach out to the students and engage them actively. The trainings were conducted by 2 BFA staff every Saturday.

From 11 to 14 December 2017, 15 BFA, together with four staff from CITY, organised a community service trip to Batam. They ran various interactive activities for the children at Kampong Air. One of the main highlights was an outing to a water park for 120 families.

BEFRIENDERS CAMPS

CITY organised three different camps for a total of 225 students in 2017, actively engaging and developing good character and potential in them. Each camp was lined up with exciting activities. At the CITY Orientation Camp from 13 to 15 March 2017, 120 students from the Befrienders Clubs were treated to an outing to the Night Safari.

KID'S LOFT STUDENT CARE

The centre was retrofitted by the Ministry of Education (MOE) in December 2017 to comply with MOE standard fittings. A parenting workshop, "Raising Resilient Kids", was organised (on 18 November 2017) by "Focus on the Family", a global Christian ministry dedicated to helping families thrive, to provide parents with tips on nurturing their children in overcoming adversities.

425 STUDENTS SERVED

TOTAL STUDENTS SERVED IN 2017

| | |
|-------------------------|-----|
| Befrienders Clubs/Camps | 300 |
| Befrienders Alumni | 25 |
| Student Care Centre | 100 |

AGE GROUP

| | |
|-----------------------------------|-----|
| Lower Primary (7 - 9 years old) | 75 |
| Upper Primary (10 - 12 years old) | 325 |
| Secondary (13 - 16 years old) | 25 |

SACS IN 2018

As the organisation moves forward, SACS will continue to seek the will of God and commit all plans to Him. SACS will follow the Lord's guidance and continue to bring people in need of love, care, and compassion into His light.

Dr. Arthur Chern
Chief Executive Officer
Singapore Anglican Community Services

Mission to Seafarers

INTRODUCTION

The Mission to Seafarers (MtS) is the world's leading maritime welfare missionary society of the Anglican Church, recognized and trusted by 1.5 million merchant seafarers. With a presence in over 200 ports across 71 countries, the charity provides for the practical, social and spiritual needs of all seafarers regardless of race, creed or nationality through a network of chaplains, staff and volunteers.

HUMAN RESOURCE

Full Time Paid Staff

Port Chaplain : Reverend Peter Manimuthu
Associate Port Chaplain : Mr. Toh Soon Kok
Director of Development : Ms. Nicky Wynne (till July 2018)
Administrator : Ms. Susan Koh

Service Providers

Operations Executive : Mr. Ho Kit Yee
Accountant : Ms. Christina Tay
Development Assistant : Ms. Shivangni Magoo (till October 2018)
Media & Marketing Associate : Mr. John Bodill

The Port Chaplain is responsible for the overall management and operations of the Branch. Along with his team of staff and volunteers, they carry out the daily operations and activities.

The Director of Development will lead in development work and fundraising activities on behalf of the Missions.

MANAGEMENT COMMITTEE

The Mission relies on a dedicated team of volunteers to provide management functions for the Mission. Working with the staff, the management committee meets regularly to provide management directions and decisions, review finances and plan activities in the interest of the Mission's goals and values. For the calendar year, the management committee held a total of

6 meetings. The members of the management committee are as follows:

| | |
|---------------------|--|
| Chairman | : Capt. Robert Francis Walker |
| Vice Chairman | : Capt. Frederick Francis James |
| Honourary Treasurer | : Mr. Andrew Tay |
| Secretary | : Mr. Raymond Tan Kee Meng |
| Members | : Mr. SC Lim Mr. Victor Tan Mr. Vitalii Chaika Mr. Mel Ferdinands |
| Co-opted Members | : Capt. Robin Foo Mr. Francis Godfrey Maximillian Theodore |

ACTIVITIES

Regular ship visits are conducted from Mondays to Sundays at the three ports' terminals (Tanjong Pagar, Pasir Panjang, Jurong Port) and at Sembawang Wharf. The International Drop-In Centre for Seafarers in Jurong Port remains operational from Mondays to Fridays, 10.00 am to 10.00 pm, and 4.00 pm to 10.00 pm on Saturdays. Seafarers who are hospitalized are visited and cared for at maritime medical centers, and private and re-structured hospitals. Free transportation for Seafarers is provided daily from ship to shore.

TRAINING AND DEVELOPMENT

8 April : Ship Welfare Visitors Course
12 September : Resilience Skills
23-27 October : Post Trauma Counselling

FUNDRAISING EVENTS AND DONATIONS

MtS (Singapore) depends largely on the funds received through individuals, churches and corporate donors. We are thankful for the prayers and support received from the various parishes which have enabled us to provide an effective ministry to all seafarers who call at any of the ports of Singapore. We express our heartfelt thanks to Maritime and Port Authority of Singapore, Singapore Maritime Officers' Union, Singapore Organisation of Seamen, ASP Ships Management Group and Xpress

Feeders, for their generous contribution towards the cause of the Mission.

Total Funds and Donations Received

| | (\$) |
|---------------------------------|-------------------|
| Annual Sea Sunday Appeal | 63,435.00 |
| Donation from Anglican Churches | 13,219.00 |
| Donation from Others | 17,083.10 |
| MPA Grant | 60,000.00 |
| Grant from MtS London | 90,900.00 |
| Grant from MtS London - Debts | 17,805.11 |
| Corporate Donations Received | 3,700.00 |
| Ship Blessing Collection | 3,060.54 |
| Giant Juice Challenge | 7,098.17 |
| OSIM Sundown Marathon | 3,000.00 |
| RASI II | 8,470.00 |
| Standard Chartered Marathon | 6,500.00 |
| Total | 294,270.90 |

HIGHLIGHTS OF MINISTRY

1. 3,833 seafarers were served at the International Drop-In Centres at Keppel and Jurong Ports.
2. 266 seafarers benefitted from the 11 celebratory events organized during the year at the Drop-In Centre with the objective of fostering meaningful friendships with and among seafarers and also present the gospel.
3. 1,554 ships were visited, 1,975 seafarers were transported and 52 Christian Services were conducted.
4. A new Night Ship visiting activity implemented since the beginning of the year has resulted in 497 persons being helped.
5. 12 ships in distress were assisted with 113 crew helped, counseled and cared for.
6. Two companies, Xpress Feeders and ASP Ships Management, sent a team each to run in the Annual Standard Chartered Marathon to raise funds and nominated MtS (Singapore) as the beneficiary.

FINANCIAL YEAR 2017

| | (\$) |
|-------------------|-----------|
| Total Income | 330,317 |
| Total Expenditure | 574,652 |
| Surplus/(Deficit) | (244,335) |

CONCLUSION

Seafarers endure long periods of loneliness and isolation as they spend months away from their homes and families. At sea, they are completely cut off from all that we take for granted and in port, they are always visitors. Seafarers continue to face issues such as the piracy, abandonment, non-payment of wages, denial of shore leave, shipwreck, isolation and separation from families. It is for these reasons that MtS exists to care for seafarers and lead them to experience the Father's love.

Reverend Peter Manimuthu
Port Chaplain
Mission to Seafarers

St. Andrew's Mission Hospital

On behalf of the Board, I am pleased to provide an update on SAMH and its community services: St. Andrew's Autism Centre (SAAC), St. Andrew's Community Hospital (SACH), St. Andrew's Senior Care (SASC), St. Andrew's Lifestreams (SAL), and St. Andrew's Nursing Home (SANH).

ST. ANDREW'S AUTISM CENTRE (SAAC)

SAAC continued to grow in 2017, with its school and Day Activity Centre (DAC) enrolment increasing by 13.1% and 14.7% respectively. Maintaining an optimum teacher/coach-to-student/client ratio, total staff strength grew by 11%.

2017 began with a major fundraising event initiated by Dr. NK and Mrs. Melina Yong which raised \$1.1 million nett for St. Andrew's Adult Home (Sengkang), a residential facility for adults with special needs that is co-developed by SAAC and the Ministry of Social and Family Development. The home, located at Compassvale Bow, is currently under construction and will be operational in 2019. It will house up to 200 residents, with a co-located DAC for 50 adult clients.

ST. ANDREW'S COMMUNITY HOSPITAL (SACH)

2017 marked the 25th anniversary of the community hospital. SACH started operations in 1992 as Singapore's first community hospital at Elliot Road, where the former St. Andrew's Orthopaedic Hospital was located. Since then, SACH has continued to break new ground, such as being the first community hospital to be co-located with its partner acute hospital, Changi General Hospital (CGH), in Simei in 2005, and the first to integrate services with CGH through joint operations within a single hospital building (i.e., the Integrated Building).

In 2017, SACH received 2,842 inpatient admissions, conducted 23,504 day rehabilitation sessions, 5,422 home care visits, 9,144 outpatient clinic attendances and primary care medical consultations to 2,600 foreign workers. SACH had a 15% increase in inpatient admissions as compared to 2016, of which 81% were from CGH. Admissions of patients from CGH to SACH increased by 17%, and achieved through close coordination between the two hospitals.

ST. ANDREW'S SENIOR CARE (SASC)

SAMH set up SASC (JOY Connect) at Kampong Glam in 2015. Operated by SACH, it provides day care, general and enhanced dementia day care, community rehabilitation, centre-based nursing, outpatient clinic, integrated home care and community case management services for residents at Kampong Glam.

More SASCs came on board in 2017. They are SASC at Henderson [co-located with St. Andrew's Nursing Home (Henderson)] in May 2017, at Tampines (at Our Tampines Hub) in September 2017 and at Queenstown [co-located with St. Andrew's Nursing Home (Queenstown)] in November 2017. SASC services saw an exponential increase of day care capacity from 60 day care places to 275 day care places and 30 day rehabilitation places to 75 day rehabilitation places.

ST. ANDREW'S LIFESTREAMS (SAL)

SAL conducted 25 professional programmes in 2017. From 1 January 2018, SAL comes under the purview of Singapore Anglican Community Services, and will be renamed Anglican Lifestream Services.

ST. ANDREW'S NURSING HOME (SANH)

SAMH strengthened its mission in caring for Singapore's ageing population with the opening of SANHs at Henderson and Queenstown. The third nursing home at Dover Avenue, an initiative of St. John's - St. Margaret's Church, in collaboration with SAMH, is expected to be operational by 2021. All three nursing homes provide integrated residential, centre-based and home care services, together with a co-located senior care centre. Combining all of the four nursing homes (Buangkok, Henderson, Queenstown and Dover), SAMH will be providing a total capacity of 1125 beds.

SAMH IN 2018

As we enter into our 105th year of service, we give thanks to God for His steadfast faithfulness in leading and sustaining us in our mission to seek the welfare of the city. With God as our compass, SAMH will strive on to be His faithful servant in serving the community!

Dr. Arthur Chern
Chief Executive Officer

St. Andrew's Mission Hospital

Board of Management

PRESIDENT



The Right Reverend
Rennis Ponniah
Bishop
(Appointed since 2012)

VICE PRESIDENT



Mr. Keith Chua
Businessman
(Appointed since 2005)

HONORARY SECRETARY



Mr. Daniel Koh
Consultant
(Appointed since 2008)

VICE HONORARY SECRETARY



Reverend Lim Kek Wah
Clergyman
(Appointed since 2013)

HONORARY TREASURER



Ms. Wong Kok Yee
Chartered Accountant
(Appointed since 2015)
(Secretary in 2010)
(Member since 2005)

VICE HONORARY TREASURER



Mr. Heng Kok Chiang
Managing Director
(Appointed since 2011)

BOARD MEMBERS



Mr. Edward D'Silva
(Appointed since 2013)



Mr. Ho Boon Sing
(Appointed since 2011)



RADM (Ret) Kwek Siew Jin
(Appointed since 2012)



Dr. Steven Lim Hoon Chin
(Appointed since 2015)



Mr. Richard Magnus
(Appointed since 2005)



Mr. Ngiam Shih Chun
(Appointed since 2017)



Venerable Wong Tak Meng
(Appointed since 2015)

Management and Other Committees

MANAGEMENT COMMITTEE

Chairperson

Mr. Keith Chua

Vice President

Dr. Steven Lim Hoon Chin

Members

Reverend Ang Soo Sung

Mr. Edward D'Silva

Dr. Gan Kim Loon

Reverend Edwin Tan

Dr. Thong Jiunn Yew

Ms. Wong Kok Yee

AUDIT COMMITTEE

Chairperson

Mr. Ho Boon Sing

Members

Reverend Ang Soo Sung

Mr. Benson Leong

Mr. Jeffrey Seah

Ms. Wong Kok Yee

FINANCE COMMITTEE

Chairperson

Ms. Wong Kok Yee

Members

Mr. Charlie Chan

Mr. Heng Kok Chiang

Mr. Ho Boon Sing

Mr. Low Chee Aik

FUND RAISING COMMITTEE

Co-Chairpersons

Mr. Keith Chua

Mr. Andrew Goh

Members

Mr. Charlie Chan

Ms. Wong Kok Yee

HUMAN RESOURCE COMMITTEE

Chairperson

Mr. Edward D'Silva

Members

Mr. Keith Chua

Mr. Daniel Koh

Mr. Benson Leong

Mr. Low Chung Guan

NOMINATIONS COMMITTEE

Chairperson

The Right Reverend

Rennis Ponniah

Members

Mr. Keith Chua

Mr. Andrew Goh Kia Teck

Mr. Richard Magnus

Management Executives

MANAGEMENT EXECUTIVE OFFICER

**Group Chief Executive Officer,
Singapore Anglican Community
Services and St. Andrew's Mission
Hospital**

Dr. Arthur Chern

(Appointed since 1 May 2012)

Director, Healthcare Services

Dr. Loh Yik Hin

PSYCHIATRIC SERVICES

**Head, SACS Psychiatric Services
Centre Director,
Anglican Care Centre (Simei)**

Mr. Steven Ting

(till 14 June 2017)

Mr. James Chan

(w.e.f. 15 June 2017)

**Centre Director,
Anglican Care Centre (Hougang)**

Mr. James Chan

**Centre Director,
Anglican Care Centre (Farrer Park)**

Mr. Paul Chim

**Centre Head,
Anglican Care Centre (Bukit Batok)**

Ms. Irene Sng

**Centre Head,
Anglican Care Centre (Pasir Ris)**

Mr. Francis Goo

**Centre Head,
Anglican Care Centre (Yishun)**

Mr. Victor Tng

**Head,
Integrated Employment Services**

Mr. Vincent Budihardjo

SENIOR SERVICES

**Head,
Anglican Cluster Operator (Jurong
East)**

Ms. Winnie Chan

(till 31 January 2017)

Ms. Alice Chin

(w.e.f. 1 February 2017)

**Head,
Anglican Senior Centres (Yishun,
Jurong West)**

Mr. Vincent Budihardjo

**Centre Head,
Anglican Senior Centre (Hillview)**

Ms. Mina Lim

(w.e.f. 1 February 2017)

**Cluster Director,
PEACE-Connect
Cluster Operator**

Mrs. Lucy Tan

(till 19 September 2017)

Mr. Richard Chua

(w.e.f. 1 December 2017)

FAMILY AND CHILDREN SERVICES

**Acting Centre Director,
SACS Family Care Centre**

Ms. Theresa Wee

**General Manager,
CITY Community Services**

Ms. Patricia Aw

MISSION TO SEAFARERS

Port Chaplain

Reverend Peter Manimuthu

VOLUNTEER DOCTORS

Dr. Daniel Lee

Dr. Steven Lim

Dr. Lo Mun San

Dr. Cheryl Loh

Dr. Loh Yik Hin

Dr. Low Kee Hwa

Corporate Governance

Draft Governance Checklist to be submitted to Charity Portal
(Evaluation Period 01/01/2017 to 31/12/2017)

| S/No. | Code Description | Code ID | Compliance | | | | |
|-----------------------------------|--|---------------------------------|------------|-----------------------|---|--|--|
| BOARD GOVERNANCE | | | | | | | |
| 1 | Are there Board members holding staff appointments? | | No | | | | |
| 4 | There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman). | 1.1.6 | Complied | | | | |
| 5 | The Board conducts regular self-evaluation to assess its performance and effectiveness. | 1.1.10 | Complied | | | | |
| 6 | There are Board Committees (or designated Board members) with documented terms of reference. | 1.2.1 | Complied | | | | |
| 7 | The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument). | 1.3.1 | Complied | | | | |
| CONFLICT OF INTEREST | | | | | | | |
| 8 | There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board. | 2.1 | Complied | | | | |
| 9 | Board members do not vote or participate in decision-making on matters where they have a conflict of interest. | 2.4 | Complied | | | | |
| STRATEGIC PLANNING | | | | | | | |
| 10 | The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public. | 3.1.1 | Complied | | | | |
| 11 | The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives. | 3.2.2 | Complied | | | | |
| HUMAN RESOURCE MANAGEMENT | | | | | | | |
| 12 | The Board approves documented human resource policies for staff. | 5.1 | Complied | | | | |
| 13 | There are systems for regular supervision, appraisal and professional development of staff. | 5.6 | Complied | | | | |
| 14 | There is a system to address grievances and resolve conflicts. | 5.11 | Complied | | | | |
| FINANCIAL MANAGEMENT AND CONTROLS | | | | | | | |
| 15 | The Board ensures internal control systems for financial matters are in place with documented procedures. | 6.1.2 | Complied | | | | |
| 16 | The Board ensures reviews on the charity's controls, processes, key programmes and events. | 6.1.3 | Complied | | | | |
| 17 | The Board approves an annual budget for the charity's plans and regularly monitors its expenditure. | 6.2.1 | Complied | | | | |
| 18 | The charity discloses its reserves policy in the annual report. | 6.4.1 | Complied | | | | |
| 19 | Does the charity invest its reserves? | | Yes | | | | |
| 20 | The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board. | 6.4.4 | Complied | | | | |
| FUNDRAISING PRACTICES | | | | | | | |
| 21 | Donations collected are properly recorded and promptly deposited by the charity. | 7.2.2 | Complied | | | | |
| DISCLOSURE AND TRANSPARENCY | | | | | | | |
| 22 | The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management. | 8.1 | Complied | | | | |
| 23 | Are Board members remunerated for their Board services? | | No | | | | |
| 26 | Does the charity employ paid staff? | | Yes | | | | |
| 27 | No staff is involved in setting his or her own remuneration. | 2.2 | Complied | | | | |
| 28 | The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact. | 8.3 | Complied | | | | |
| | <table><tr><td>Annual Remuneration Salary Band</td><td>2017</td></tr><tr><td>\$100,000 - \$200,000</td><td>6</td></tr></table> | Annual Remuneration Salary Band | 2017 | \$100,000 - \$200,000 | 6 | | |
| Annual Remuneration Salary Band | 2017 | | | | | | |
| \$100,000 - \$200,000 | 6 | | | | | | |
| PUBLIC IMAGE | | | | | | | |
| 29 | The charity accurately portrays its image to its members, donors and the public. | 9.1 | Complied | | | | |

Conflict of Interest Policy

1.0 APPLICATIONS

- 1.1 The conflict of interest policy and declaration form will be read by the board member upon hiring, appointment or election to the board as an acknowledgement of having understood the policy and that he/she will fully disclose to the Board when a conflict of interest situation arises. Such conflict of interest situations include but are not limited to the following:

2.0 CONFLICT OF INTEREST SITUATIONS

2.1 Contract with vendors

Where board/committee members, staff or volunteers have personal interest in business transactions or contracts that Singapore Anglican Community Services (SACS) may enter into, there should be a policy requiring a declaration of such interest as soon as possible followed by abstention from discussion and decision-making on the matter (including voting on the transaction or contract). All such discussion and evaluation by the board or relevant approving authority in arriving at the final decision on the transaction/contract should always be well documented.

2.2 Vested interest in other organisations that have dealings/relationship with SACS

Where board/committee members, staff or volunteers who have vested interest in other organisations that have dealings/relationship with SACS, and when matters involving the interests of both SACS and the other organisation are discussed, there should be a policy requiring a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on such matters.

2.3 Joint ventures

The board's approval should be sought before SACS enters into any joint venture with external parties. Where board/committee members, staff or volunteers have an interest in such ventures, there should be a policy requiring a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on the matter.

2.4 Recruitment of staff with close relationship

Recruitment of staff with close relationship (i.e. those who are more than just mere acquaintances) with current board/committee members, staff or volunteers should go through the established human resource procedures for recruitment. The board member, staff or volunteer should make a declaration of such relationships and should refrain from influencing the decision on the recruitment.

2.5 Remuneration

Board members and volunteers should serve without remuneration for their voluntary service to SACS so as to maintain the integrity of serving for public trust and community good instead of personal gain. However, SACS may reimburse board members or volunteers for out-of-pocket expenses directly related to the service.

2.6 Paid staff on board

Paid staff, including the executive head and senior staff employed by the SACS, should not serve as a member of the board as it can pose issues of conflict of interest and role conflicts, and may raise doubts on the integrity of board decisions. The executive head and senior staff can attend board meetings, ex-officio, to provide information and facilitate necessary discussion but should not take part in the decision-making of the board.

2.7 Major donors/representatives from major donor companies being on the SACS' board

Potentially conflicting situations may arise where a major donor sits on SACS' board, such as the following:

- Conflict of loyalty: Board member may not have the overall best interests of the charity due to their vested interests or priorities. This may influence decisions relating to the allocation of resources or setting the organisation's directions. (There may be a particular programme/ area the board member is vested in and is biased towards.)
- Use of information to influence donors' decisions: Information accessible to board members may be

Conflict of Interest Policy

used to influence donors' decision on allocations or the corporation they represent. This may result in staff not highlighting certain issues for fear that the donation may be affected. Issues of transparency and disclosure can arise.

- Pressure to release additional information on donations: Board member may expect additional information from staff on how donations were used and the details of users
- Personal benefit/gain/recognition: The board member may expect greater recognition for the financial support given than is usually done. Staff may feel beholden to this board member in case the donor relationship is threatened.

2.8 Others

- A board member's organisation receives grant funding from the organisation he/she is serving.
- Prohibition on gifts, entertainment and other favours from any persons or entities which do or seek business with the organisation.

3.0 DISCLOSURE POLICY AND PROCEDURE

3.1 Transactions with parties with whom a conflicting interest exists may be undertaken only if all of the following are observed:

- The conflicting interest is fully disclosed;
- The person with the conflict of interest is excluded from the discussion and approval of such transaction;
- A competitive bid or comparable valuation exists; and
- The [board or a duly constituted committee thereof] has determined that the transaction is in the best interest of the organisation.

3.2 Disclosure involving board members should be made to the board chair (if the board chair is involved with the conflict, disclosure is to be made to the board vice-chair) who shall bring these matters to the board or a duly constituted committee.

3.3 The board or a duly constituted committee thereof shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorised as just, fair and reasonable to SACS. The decision of the [board or a duly constituted committee thereof] on these matters will rest in their sole discretion, and their concern must be the welfare of SACS and the advancement of its purpose.

3.4 All decisions made by the board or a duly constituted committee thereof on such matters shall be minuted and filed.

3.5 This policy document must be read and understood by all board members upon the start of office.

3.6 Any disclosure of interest made by board members where they may be involved in a potentially conflicting situation(s), must be recorded, filed and updated appropriately by all specified parties.

Reserve and Investment Policy

1.0 PURPOSE

The purpose of this paper is to specify the reserve and investment guidelines of Singapore Anglican Community Services (SACS). It provides a framework to ensure that funds are prudently managed and adequate liquidity is maintained. These guidelines are binding on affiliated community service organisations (ACSOs).

2.0 RESERVES

The investable fund in the investment account is to cover the reserve requirement.

SACS aims to achieve a general reserve level of two years, taking into account the timing differences between the growing clients' needs and inflow from donations and fundraising events. The SACS' Board reviews the level of reserves regularly to ensure that the reserves are adequate for day-to-day operations and its continuing obligations.

3.0 INVESTMENT OBJECTIVES

Given SACS' status as a voluntary welfare organisation (VWO) funded by government subvention, and church and public donation, the primary consideration in the management of funds is the preservation of value in real terms. Hence our investment objective is to offset asset erosion due to inflation.

4.0 INVESTMENT POLICY GUIDELINES

4.1 Fund for day-to-day operations

70% of SACS' income depends on government funding. The remaining 30% comes from donations, client revenue and enterprise income and fluctuates with the state of the economy. Such income fluctuations can have a significant impact on our ability to fully cover expenditure.

In order to fund day-to-day operations and provide a buffer against fluctuations in monthly income, SACS will set aside a minimum of 3 months of operating expenses in cash and cash equivalent (Operating Cash). Operating Cash is to be kept as petty cash, and deposits including current account, savings account and fixed term deposits. Current and savings accounts may only be held with commercial banks while fixed term deposits may only be placed with

commercial banks and finance companies. Operating cash must be held in Singapore Dollars (SGD).

4.2 Investible funds

Funds available over and above Operating Cash (Investible Fund) will be invested. The Investible Fund may be managed by a Fund Manager on behalf of SACS. Funds may only be invested in Singapore Dollar denominated investments in one or more of the following classes of investment:

- Short-term deposits
- Negotiable certificates of deposit
- Commercial/Bank bills
- Treasury bills
- Short-term notes and bonds
 - The minimum credit rating for any bond issue is Baa3 by Moody's or BBB- by Standard & Poor's. Where the bond issue is unrated by the rating agencies, the Fund Manager's internal credit rating of BBB- will apply.
 - Investments in bonds denominated in foreign currencies are allowed provided the foreign currency exposure is hedged back to SGD.
- Unit Trusts
 - Limited to fixed income unit trusts

No more than 15% of the fund is to be invested in a single entity.

The investment products must have good liquidity; defined as the ability for the investment products to be sold and proceeds to be received within 30 days.

4.3 Other Investments

SACS may, through the generosity of donors, receive donations or gifts in the form of shares or foreign currency-denominated cash, bonds or other securities. Under such circumstances, SACS should

- Sell or encash into SGD such shares within 12 months of receiving title, unless otherwise instructed by donors.
- Encash into SGD such foreign currency-denominated cash, bonds or other securities within 12 months of receiving ownership, unless otherwise instructed by donors.

5.0 REVIEW PERIOD

This policy will be reviewed as and when required and amended as necessary.

Whistleblowing Policy

1.0 POLICY

- 1.1 Singapore Anglican Community Services (SACS) is committed to a high standard of compliance with accounting, financial reporting, internal controls, corporate governance and auditing requirements and any legislation relating to thereto. In line with this commitment, the Whistleblowing Policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from reprisal or victimisation for whistleblowing in good faith.
- 1.2 The policy is intended to conform to the guidance set out in the Code of Corporate Governance which encourages employees to raise concerns, in confidence, about possible irregularities.

2.0 REPORTABLE INCIDENTS

- 2.1 Some examples of concerns covered by this Policy include (this list is not exhaustive):
- Concerns about SACS' accounting, internal controls or auditing matters
 - Breach of or failure to implement or comply with SACS' policies or code of conduct
 - Impropriety, corruption, acts of fraud, theft and/or misuse of SACS' properties, assets or resources
 - Conduct which is an offence or breach of law
 - Abuse of power or authority
 - Serious conflict of interest without disclosure
 - Intentional provision of incorrect information to public bodies
 - Any other serious improper matter which may cause financial or non-financial loss to SACS, or damage to SACS' reputation
 - Fraud against donors, or the making of fraudulent statements to the Commissioner of Charities, members of the public and regulatory authorities
 - Acts to mislead, deceive, manipulate, coerce or fraudulently influence any internal or external accountant or auditor in connection with the preparation, examination, audit or review of any financial statements or records of SACS
 - Concealing information about any malpractice or misconduct

3.0 CONFIDENTIALITY

- 3.1 SACS encourages the whistleblower to identify himself/herself when raising a concern or providing

information. All concerns will be treated with strict confidentiality.

- 3.2 Exceptional circumstances under which information provided by the whistleblower could or would not be treated with strictest confidentiality include:
- Where SACS is under a legal obligation to disclose information provided
 - Where the information is already in the public domain
 - Where the information is given on a strictly confidential basis to legal or auditing professionals for the purpose of obtaining professional advice
 - Where the information is given to the Police or other authorities for criminal investigation
- 3.3 In the event we are faced with a circumstance not covered by the above, and where the whistleblower's identity is to be revealed, we will endeavour to discuss this with the whistleblower first.

4.0 HOW TO RAISE A CONCERN AND PROVIDE INFORMATION

- 4.1 The whistleblower can address his/her concerns to the Audit Committee via a designated email address or by telephone or by post.
- 4.2 SACS recommends the whistleblower to be detailed in setting out the background and history of events and the reasons for the concern.

5.0 HOW WILL THE GROUP RESPOND

- 5.1 SACS assures the whistleblower that any concern raised or information provided will be investigated, but consideration will be given to these factors:
- Severity of the issue raised
 - Credibility of the concern or information
 - Likelihood of confirming the concern or information from attributable sources
- 5.2 Depending on the nature of the concern raised or information provided, the investigation may be conducted involving one or more of these persons or entities or as directed by the SACS' Board:
- The Audit Committee
 - The External or Internal Auditor
 - Forensic Professionals
 - The Police or Commercial Affairs Department

Acknowledgement of Donations

DONORS OF \$10,000 AND ABOVE

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Marcus Tay
Tay Meng Keong
Teo Boon Leong
Debbie Teo
Teo Deborah
Robert Teo Jin Teng
Teo Kwee Hong
Teo Poh Choo
Teo Puay Chye
Teoh Lucilla
Roy Tharamarajah
Tong Siew Chang

W

Katherine Wallace
Wang Jick Kiew
Wang Qiuyue
Wong How Leen
Wong Lee May
Wong Pamela
Wong Shiow Yun
Wong Way Lung
Wong Yuit Seong (Anne)

Y-Z

Maureen Yaw
Yeo Lynette
Yew Betty
Yue Foong Teng
Zhang Xue Qing

CORPORATE

A-B

Anglican High School
Anglican High School Parent Support Group
Ascend, The English Professionals
Ben Foods (S) Pte Ltd

C-D

Changkat Changi Primary School
Changkat Changi Secondary School
Choon Vegetables & Fruits Trading
DENTSU Sports Asia Pte Ltd
DNA Financial, representing
Manulife (Singapore) Pte Ltd

E-F

Evergreen Club YCC
Faith Community Baptist Church
FK Dunamis Group Pte Ltd
Foodbank Singapore

H-K

Hillview Community Centre
Keppel Logistics Pte Ltd

M-N

MINDSET Care Limited
National Heritage Board
Navy Medical Services
NTUC Fairprice Foundation Ltd
NW CDC Youth Group

R

Renewal Christian Church Fellowship
ROI2
Rotary Club of Queenstown

S

Sea Breeze Garden Neighbourhood Committee
Simei Neighbourhood Committee
Singapore Management University
St. Andrew Junior College
St. James St. Margaret's Church
Swensen's

T

Tabernacle Bible Presbyterian Church
Temasek Holdings
Thunderstone Technology (S) Pte Ltd

U-V

United Overseas Bank Ltd
Village Hotel (Bugis)

W-Y

West Side Anglican Church
Westpac Banking Corporation
Yishun Christian Church (Youth Group)

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

Unique Entity Number : S75SS0005H

Address : 10 Simei Street 3, Singapore 529897

Auditors : RSM Chio Lim LLP
8 Wilkie Road, #03-08
Wilkie Edge
Singapore 228095

Bankers : DBS Bank Limited
Oversea-Chinese Banking Corporation Limited
Malayan Banking Berhad
Sing Investments & Finance Limited
CIMB Bank Berhad
United Overseas Bank Limited

SUMMARY OF FINANCIAL STATEMENTS YEAR ENDED 31 DECEMBER 2017

For a full copy of the SACS 2017 Audit Report, please email your request to admin@sacs.org.sg, download it from our website: www.sacs.org.sg or scan the QR code with your smartphone to download it.



BALANCE SHEET

Year ended 31 December 2017

| | 2017 S\$ | 2016 S\$ |
|--|-------------------|-------------------|
| ASSETS | | |
| Non-Current Assets | | |
| Property, Plant and Equipment | 11,511,957 | 11,187,691 |
| Total Non-Current Assets | 11,511,957 | 11,187,691 |
| Current Assets | | |
| Trade and Other Receivables | 2,291,398 | 4,712,011 |
| Other Non-Financial Assets | 167,184 | 118,096 |
| Cash and Cash Equivalents | 21,502,305 | 16,563,187 |
| Total Current Assets | 23,960,887 | 21,393,294 |
| Total Assets | 35,472,844 | 32,580,985 |
| FUNDS AND LIABILITIES | | |
| Unrestricted Funds: | | |
| Accumulated Funds | 16,701,077 | 14,695,074 |
| Building and Renovation Fund | 2,943,779 | 2,915,115 |
| BIG Fund | 129,055 | 129,055 |
| Total Unrestricted Funds | 19,773,911 | 17,739,244 |
| Restricted Funds: | | |
| Chaplaincy Fund | 135,453 | 183,884 |
| Building Fund - HillV2 | 4,603,335 | 4,815,110 |
| Building Fund - Simei Care Centre | 5,028,696 | 5,342,088 |
| Government Grant for Capital Expenditure | 269,148 | 1,454 |
| Community Silver Trust Fund | 2,658,463 | 2,609,130 |
| Medifund and Medifund Silver | (356,035) | (430,137) |
| President Challenge Fund | 91,357 | 128,946 |
| Care N Share Fund | 935,679 | 700,424 |
| Mindset Fund | - | 48,747 |
| Programmes Funds | | |
| Employment Support Services | 186,586 | 83,732 |
| Cluster Support (Jurong East) | 274,690 | 242,570 |
| PEACE-Connect Cluster Operator | (144,707) | (163,333) |
| | 316,569 | 162,969 |
| Other Restricted Funds | | |
| HSBC Fund | 34,505 | 43,594 |
| Family Care Centre | 42,183 | 37,097 |
| Other Restricted Funds: | 36,101 | 38,190 |
| | 112,789 | 118,881 |
| Total Restricted Funds | 13,795,454 | 13,681,496 |
| Total Funds | 33,569,365 | 31,420,740 |
| Current Liabilities | | |
| Trade and Other Payables | 1,686,199 | 1,160,245 |
| Other Non-Financial Liabilities | 217,280 | - |
| Total Current Liabilities | 1,903,479 | 1,160,245 |
| Total Liabilities | 1,903,479 | 1,160,245 |
| Total Funds and Liabilities | 35,472,844 | 32,580,985 |

STATEMENT OF FINANCIAL ACTIVITIES

(including income and expenditure account)

Year ended 31 December 2017

| | Unrestricted Fund | Restricted Fund | Total | Unrestricted Fund | Restricted Fund | Total |
|--|-------------------|------------------|-------------------|-------------------|------------------|-------------------|
| | 2017 | 2017 | 2017 | 2016 | 2016 | 2016 |
| | \$ | \$ | \$ | \$ | \$ | \$ |
| Incoming Resources: | | | | | | |
| Voluntary Income | | | | | | |
| - Government Subvention | 9,879,781 | 5,512,951 | 15,392,732 | 8,706,654 | 5,078,150 | 13,784,804 |
| - Donations | 1,773,251 | 138,084 | 1,911,335 | 1,716,428 | 320,600 | 2,037,028 |
| Income from Client's Activities | 2,115,629 | 3,879 | 2,119,508 | 2,172,406 | 1,682 | 2,174,088 |
| Enterprise Project Revenue | 381,894 | - | 381,894 | 433,538 | - | 433,538 |
| Investment Income | 92,341 | 233 | 92,574 | 123,192 | 205 | 123,397 |
| Sundry Income | 151,424 | 47,708 | 199,132 | 37,946 | 18,469 | 56,415 |
| Total Incoming Resources | 14,394,320 | 5,702,855 | 20,097,175 | 13,190,164 | 5,419,106 | 18,609,270 |
| Resources Expended: | | | | | | |
| Chaplaincy Operating Expenses | - | 166,377 | 166,377 | - | 152,581 | 152,581 |
| Client's Activities Expenses | 772,185 | 1,423,889 | 2,196,074 | 761,559 | 1,340,541 | 2,102,100 |
| Depreciation | 101,703 | 876,145 | 977,848 | 41,512 | 939,967 | 981,479 |
| Enterprise Project Expenses | 41,292 | - | 41,292 | 68,504 | - | 68,504 |
| Loss on Disposal of Plant and Equipment | 662 | - | 662 | 8,177 | - | 8,177 |
| Operating Lease Expenses | 2,003,512 | 49,388 | 2,052,900 | 1,748,741 | 48,737 | 1,797,478 |
| Building Services, Management and Maintenance Expenses | 893,557 | 221,218 | 1,114,775 | 549,115 | 392,034 | 941,149 |
| Employee Benefits Expenses | 7,726,330 | 2,600,658 | 10,326,988 | 5,781,989 | 3,070,482 | 8,852,471 |
| Administrative Costs | 438,007 | 208,488 | 646,495 | 172,865 | 256,780 | 429,645 |
| Other Operating Expenses | 240,804 | 33,413 | 274,217 | 135,114 | 104,698 | 239,812 |
| Investment Costs | - | - | - | 3,214 | - | 3,214 |
| Goods & Service Tax | 141,601 | 9,321 | 150,922 | 124,137 | - | 124,137 |
| Total Resources Expended | 12,359,653 | 5,588,897 | 17,948,550 | 9,394,927 | 6,305,820 | 15,700,747 |
| Net Surplus/(Deficit) | 2,034,667 | 113,958 | 2,148,625 | 3,795,237 | (886,714) | 2,908,523 |
| Fair Value Gain | - | - | - | 18,346 | - | 18,346 |
| Net Surplus before Fund Transfer | 2,034,667 | 113,958 | 2,148,625 | 3,813,583 | (886,714) | 2,926,869 |
| Transfer between Funds | - | - | - | (1,428,102) | 1,428,102 | - |
| Net Surplus after Fund Transfer | 2,034,667 | 113,958 | 2,148,625 | 2,385,481 | 541,388 | 2,926,869 |

| | 2017 | 2016 |
|--|------------------|------------------|
| | \$ | \$ |
| Surplus/(Deficit) transferred to (Unrestricted) Accumulated Fund: | | |
| Head Office | (9,777) | 338,452 |
| Simei Care Centre | 587,996 | 1,359,432 |
| Hougang Care Centre | 390,082 | 672,797 |
| Family Care Centre | 430,823 | 392,778 |
| Community Rehabilitation and Support Services (Bukit Batok) | 98,511 | 200,724 |
| Community Rehabilitation and Support Services (Pasir Ris) | 41,971 | 133,132 |
| Community Rehabilitation and Support Services (Yishun) | 14,879 | 218,494 |
| Cluster Support (Jurong East) | (2,069) | 3,639 |
| Anglican Care Centre (Farrer Park) | 34,357 | - |
| Anglican Senior Centre (Hillview) | (35,080) | - |
| CITY Community Services | 337,120 | 291,727 |
| PEACE-Connect Cluster Operator | 117,190 | 153,685 |
| Net Surplus | 2,006,003 | 3,764,860 |

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10 Simei Street 3
Singapore 529897
Tel : 6586 1064
Email : admin@sacs.org.sg
Website : www.sacs.org.sg

PSYCHIATRIC SERVICES

Anglican Care Centre (Hougang)

(Formerly: Hougang Care Centre)
20 Buangkok View Blk 4
Singapore 534194

Anglican Care Centre (Simei)

(Formerly: Simei Care Centre)
10 Simei Street 3
Singapore 529897

Anglican Care Centre (Farrer Park)

375 Race Course Road
Singapore 218644

Anglican Care Centre (Bukit Batok)

(Formerly: Community Rehabilitation and Support Services (Bukit Batok))
Blk 267 Bukit Batok East Avenue 4 #01-206
Singapore 650267

Anglican Care Centre (Pasir Ris)

(Formerly: Community Rehabilitation and Support Services (Pasir Ris))
Blk 534 Pasir Ris Drive 1 #01-266
Singapore 510534

Anglican Care Centre (Yishun)

(Formerly: Community Rehabilitation and Support Services (Yishun))
Blk 707 Yishun Avenue 5 #01-36
Singapore 760707

Integrated Employment Services

10 Simei Street 3
Singapore 529897

SENIOR SERVICES

Anglican Cluster Operator (Jurong East)

(Formerly: SACS Cluster Operator (Jurong East))
Blk 374 Jurong East Street 32 #01-486
Singapore 600374

Anglican Senior Centre (Yishun)

(Formerly: SACS Senior Centre (Floral Spring))
Blk 426A Yishun Avenue 11 #01-74
Singapore 761426

Anglican Senior Centre (Jurong West)

(Formerly: SACS Senior Centre (Golden Orchid))
Blk 499 Jurong West Street 41 #01-812
Singapore 640499

Anglican Senior Centre (Hillview)

4 Hillview Rise #02-22 HillV2
Singapore 667979

Anglican Senior Centre (Tampines)

Blk 117 Tampines Street 11 #01-516
Singapore 521117

PEACE-Connect Cluster Operator

Blk 5 Beach Road #02-4915
Singapore 190005

FAMILY AND CHILDREN SERVICES

Anglican Family Centre

(Formerly: SACS Family Care Centre)
Tel: 1800 346 4939

CITY Community Services

Social Service Hub @ Tiong Bahru
298 Tiong Bahru Road
#10-03 Central Plaza
Singapore 168730

OTHER SERVICES

Anglican Lifestream Services

(Formerly: St. Andrew's Lifestreams)
10 Simei Street 3
Singapore 529897

Mission To Seafarers

52 Telok Blangah Road
#01-05 Telok Blangah House
Singapore 098829