



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

1 Corinthians 13:4-8a



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Introduction

SHINING HIS LIGHT OF FAITH, HOPE AND LOVE

"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

Singapore Anglican Community Services (SACS) is a work produced by FAITH, an endurance nurtured by HOPE, and a labour prompted by LOVE. The early 1950s marked the genesis of SACS, with the setting up of a clinic by Mrs. Catharine Eng Neo Thomas, a nurse and the wife of the Principal of St. Andrew's School. The clinic served villagers living in the Potong Pasir area. In 1967, the Anglican Welfare Council – renamed Singapore Anglican Welfare Council (SAWC) in 1977 – was inaugurated to serve the needs of the community. SAWC was restructured to bring together the other community service arms of the Anglican Church in Singapore. In 2004, it was renamed Singapore Anglican Community Services.

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

OUR VISION

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

OUR MISSION

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

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

Love

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

Integrity

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

Growth

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

Honour

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

Teamwork

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



President's Address

LOVE NEVER FAILS

In the book of First Corinthians, Chapter 13, the Bible reads, "Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It does not dishonour others, it is not self-seeking, it is not easily angered, it keeps no record of wrongs. Love does not delight in evil but rejoices with the truth. It always protects, always trusts, always hopes, always perseveres. **Love never fails**." This year, as we mark Singapore's bicentennial, we give thanks to God for His unfailing, perfect and unconditional love for humanity.

HIS HEART, OUR HANDS

By 2030, we expect one in four Singaporeans to be above the age of 65. To meet the needs of the ageing population, Anglican Senior Centre (Woodlands), also known as ASC (Woodlands), was officially launched on 6 July 2019. In addition, St. Andrew's Nursing Home (Taman Jurong), also known as SANH (Taman Jurong), was officially launched on 30 August 2019.

ASC (Woodlands), officially opened by Mr. Vikram Nair, Adviser to Admiralty Grassroots Organisations (GROs) and Member of Parliament for Sembawang Group Representation Constituency (GRC), serves as a place for seniors living in the neighbourhood to enjoy social and recreational activities. Officially opened by Senior Minister Tharman Shanmugaratnam, Coordinating Minister for Social Policies and Adviser to Jurong GRC Grassroots Organisations, SANH (Taman Jurong) is the first nursing home operated by Singapore Anglican Community Services (SACS). The Home provides long-term nursing and rehabilitative care for residents, including persons with dementia and mental health issues.

LOVE ONE ANOTHER JUST AS GOD LOVES US

John 13:34 reads, "A new commandment I give to you, that you love one another: just as I have loved you, you also are to love one another." The testimonies of Ms. Esther Rose and Ms. Palani Amal bear testament to how God's love can create ripples of love. As victims of family violence, Ms. Esther and her sons sought refuge at Anglican Family Centre (AFC) in May 2018. Despite the hardships and setbacks she faced in life, Ms. Esther was determined to create a bright future for her children. Comforted to find a safe place of refuge with a team who serves in His love at AFC, Ms. Esther and her sons participated in various programmes and therapy sessions. Gradually, their psychological and emotional wellbeing improved markedly; they regained self-confidence and performed at AFC events. Grateful for the support she received at AFC, Ms. Esther reached out to help others with similar experiences at AFC.

For Ms. Palani, life was hard battling with depression and anxiety until she joined Anglican Care Centre (Simei), also known as ACC (Simei), for psychiatric residential rehabilitation in December 2013. Ms. Palani received much support in the centre through counselling, occupational therapy and medication training. She also participated in vocational training as she wanted to be financially stable. The unwavering love and support that she received from her care team and family fuelled her determination to get better. Her condition improved and she moved out of ACC (Simei) to her own home in March 2019. Now, Ms. Palani finds great joy and purpose in sharing her experiences with her friends at ACC (Simei), encouraging them to persevere on their road to recovery.

LET ALL THAT WE DO BE DONE IN LOVE

Proverbs 3:5-6 reads, "Trust in the Lord with all your heart and lean not on your own understanding; in all your ways submit to Him, and He will make your paths straight." Indeed, we thank God for empowering us with His love and strength as we trust Him in setting His direction for us to seek the welfare of the city.

We also thank God for blessing us with dedicated staff, volunteers, individuals, corporations, business associations, philanthropic groups and foundations as well as parishes who partner our 336 staff in our work. Thank you for your hard work as well as generous contributions which helped to fund our 2019 operating expenses of \$25.8 million, and for blessing us with your support, prayers, advice and financial assistance.

May we continue to fix our eyes on Him as we serve all whom He has entrusted into our care, in His love. (1 Corinthians 16:14 "Let all that you do be done in love.")

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

President's Address





Official Opening of ASC (Woodlands) on 6 July 2019 -From left to right: Reverend William Tham, Vicar, Light of Christ Church Woodlands; Dr. Arthur Chern, Group Chief Executive Officer, SACS and St. Andrew's Mission Hospital (SAMH); Mr. Andrew Goh, Vice President, SAMH; Assistant Bishop Low Jee King, Archdeacon of Singapore; Mr. Vikram Nair, Adviser to Admiralty GROs and Member of Parliament for Sembawang GRC; Ms. Jerlynn Soh, Chairperson, Admiralty Zone 1 Residents' Committee; Mr. Keith Chua, Vice President, SACS; Mr. Edward D'Silva and Venerable Wong Tak Meng, Board Members, SACS. The seniors at ASC (Woodlands) are actively engaged in a variety of programmes and interest classes. At the Centre's official opening, the seniors showcased their talent with Cha Cha Dance, Ukulele and Zumba performances.



t Standbards nucleon Sta

Official Opening of SANH (Taman Jurong) on 30 August 2019 - From left to right: Dr. Arthur Chern, Group Chief Executive Officer, SACS and SAMH; Mdm. Ang Swee Huay, Resident of SANH (Taman Jurong); Mr. Philip Wong, Executive Director, SANH (Taman Jurong); Mr. Andrew Goh, Vice President, SAMH; Mr. Chan Heng Kee, Permanent Secretary (Health); The Right Reverend Rennis Ponniah, President, SACS and SAMH; Senior Minister Tharman Shanmugaratnam, Coordinating Minister for Social Policies and Adviser to Jurong GRC Grassroots Organisations; Mr. Goh Peng Tong, Chairman, Taman Jurong Citizens' Consultative Committee; Mr. Keith Chua, Vice-President, SACS; Mr. Chan Wah Tiong, SANH Cluster Chief Executive Officer. 87-year-old SANH (Taman Jurong) resident, Mr. David Ong, sang "You Are My Sunshine" while volunteers accompanied on ukuleles at the Official Opening of SANH (Taman Jurong) on 30 August 2019.

President's Address



To commemorate the Official Opening of SANH (Taman Jurong), the planting of the Gustavia Superba tree testifies to the Anglican Ministry serving the community and represents the continuous growth of SANH (Taman Jurong).



Bishop Rennis and Mr. Azman Bin Sawal, SANH (Taman Jurong) resident, presented a token of appreciation to Senior Minister Tharman.

Mr. Azman created the painting during his occupational therapy session. He chose the bamboo plant as the subject of his painting for Senior Minister Tharman whom he looks up to as a person of strength and endurance.



Many families benefited from the services of SANH (Taman Jurong). Mdm. Ang Swee Huay (centre) and her two children, Ms. Cheong Mee Choo and Mr. Cheong Poh Fatt who suffer from mental health conditions, have been staying at SANH (Taman Jurong) since July 2019. With them are Ms. Cheong May Leng (in black), Mdm. Ang's daughter and Ms. Jenny Mok Yuet Fong (in yellow), Mdm. Ang's goddaughter.





Ms. Esther Rose, client of AFC, received help from the AFC team who serves with God's love. With support and care, Ms. Esther and her sons have found hope to live with joy again.



The unwavering love and support that she had received from her care team and family gave Ms. Palani Amal, client of ACC (Simei), courage and determination to get better. Her condition improved and she moved out of ACC (Simei) to her own home in March 2019.

Review of Services



1 Corinthians 16:13-14 reads, "Be on your guard; stand firm in the faith; be courageous; be strong. Do everything in love." We give thanks to God for His unfailing love that has enabled us to remain steadfast in reaching out to those in need through our labour of love.

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

2019 STATISTICS OVERVIEW

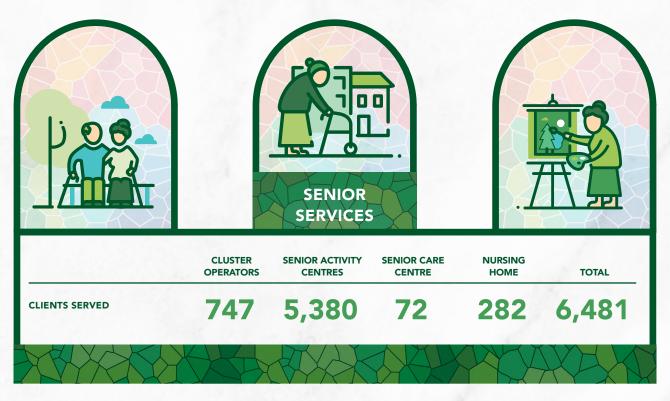


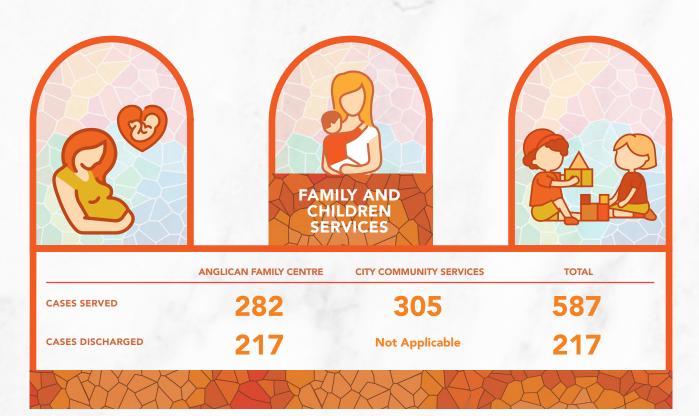
and in	RESIDENTIAL REHABILITATION SERVICES	DAY REHABILITATION SERVICES	COMMUNITY INTEGRATION TEAM	INTEGRATED EMPLOYMENT SERVICES	PSYCHIATRIC SHELTERED HOME	TOTAL
CLIENTS SERVED	409	225	1,107	451	74	2,266
NEW REFERRALS	111	61	247	179	42	640
CLIENTS WHO ACHIEVED RECOVERY GOALS AND WERE DISCHARGED	48	50	162	94*	13	367
KXX	AXA	FXX	AXH	XXX	KK	AHA

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



2019 STATISTICS OVERVIEW





PSYCHIATRIC SERVICES

SACS provides a seamless continuum of care for persons with mental health issues through five services: Residential Rehabilitation Services, Day Rehabilitation Services, COMmunity Intervention Team (COMIT), Integrated Employment Services and Psychiatric Sheltered Home. Each year, SACS Psychiatric Services serves over 2,200 clients through its continuum of services.

In 2019, SACS Psychiatric Services placed greater emphasis on co-creation, where peer support specialists, their peer members as well as staff designed the physical environment of their service centres and psycho-education materials to aid in members' recovery. Members were also encouraged to take an active role in determining factors which enable them to have a better quality of life.

This initiative was sparked off by on-going consultations with the Implementing Recovery through Organisational Change (ImROC), a mental health agency based in the United Kingdom, under the auspices of the National Council of Social Service (NCSS), which provided training for SACS Psychiatric Services. In consultation with ImROC, SACS developed a recovery-oriented practice culture integrating the five dimensions of care: person-centric, eco-centric, strengths-based, holistic care and cultural relevance.

Recovery-Oriented Practice Culture

A recovery-oriented approach aims to support persons with mental health issues in developing a meaningful and purposeful life as well as personal identity amidst the challenges they may face. The recovery-oriented practice promotes collaboration between persons accessing mental health services and the mental health professionals, whereby people with lived experience are considered experts on their lives and experiences. In contrast, mental health professionals are considered experts on available treatment services.

A Recovery-Oriented Champions (ROCs) Workgroup was set up in May 2019 with one staff from each centre to develop the recovery-oriented practice culture. This Workgroup will serve as a catalyst to promote the Recovery-Oriented Culture in our centres for the next two years.

Employability Night

Held on 13 September 2019, the Employability Night saw an audience of 151 members, staff and employers. Organised by peer support specialists and peer volunteers for the first time, this annual event aims to appreciate the employers for their support in engaging our members as well as celebrate members' achievement in sustaining employment for three months and beyond.

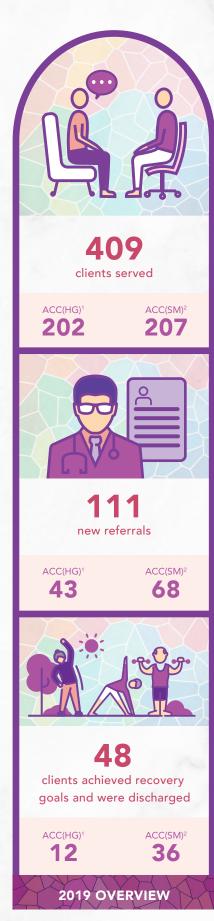
The event marks a significant milestone for the members as it celebrates their resilience in overcoming the challenges and stigma they had faced during their recovery journey. Highlights of the night included a sharing session by two peers on their lived experience through live interview and the use of animation, and a theatric display of recoverythemed song competition, co-created by members and staff.

Volunteers Appreciation

To honour the contributions of all the volunteers of SACS Psychiatric Services, an inaugural combined Volunteers Appreciation Night was held at Anglican Care Centre (Farrer Park) on 8 November 2019. At the event, we showed appreciation to over 100 volunteers for their continuous support and encouragement for our members. Volunteers would engage our members in various ways, such as sharing current affairs news with them, cooking together, conducting computer literacy lessons, and organising trips to the library.

During the dinner, an appreciation video was screened in honour of our dedicated volunteers. Featuring joyful moments shared between our volunteers and members as well as heartfelt sharing by volunteers and staff, the video reflected a strong bond forged between our volunteers and members. Last but not least, long service awards were presented to volunteers who have journeyed with our members for 10 years and more to recognise their meaningful contributions and the positive impact they had made on our members' recovery journey.





RESIDENTIAL REHABILITATION SERVICES

Anglican Care Centres (Hougang, Simei)

Short and medium-term residential care was provided for 409 clients in therapeutic environments based in Hougang and Simei to support their recovery. New referrals constituted 27% (111) of the cases. 102 clients were discharged, with 48 (47%) of them achieving their recovery goals.

STATISTICS OF TOTAL CLIENTS	ACC	ACC	
SERVED IN 2019	(HG) ¹	(SM) ²	TOTAL
REFERRAL SOURCE (NEW CLIENTS ONLY)			
Institute of Mental Health	34	58	92
Restructured Hospitals	2	3	5
SACS Internal Referral	3	5	8
Others	4	2	6
DIAGNOSIS			
Schizophrenia	171	163	334
Mood Disorders	15	27	42
Anxiety Disorder	7	7	14
Others	9	10	19
AGE GROUP			
Below 21	2	2	4
21 - 29	10	23	33
30 - 39	29	40	69
40 - 49	44	53	97
50 - 59	82	56	138
60 and above	35	33	68
EDUCATION LEVEL			
No Formal Education	2	2	4
Primary Qualification	48	34	82
Secondary Qualification	93	86	179
Institute of Technical Education	25	23	48
Junior College Qualification	8	12	20
Diploma	15	31	46
Bachelor's Degree	9	16	25
Others	2	3	5
DISCHARGE OUTCOMES			
Recovery Goals Achieved	12	36	48
Dropped Out of Programme	13	16	29
Involuntary Discharge	1	2	3
Readmission to Hospital	11	5	16
Remanded / Incarcerated	3	0	3
Others	0	3	3

Anglican Care Centre (Hougang)

Anglican Care Centre (Simei)

DAY REHABILITATION SERVICES

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

Adopting the clubhouse model, Day Rehabilitation Services helped 225 clients in recovery by engaging them in work units according to their interests and preferences. New referrals constituted 27% (61) of the cases. Out of the 62 clients discharged, 50 (81%) achieved their recovery goals.

3				1. 19		
STATISTICS OF TOTAL	ACC	ACC	ACC	ACC	ACC	
CLIENTS SERVED IN 2019	(BB) ¹	(HG) ²	(PR) ³	(SM) ⁴	(YS) ⁵	TOTAL
REFERRAL SOURCE (NEW			Y)			
Institute of Mental Health	10	2	1	9	2	24
Restructured Hospitals	10	0	0	3	2	15
SACS Internal Referral	0	2	10	7	0	19
Others	1	0	0	0	2	3
DIAGNOSIS						
Schizophrenia	60	19	26	50	15	170
Mood Disorders	6	1	4	13	7	31
Anxiety Disorder	6	1	5	2	1	15
Others	1	2	1	4	1	9
AGE GROUP						
21 - 29	4	0	7	8	1	20
30 - 39	13	2	8	8	6	37
40 - 49	18	7	7	19	5	56
50 - 59	24	7	9	25	4	69
60 and above	14	7	5	9	8	43
EDUCATION LEVEL						
No Formal Education	1	1	1	0	2	5
Primary Qualification	21	5	7	15	5	53
Secondary Qualification	23	11	16	25	11	86
Institute of Technical Education	13	1	3	9	4	30
Junior College Qualification	4	2	2	4	0	12
Diploma	7	2	5	8	2	24
Bachelor's Degree	0	0	1	7	0	8
Others	4	1	1	1	0	7
DISCHARGE OUTCOMES						
Recovery Goals Achieved	15	3	12	19	1	50
Dropped Out of Programme	1	2	1	4	2	10
Others	1	0	1	0	0	2

¹ Anglican Care Centre (Bukit Batok)

Anglican Care Centre (Pasir Ris)

⁵ Anglican Care Centre (Yishun)

Anglican Care Centre (Hougang) Anglican Care Centre (Simei)



1,107 clients served ACC(PR)² ACC(BB)¹ ACC(YS)³ 438 347 322 247 new referrals ACC(PR)² ACC(BB)¹ ACC(YS)³ 99 80 68 162 clients achieved recovery goals and were discharged ACC(BB)¹ ACC(PR)² ACC(YS)³ 86 43 33 2019 OVERVIEW

COMMUNITY INTERVENTION TEAM

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

Based in the community, the COMmunity Intervention Team (COMIT) provided psycho-social therapeutic intervention for 1,107 clients and offered support to their caregivers so that they can live well at home and stay integrated in the community. New referrals constituted 22% (247) of the cases. Out of the 206 discharged clients, 79% (162) achieved their recovery goals.

STATISTICS OF TOTAL CLIENTS	ACC	ACC	ACC			
SERVED IN 2019	(BB) ¹	(PR) ²	(YS) ³	TOTAL		
REFERRAL SOURCE (NEW CLIENTS ONLY)						
Institute of Mental Health	21	21	18	60		
Restructured Hospitals	54	12	21	87		
SACS Internal Referral	10	13	7	30		
Others	14	34	22	70		
DIAGNOSIS						
Schizophrenia	215	185	190	590		
Mood Disorders	94	84	72	250		
Anxiety Disorder	53	36	27	116		
Others	76	42	33	151		
AGE GROUP						
Below 21	7	8	3	18		
21 - 29	62	49	33	144		
30 - 39	73	57	60	190		
40 - 49	111	80	64	255		
50 - 59	103	83	90	276		
60 and above	82	70	72	224		
EDUCATION LEVEL						
No Formal Education	5	6	19	30		
Primary Qualification	92	66	96	254		
Secondary Qualification	149	112	84	345		
Institute of Technical Education	50	29	28	107		
Junior College Qualification	24	15	14	53		
Diploma	54	60	40	154		
Bachelor's Degree	43	49	32	124		
Others	21	10	9	40		
DISCHARGE OUTCOMES						
Recovery Goals Achieved	86	43	33	162		
Dropped Out of Programme	3	15	9	27		
Involuntary Discharge	0	1	0	1		
Readmission to Hospital	2	1	5	8		
Others	1	2	5	8		

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

INTEGRATED EMPLOYMENT SERVICES

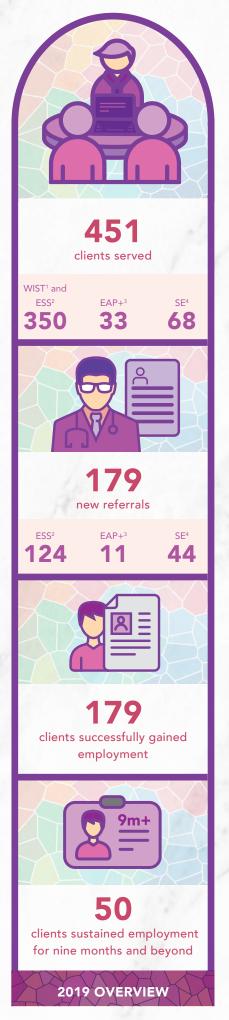
A wide range of employment services was provided to 451 clients to develop their potential and help them gain as well as sustain employment in the competitive job market. 40% (179) of them were new referrals.

The Employee Assistance Programme (EAP+) rendered support to 21 employers, equipping them with knowledge and skills in hiring persons with mental health issues. 40 mental health awareness workshops were held at their workplaces, with a total attendance of 1,253.

STATISTICS OF TOTAL CLIENTS			
SERVED IN 2019	ESS ²	SE ⁴	TOTAL
REFERRAL SOURCE (NEW CLIER	NTS ONLY)		
Institute of Mental Health	44	0	44
Restructured Hospitals	49	0	49
SACS Internal Referral	26	44	70
Others	5	0	5
DIAGNOSIS			
Schizophrenia	152	32	184
Mood Disorders	129	24	153
Anxiety Disorder	50	12	62
Others	19	0	19
AGE GROUP			
Below 21	3	0	3
21 - 29	80	2	82
30 - 39	129	38	167
40 - 49	103	21	124
50 - 59	34	7	41
60 and above	1	0	1
EDUCATION LEVEL			
No Formal Education	1	2	3
Primary Qualification	9	12	21
Secondary Qualification	113	26	139
Institute of Technical Education	36	18	54
Junior College Qualification	19	3	22
Diploma	96	5	101
Bachelor's Degree	73	2	75
Others	3	0	3

Work Integrated Skills Training
 Employee Assistance Programme

Employment Support Services Social Enterprise





INTEGRATED EMPLOYMENT SERVICES (CONTINUED)

WORK INTEGRATED SKILLS TRAINING (WIST) A half-day programme held from Monday to Friday, over five weeks, designed to equip clients for employment and community integration with essential skills and knowledge for the workforce	
CLIENTS SERVED	90
IMPACT ON CLIENTS	
– Improved Employability Skills	60
- Heightened Mental Health Awareness	56
- Learnt how to handle work-related stress and other issues	53
 Equipped with symptom and stress management techniques 	58
EMPLOYEE ASSISTANCE PROGRAMME (EAP+) Promotes awareness of mental health wellness at workplaces through talks and workshops	
Companies Served	21
Clients Counselled	33
Workshops Conducted	40
Workshop Attendees	1,253

PSYCHIATRIC SHELTERED HOME

Anglican Care Centre (Farrer Park)

Temporary accommodation, counselling and case management support were provided to 74 clients who were recovering from mental health issues and were ready for reintegration into the community. New referrals constituted 57% (42) of the cases. 68% (13) of the 19 discharged clients achieved their recovery goals.

STATISTICS OF TOTAL CLIENTS	ACC
SERVED IN 2019	(FP) ¹
REFERRAL SOURCE (NEW CLIENTS ONLY)	
Institute of Mental Health	40
Restructured Hospitals	1
SACS Internal Referral	1
DIAGNOSIS	
Schizophrenia	45
Mood Disorders	17
Anxiety Disorder	5
Others	7
AGE GROUP	
Below 21	5
21 - 29	9
30 - 39	22
40 - 49	14
50 - 59	18
60 and above	6
EDUCATION LEVEL	
Primary Qualification	11
Secondary Qualification	32
Institute of Technical Education	5
Junior College Qualification	2
Diploma	15
Bachelor's Degree	8
Others	1
DISCHARGE OUTCOMES	
Recovery Goals Achieved	13
Dropped Out of Programme	3
Readmission to Hospital	2
Remanded / Incarcerated	1

74 clients served 42 new referrals 13 clients achieved recovery goals and were discharged 2019 OVERVIEW

Anglican Care Centre (Farrer Park)



SENIOR SERVICES

CLUSTER OPERATORS

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

The cluster operators supported a total of 744 seniors through a suite of eldercare services such as Cluster Support Services (CSS), Community, Resources, Engagement and Support Team (CREST), Community Befriending Programme (CBP) and Senior Group Home (SGH).

ACO(JE) ¹	PECCO ²	TOTAL
134	130	264
24	2	26
18	76	94
8	0	8
4	0	4
10	15	25
	134 24 18 8 4	134 130 24 2 18 76 8 0 4 0

CREST SERVICES	ACO(JE) ¹	PECCO ²	TOTAL
SENIORS SERVED	248	171	419
REFERRAL SOURCE (NEW CLIENTS ONLY)			
Hospitals	58	7	65
Social Service Agencies	35	42	77
Government Agencies	18	0	18
Others	8	0	8
VOLUNTEERS RECRUITED AND TRAINED	10	15	25

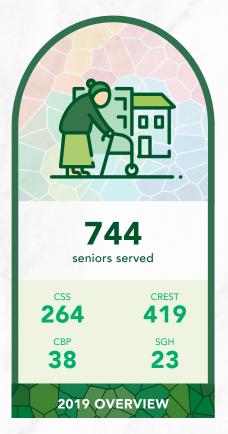
COMMUNITY BEFRIENDING PROGRAMME ³	ACO(JE) ¹	PECCO ²	TOTAL
SENIORS SERVED		38	38
REFERRAL SOURCE (NEW CLIENTS ONLY)			
Social Service Agencies		29	29
VOLUNTEERS RECRUITED AND TRAINED	<u></u>	32	32

SENIOR GROUP HOMES	ACO(JE) ¹	PECCO ²	TOTAL
SENIORS SERVED	7	16	23
Home Capacity	12	16	28

¹ Anglican Cluster Operator (Jurong East)

² PEACE-Connect Cluster Operator

³ Available at PECCO only



New Initiatives

To augment our efforts in improving the wellbeing of the needy elderly, PEACE-Connect Cluster Operator (PECCO) rolled out two new programmes in 2019, namely:

LOVE CONNECT

A community dining project funded by Kampong Glam Citizens' Consultative Committee and managed by PECCO, LOVE CONNECT provides meals for the elderly under the care of PECCO. The meals are distributed by the Willing Hearts everyday.

Healthy Ageing Promotion Programme for You (HAPPY)

The HAPPY programme is a comprehensive and holistic multi-component intervention to help seniors maintain good physical and mental health. The programme includes exercise and cognitive tasks of varying intensity combined with healthy ageing advice and nutrition tips.

Community Outreach

On 22 November 2019, Anglican Cluster Operator (Jurong East) set up an Inter-Disciplinary Group (IDG) with the National University Health System and other community resources in Bukit Batok to discuss cases of seniors at high risk of dementia and propose appropriate interventions. The IDG comprises Dr. Ng Wai Chong, Chief of Clinical Affairs of Tsao Foundation, medical social workers, doctors, allied health professionals, and community partners.

Anglican Cluster Operator (Jurong East) continues to conduct various community health talks as well as screenings for dementia and depression to raise public awareness of mental health.



SENIOR ACTIVITY CENTRES

Anglican Senior Centres (Jurong West, Tampines, Woodlands, Yishun), PEACE-Connect Senior Activity Centres @ 5 and 8

5,919 seniors were served through six Senior Activity Centres, where they can connect with their peers and stay active through various social-recreational programmes. A thrift shop, Something Old Something New (SOSN), is co-located at each Anglican Senior Centre. SOSN is a social enterprise under SACS which provides a platform to train and equip persons with mental health issues with retail and logistic skills to boost their employability.

Extending Our Reach

In 2019, SACS was appointed by the Ministry of Health as the operator of Anglican Senior Centre (Havelock). In partnership with St. Matthew's Church, SACS will provide active ageing programmes, Alert and Alarm System (a technology-assisted emergency system to alert staff when a resident falls), as well as referral services for the elderly staying in the vicinity. The centre targets to open in the second half of 2020.

Our Accolade

PEACE-Connect Senior Activity Centres received the People's Association Community Spirit Awards 2019 in recognition of the centres' effort in improving the well-being of the seniors living in Kampong Glam, Kallang, Novena and Rochor and helping them to age purposefully in the community.



	ASC (JW) ¹	ASC (TM) ²	ASC (WL) ³	ASC (YS)⁴	PC SAC@5⁵	PC SAC@8 ⁶	TOTAL
AGE GROUP OF SENIORS SERVED I	N 2019						
Below 50	82	9	33	150	0	0	274
50 - 59	11	123	9	116	0	0	259
60 - 79	997	733	706	621	593	690	4,340
80 and above	157	132	119	256	173	209	1,046
VOLUNTEERS RECRUITED							
AND TRAINED	4	0	6	8	13	18	49

Anglican Senior Centre (Jurong West)

Anglican Senior Centre (Tampines)

Anglican Senior Centre (Woodlands)

Anglican Senior Centre (Yishun)

PEACE-Connect Senior Activity Centre @ 5

PEACE-Connect Senior Activity Centre @ 8

SENIOR CARE SERVICES

Anglican Senior Centre (Hillview)

Anglican Senior Centre (ASC) (Hillview) ended the year with a stable occupancy of 46% of its 50 day care places and 60% of its 15 rehabilitation places. 72 seniors were served by the centre, achieving 4,894 day care attendances and 1,926 day rehabilitation attendances.

Community Outreach

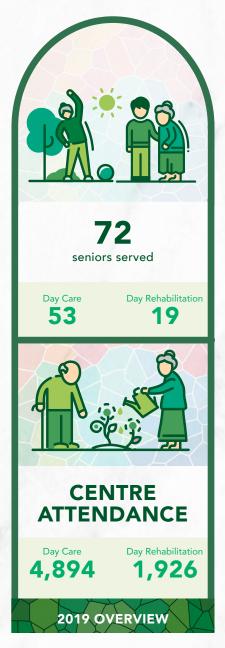
In 2019, ASC (Hillview) continued to join hands with St. Andrew's Senior Care (SASC) to reach out to the community with talks on dementia care at St. James' Church and St. Andrew's Cathedral. The Centre also introduced its senior care services at the opening of Hillview Community Club. With the support of the Agency for Integrated Care, ASC (Hillview) also organised a few rounds of functional health screening which benefitted a total of 71 seniors at the centre and the local community.

New Initiatives

In enhancing quality dementia care service, ASC (Hillview) introduced art therapy as an alternative for seniors to express themselves. A total of 38 seniors participated in the full-hour art therapy sessions with the art therapist, exploring various art materials and techniques as well as unleashing their creativity to create their masterpieces. 17 seniors with dementia benefited from new runs of the Cognitive Stimulation Therapy (CST) programme, a structured group therapy programme conducted by an occupational therapist that aims to maintain or improve their cognitive function and wellbeing of persons with dementia.

ASC (Hillview), together with SASC (Henderson, JOY Connect, Queenstown and Tampines), held their first annual staff retreat to deepen the synergy and integration of services between SACS and SAMH. Through team bonding activities, a total of 85 staff shared, not just challenges, but also joy, laughter and camaraderie.

ASC (Hillview) is thankful that many regular volunteers continue to enrich the lives of the day care clients through daily activities and thoughtfully planned programmes.







NURSING HOME

St. Andrew's Nursing Home (Taman Jurong)

St. Andrew's Nursing Home (SANH) (Taman Jurong), the first nursing home service under SACS, commenced operations on 11 February 2019. The Home joined its counterparts, SANH (Buangkok, Henderson and Queenstown) of St. Andrew's Mission Hospital (SAMH), in supporting the residential care and rehabilitation needs of our ageing community.

SANH (Taman Jurong)'s services include long-term nursing care for the elderly as well as those with dementia and stable mental health issues. By its official opening on 31 August 2019, all wards in SANH (Taman Jurong) were operational, with over 200 residents residing in its premises.

By December 2019, SANH (Taman Jurong) was operating at 97% occupancy, serving 282 residents. While developing the spectrum of care services, the Home also worked on deepening the intrinsic qualities of the system and tightening the continuity of care. One initiative is collaborating with the National University Health System (NUHS) to roll out community projects such as pneumococcal vaccinations and the Infectious Diseases Community Pilot (IDCP) Programme. The IDCP programme identifies areas of unmet needs in infection control and the management of infectious diseases, and provides counter measures with appropriate modules selected based on needs and gap analysis.

For its psychiatric wards, the Home is in discussion with doctors from the Institute of Mental Health (IMH) to support the follow-up appointments of our residents, with arrangements for teleconsultations in the pipeline.

Leveraging on its diversified services, SANH (Taman Jurong) provides a community-centric role to address their social issues. Amongst which, the Home provides care for families with elderly caregivers and their ageing spouses or children requiring long-term residential care, alongside those with dementia, physical disabilities and mental health issues.

In terms of psycho-social engagement, SANH (Taman Jurong) also started working with stakeholders from the Taman Jurong constituency and the south-western region, encouraging them to volunteer at the Home as well as support our work through donations in cash and in kind. Currently, we have over 30 partners comprising a mix of corporations, religious organisations, clubs, associations, schools, community and social service agencies, and more than 80 regular volunteers on board serving at the Home.

SANH (Taman Jurong) looks forward to developing more community care initiatives for the overall wellbeing of residents during their stay at the Home.

FAMILY AND CHILDREN SERVICES

TEMPORARY REFUGE FOR WOMEN AND CHILDREN

Anglican Family Centre

In 2019, Anglican Family Centre (AFC) provided a safe temporary abode for 282 cases of women-in-crisis and their children, an 8.9% increase from the year before. Family violence cases constituted 88% (247) of the cases served.



CHILDREN BEFRIENDING

CITY Community Services

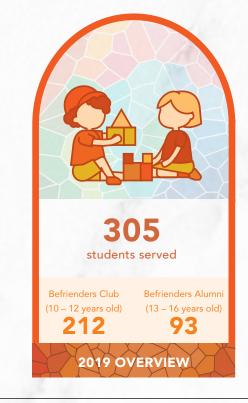
Operated by St. Andrew's Cathedral under the umbrella of SACS, CITY Community Services (CITY) mentored and counselled 305 students in 2019. It also organised various exciting programmes to develop and cultivate positive values in them.

In May 2019, CITY embarked on a collaboration with AFC to build relationships with families during their stay at AFC, and to continue providing support to them after their discharge from AFC.

In 2019, CITY sponsored 10 Befrienders Alumni to attend the Young Chef workshop at the At-Sunrice Global Chef Academy from 10 to 14 June. It also ran 10 Befrienders Clubs in primary schools and started its 10th club at Punggol Cove Primary School. Through the two Befrienders Camps and chalet stayover organised by CITY, students participated in various character-building activities that helped to unleash their potential.

From 27 July 2019 to 26 October 2019, CITY also held tuition programmes for Befriender students on Saturday mornings at its office in Tiong Bahru.

Looking forward, CITY aims to strengthen and expand the Befrienders Alumni, as well as explore running character-building programmes in schools.



THE ROAD AHEAD

As we move into a new year, SACS will remain faithful in growing His Ministry of Love to serve the community.

Dr. Arthur Chern Group Chief Executive Officer Singapore Anglican Community Services







As part of our continuum of care for persons with mental health issues, our COMmunity Intervention Team (COMIT) brings our services to clients and their caregivers at communities of their choice. During the visits, we extend counselling, training, and support services to help sustain their recovery. At Anglican Senior Centre (Hillview), we provide a range of eldercare services to support seniors with multiple care needs and provide respite to their caregivers within the community. These services include Maintenance Day Care, Dementia Day Care and Community Rehabilitation.



At PEACE-Connect Cluster Operator, a joyous combined birthday celebration event, Supa Seniors Birthday, is organised annually to celebrate the birthdays of seniors aged 90 years old and above.

Together with Anglican Cluster Operator (Jurong East), our Cluster Operator services look after the welfare of seniors living in the community through care coordination, case management, and other support services.



Operated by St. Andrew's Cathedral under the umbrella of SACS, CITY Community Services reaches out to children and youth from vulnerable families by providing a positive and supportive learning environment, imparting good values, building strength of character and nurturing resilience.

Mission to Seafarers

INTRODUCTION

The Mission to Seafarers (MTS) is the world's leading maritime welfare missionary society of the Anglican Church, recognised 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.

MANAGEMENT COMMITTEE

MTS (Singapore) has a group of dedicated 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 MTS (Singapore) goals and values. For the calendar year, the management committee held six meetings. The members' appointments were as follows:

Chairman Capt. Robert Francis Walker

Vice-Chairman Mr. Andrew Tay

Honorary Secretary Mr. Vitalii Chaika

Honorary Treasurer Mr. Victor Tan

Member Mr. SC Lim

Co-Opted Members

Mr. Rahim Bin Jaffar Mr. Mohamad Bin Abu Bakar Capt. Richard Howe Capt. Frederick Francis

HUMAN RESOURCE

Associate Chaplain Pastor Toh Soon Kok

Administration Manager Ms. Susan Koh

Ship Visitors Mr. Aloysius Koh Mr. Tommy Tay

Centre Caretakers

Mr. Yong Teen Teek Mr. Ahino Balachandra Ms. Michelle Yong Affiliated Organisation

LATEST DEVELOPMENT

The Maritime and Port Authority of Singapore has set up a new drop-in centre at the PSA Pasir Panjang Terminal Building 5. They have entrusted the operation to MTS (Singapore) with a 3-year renewable contract. One full-time staff and three contract workers are involved with the dayto-day operation. The centre is operational from 10.00 am to 10.00 pm daily, including Sundays and public holidays. The centre serves seafarers working on board container vessels and car carriers calling in the port. The ship visitors will reach out to seafarers on board the ships while the centre caretakers will welcome seafarers at the centre.

2019 STATISTICS

No. of Ships Visited	4,638
No. of Seafarers to the Centre	1,410
No. of Spiritual Services	6
No. of Seafarers Transported	3,539
No. of Hospital Visits	6

CONCLUSION

The nature of the seafaring requires them to spend months away from their homes and families. At sea, they are completely cut off from all that we take for granted and in ports, they are always visitors, sometimes strangers. Seafarers continue to endure long periods of loneliness and isolation and face issues such as piracy, abandonment, non-payment of wages, denial of shore leave, shipwreck, isolation and separation from families. It is for these reasons that we continue to exist to care for seafarers and pray that through these works, they will experience the Father's love.

Pastor Toh Soon Kok Associate Chaplain Mission to Seafarers (Singapore)

St. Andrew's Mission Hospital

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

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

ST. ANDREW'S AUTISM CENTRE (SAAC)

SAAC received the newly-completed building for St. Andrew's Adult Home (Sengkang) [SAAH], a purposebuilt residential facility comprising a Day Activity Centre (DAC) for adults with autism, from the Ministry of Social and Family Development on 16 January 2019. It received its first resident in April 2019 and has 12 full-time residents and cared for three respite care cases by the end of 2019.

With these new services in place, SAAC's capacity to serve persons with autism grew from 402 (312 at the school and 90 at one DAC) to 583 (312 at the school, 123 at two DACs, 148 at the home). Staff strength also grew from 219 to 271 from the end of 2018 to end 2019.

The total number of persons with autism served by SAAC increased by 16.9%, from 337 students and clients at the end of 2018, to 394 students, clients, residents and respite care cases by the end of 2019.

ST. ANDREW'S COMMUNITY HOSPITAL (SACH)

SACH had a total of 2,918 inpatient admissions, 11,564 Outpatient Clinic attendance, 5,027 Home Care Service visits, 22,297 Day Rehabilitation Centre attendances. SACH's inpatient rehabilitation, sub-acute and palliative care services were provided through 270 beds across 10 wards. The inpatient occupancy rate in 2019 was 88%.

SACH broadened its range of inpatient services with a new sub-acute stroke ward at Ward 66 in the jointly operated Changi General Hospital (CGH)-SACH Integrated Building. Started in October 2019, the new ward enables us to leverage on CGH's specialist services and facilities to provide higher quality and more seamless care for stroke patients. New initiatives that were introduced included management of post-stroke contracture and pain, a stroke self-management programme and an integrated volunteer programme with CGH. Affiliated Organisation

ST. ANDREW'S NURSING HOMES (SANH)

SANH (Buangkok) continued to operate at full capacity, serving 300 residents while SANH (Henderson) and SANH (Queenstown) ended the year with 98% occupancy (serving 246 residents) and 99% occupancy (serving 290 residents) respectively. SANH (Buangkok, Henderson, Queenstown) had their operating leases renewed for another three years. SANH (Buangkok) had its third renewal and SANH (Henderson and Queenstown) had their second renewal. St. John's - St. Margaret's Nursing Home, with 273 beds, is expected to welcome their first resident in the second half of 2020.

SAMH successfully tendered for the Ministry of Health Integrated Operator Services Request for Proposal in 2019. This comprises a 277-bed nursing home with a colocated senior care centre in Tampines Street 62 and two Active Ageing Hubs at Bedok North and Bedok South. With this new nursing home expected to start operations in the second half of 2022, SAMH, together with SACS, will grow its capacity to serve the community through a total of 1,697 nursing home beds.

ST. ANDREW'S SENIOR CARE (SASC)

St. Andrew's Senior Care (SASC) ended the year with a healthy average occupancy of 79% of the 275 day care places and 74% of the 75 rehabilitation places across its four centres (Henderson, JOY Connect, Queenstown and Tampines). To meet the demand for eldercare services in the community, SASC will be expanding its services with three upcoming senior care centres at Bedok North, Bedok South and Tampines North, with 220 additional day care places.

SAMH IN 2020

As we look forward to our upcoming chapters, SAMH seeks to embrace the challenges that lie ahead, knowing that the work we do is anchored in the Agape love of God – a Love that never Fails.

Dr. Arthur Chern Group 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 1998, and Vice President since 2011)



HONORARY SECRETARY Mr. Daniel Koh Consultant (Appointed since 2008)



HONORARY TREASURER

Mr. Ho Boon Sing Financial Controller (Appointed since 2011, and Treasurer since 2019)



HONORARY VICE SECRETARY

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



BOARD MEMBER (Appointed since 2012)



BOARD MEMBER Venerable Wong Tak Meng (Appointed since 2015)



HONORARY VICE TREASURER

Mr. Ngiam Shih Chun Chief Executive (Appointed since 2017, and Vice Treasurer since 2019)



BOARD MEMBER A/Prof. Steven Lim (Appointed since 2015)



GROUP CHIEF EXECUTIVE OFFICER (NON-BOARD MEMBER)

Dr. Arthur Chern (Appointed since 2012)



BOARD MEMBER Reverend Michael Chan (Appointed since 2019)



BOARD MEMBER Mr. Richard Magnus (Appointed since 2004)



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



BOARD MEMBER Ms. Wong Kok Yee (Appointed since 1987)

RADM (Ret) Kwek Siew Jin





Board of Management

NAME	DESIGNATION	MEETING ATTENDANCE ¹	YEAR OF FIRST APPOINTMENT	NO OF YEARS SERVED ²
The Right Reverend Rennis Ponniah	President	3/4	2012	7
Mr. Keith Chua	Vice President	4/4	1998	21
Mr. Daniel Koh	Secretary	4/4	2008	11
Mr. Ho Boon Sing	Treasurer	4/4	2011	8
Mr. Heng Kok Chiang	Vice Secretary	4/4	2011	8
Mr. Ngiam Shih Chun	Vice Treasurer	4/4	2017	2
Reverend Michael Chan	Member	2/4	2019	1
Mr. Edward D'Silva	Member	4/4	2013	6
RADM (RET) Kwek Siew Jin	Member	3/4	2012	7
A/Prof. Steven Lim	Member	4/4	2015	4
Mr. Richard Magnus	Member	1/4	2004	15
Ms. Wong Kok Yee	Member	3/4	1987	32
Venerable Wong Tak Meng	Member	2/4	2015	4

The Board was appointed on 30 May 2019 for a two-year term.

Attendance is indicated as the number of meetings attended over the number of meetings scheduled between 30 May 2019 to 16 April 2020. Due to the Coronavirus Disease 2019 (COVID-19) situation, the meeting on 16 April 2020 was a meeting by circulation.

Apologies for absence from the meetings together with the reasons for absence were given and acknowledged by the Board.

Four members have served on the Board of Management for more than ten consecutive years. The Board of Management was of the opinion that they constitute less than one-third of the Board and there is adequate succession for Board. In addition, their vast experience with the organisation will provide the Board with valuable insights and direction.

The SACS Governance Manual stipulates the term limits for the Board as below:

(i) Two-thirds of the board members should not serve for more than 20 consecutive years.

(ii) At anytime, no board member should serve more than 35 consecutive years.

Re-appointment is allowed after a lapse of at least two years. There is no paid staff serving on the Board.

Management and Other Committees

SINGAPORE ANGLICAN COMMUNITY SERVICES MANAGEMENT COMMITTEE

Chairman

Mr. Keith Chua

Vice Chairman

A/Prof. Steven Lim

Members

Reverend Ang Soo Sung Mr. Edward D'Silva Dr. Daniel Lee Dr. Gan Kim Loon Reverend Edwin Tan Ms. Wong Kok Yee

ST. ANDREW'S NURSING HOMES MANAGEMENT COMMITTEE

Chairman

Elder Lee Chong Kai

Members

Reverend Bertram Cheong Dr. Chua Chi Siong A/Prof. Chua Hong Choon Reverend Huang Ao You Ms. Mary Law Mr. Lee Cheow Seng A/Prof. Lee Kheng Hock A/Prof. Steven Lim A/Prof. Ng Wai Hoe Reverend Jeremy Ponniah A/Prof. John Wong Adj. A/Prof. Reuben Wong

PEACE-CONNECT CLUSTER OPERATOR MANAGEMENT COMMITTEE

Chairman

The Right Reverend Low Jee King

Treasurer Mr. Jason Wong

Secretary

Ms. Lynn Ho

Members

Mr. Chay Ngeet Shin Mr. Gabriel Chia Mr. Moses Chua Ms. Mary Law Mr. Wilfred Tay Mr. John Teo Mr. Teong Swee Chin Mr. Tony Tjia T-Nin

Ex-Officio

Reverend Michael Chan



Management and Other Committees

CITY COMMUNITY SERVICES MANAGEMENT COMMITTEE

Chairman Ms. Vivien Chen

Honorary Secretary

Dr. Stanley Lai

Members

Mrs. Samantha Koh Mrs. Kwan Swee Lin Ms. Lee Soo Kwan Mr. Lawrence Seow Ms. Angie Tan

Vicar, St. Andrew's Cathedral

Reverend Canon Terry Wong

St. Andrew's Cathedral Parochial Church Council Representative

Ms. Karen Chua Dr. Michael Lim

SACS AUDIT COMMITTEE

Chairman Ms. Wong Kok Yee

Members

Reverend Ang Soo Sung Mr. Ho Boon Sing Mr. Jeffrey Seah

SACS FINANCE COMMITTEE

Chairman Mr. Ho Boon Sing

Members

Mr. Charlie Chan Mr. Heng Kok Chiang Mr. Ngiam Shih Chun Ms. Wong Kok Yee

SACS FUNDRAISING COMMITTEE

Co-Chairmen

Mr. Keith Chua Mr. Andrew Goh

Members

Mr. Charlie Chan Ms. Wong Kok Yee

SACS HUMAN RESOURCE COMMITTEE

Chairman Mr. Edward D'Silva

Members

Ms. Vivien Chong Mr. Keith Chua Mr. Daniel Koh

SACS NOMINATION COMMITTEE

Chairman The Right Reverend Rennis Ponniah

Members

Mr. Keith Chua Mr. Andrew Goh Mr. Richard Magnus

Key Management Staff

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

Dr. Arthur Chern (Appointed since 1 May 2012)

Director SACS Healthcare Services Dr. Loh Yik Hin

PSYCHIATRIC SERVICES

Executive Director SACS Psychiatric Services **Centre Director** Anglican Care Centres (Hougang and Simei) 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 SACS Senior Services Mr. Vincent Budihardjo

Centre Head Anglican Senior Centre (Hillview) Mrs. Mina Lim

Cluster Director **PEACE-Connect Cluster Operator** Mr. Richard Chua

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

FAMILY AND CHILDREN SERVICES

Centre Director Anglican Family Centre Ms. Theresa Wee

General Manager **CITY Community Services** Ms. Patricia Aw

Corporate Governance

S/N	Code guideline	Code ID	Complian
	BOARD GOVERNANCE		
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
2	Are there governing board members holding staff ¹ appointments? (skip items 3 and 4 if "No")		No
5	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.		
6	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
7	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	Complie
8	Is there any governing board member who has served for more than 10 consecutive years? (<i>skip items 9 if "No"</i>)		Yes
9	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	Complie
10	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complie
	CONFLICT OF INTEREST		
11	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	Complie
12	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complie
	STRATEGIC PLANNING		
13	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	Complie
14	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	Complie
	HUMAN RESOURCE AND VOLUNTEER ² MANAGEMENT		
15	The Board approves documented human resource policies for staff.	5.1	Complie
16	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complie
17	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complie
18	Are there volunteers serving in the charity? (skip item 19 if "No")		Yes
19	There are volunteer management policies in place for volunteers.	5.7	Complie
	FINANCIAL MANAGEMENT AND INTERNAL CONTROLS		
20	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which is not part of the charity's core charitable programmes.	6.1.1	Complie
21	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complie

Corporate Governance

\$100,001 - \$200,000

S/N	Code guideline	Code ID	Compliance
	FINANCIAL MANAGEMENT AND INTERNAL CONTROLS		
22	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
23	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
24	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
25	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 26 if "No")		Yes
26	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
	FUNDRAISING PRACTICES		
27	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (<i>skip item 28 if "No"</i>)		Yes
28	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
29	Did the charity receive donations in kind during the financial year? (skip item 30 if "No")	1	Yes
30	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
	DISCLOSURE AND TRANSPARENCY		
31	The charity discloses in its annual report — (a) the number of board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
32	Are governing board members remunerated for their services to the Board? (skip item 33 and 34 if "No")		No
35	Does the charity employ paid staff? (skip item 36, 37 and 38 if "No")		Yes
36	No staff is involved in setting his own remuneration.	2.2	Complied
	DISCLOSURE AND TRANSPARENCY		
37	 The charity discloses in its annual report — a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. 	8.4	Complied
	The information relating to the remuneration of the staff must be presented in bands of \$100,000.		
	OR		
	The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.		
	No. of employees in the band of 2018 2019		

3

11

Corporate Governance

	Code guideline	144 13		Code ID	Complian
	DISCLOSURE AND TRANSPARENCY				
38	 The charity discloses the number of paid staff who so a) the staff is a close family member³ of the Execution member of the charity; b) the staff has received remuneration exceeding \$ The information relating to the remuneration of the 	ive Head⁴ or a 50,000 during	governing board the financial year.	8.5	Complied
	of \$100,000.	stan must be p	sesented in Danus		
	OR				
	The charity discloses that there is no paid staff, being the Executive Head ⁴ or a governing board member remuneration exceeding \$50,000 during the financia	of the charity,			
	Employees who are close family members ³ of the Executive Head or board members, and whose remuneration exceeds \$50,000	No. of Employee	Name of related Head or board member		
	\$50,001 - \$150,000	1	Venerable Wong Tak Meng		
te:					
Sta	aff: Paid or unpaid individual who is involved in the day-to-day oper ersonnel).	rations of the char	ity (e.g. an Executive Direc	tor or adminis	trative
pe				tor or adminis	trative
Sta pe Vo	ersonnel). plunteer: A person who willingly serves the charity without expectat close family member: A family member of the Executive Head or a who may be expected to influence the Executive Head's or go	ion of any remune governing board r werning board me	ration. nember of a charity. mber's (as the case may be	e) dealings wit	h the charity; o
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Sta pe Vo A (a) b)	ersonnel). plunteer: A person who willingly serves the charity without expectat close family member: A family member of the Executive Head or a who may be expected to influence the Executive Head's or go who may be influenced by the Executive Head or governing be charity. A close family member of the family may include the following i) the child or spouse of the Executive Head or governing ii) the stepchild of the Executive Head or governing board iii) the dependant of the Executive Head or governing board iii) the dependant of the Executive Head or governing board	ion of any remune governing board re overning board me oard member (as t g: g board member; d member; ard member; erning board mem	ration. nember of a charity. mber's (as the case may be he case may be) in the fam	e) dealings wit	h the charity; o

Reserves 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 one year, taking into account the timing difference 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 Social Service Agency 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% is derived from donations, client revenue and enterprise income which 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 (SGD) 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 the SGD such shares within 12 months of receiving title, unless otherwise instructed by donors.
- Encash into SGD such foreign currencydenominated 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.

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 and volunteers for out-of-pocket expenses directly related to the service.

2.6 Paid staff on the SACS 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's 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 members 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.)

Conflict of Interest Policy

- Use of information to influence donors' decisions: Information accessible to board members may be 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.

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
 - 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

15th RSN Charity Heartstring

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AARC Connexion Pte Ltd Aaron Shah Abdul Ghani Abdul Jalil Achema Pte Ltd Adam Ong Ho Yong Adrian Ngoo Wei Aun Albert Lee Kwok Yin Alice Chan nee Low Alice Chng All Saints' Church Allan Howe Allergy, Arthritis & Rheumatism Clinic Pte Ltd Amrit Krishna Kanagasundram Amy Management Services Pte Ltd Andrew Leong Andrew Ng Wai Hung Ang Bee Hong Ang Beng Kiat Edwin Ang Kwang Yong Ang Mia Chuan Ang Seok Hian Samantha Ang Tung Xan Angel Angle Skye Albert De Laure Anglican High School Anna Choo Mui Hong Anna Khon Arthur Chern Su Chung Audrey Song Australia and New Zealand **Banking Group Limited**

В

Barclays Bank PLC Beh Chong Teck Peter Bek Ah Nooi Benedict Tan Jek Sing Bensyl Consultancy Services Pte Ltd Bethany Emmanuel Church BGC Partners (Singapore) Limited Bloomberg Singapore Pte. Ltd. Bob Chan Burhanudin A V

С

Carlos Gomez Solorzano Catharine Koh Catherine Leong Chai Hui Yea Chan Cheng Min Serene Chan Chung Tsing Gregory **Chan Family Foundation** Chan Kheng Tek Chan Meow Khin Jessie Chan Pei Chin Rebecca Chan Swee Chin Chan Sze Chin Chan Wing Hong Chan Yew Long James Chan Yoke Ching Chan Yu Yi Chang Boon Kong Chang Wei Liang Shawn Chang Yoke Yin Silvin **Chay Tiong Peck Cheam Hing Gee Chee Luman Clement Nicholas** Chen Cheng Chen Kuo Hao **Chen Shing Piao** Chen Vui Wen Vivien

Cheng Foo Weng Cheng Yen Lin Cheo Bong Hee Cheong Mun Sang Cheryl Teo Chew Hwee Boon Chew Moh Wah Chew Siong Keng Chew Swee Hoon Chia Swee Tin Chia Wee Hong Chia Wee Siang Catherina Chin Ee Ngan Chin Lui Yen Teresa Chin Mei Har Chin Oi Yin Chin Susan Chng Jiun Shyang Choi Shing Kwok Larry Chong How Foo Chong Van Vun Choo Beng Geok Choo Boon Han Choo Choy Joo Abby Choo Kheng Kuang Choo Peck Hoon Cynthia Choy Yoke Chuen **Christopher Chua** Chua Ah Liang Chua Chia Tong Chua Choon Lan Chua Juyin Chua Karen Chua Kim Khiam Chua Lip Tuan Chua Say Kuan William Chua Yong Yeow Christopher Chuang Nai Mian Chue Fong Oi



Church Of Our Saviour Church Of The Ascension Clara Chan Wei Jing CME Group Singapore Operations Community Foundation of Singapore Community Service Projects Pte Ltd Crescent Assets Management Asia Pte Ltd Crystal Chen Cynthia Wong Yuen Chinn CYS Global Remit Pte Ltd

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Daniel Lau Nai Fai Danny Soh Daryl Yeoh Shih Min David Da Silva Siew Hwa Tat David Lynne David Pan Ta Yu David Su **DBS Bank Limited** Dharmawan Beverley Hie **Diong Kan Lang Diow Shin Ning** Divya Dorai Parlermal Dorothy Koh Dymon Asia Capital (Singapore) Pte Ltd

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Edventure Books Pte Ltd Eisen Resources Pte Ltd Elaine Choo Tok Heng Ella Ang Bok Huay Elnede Leong Kik-Wye EtonHouse Community Fund Eunice Ng

F

Fabian Lau Tim Mun Ferdy Khouw Liang Djin Flextrade Systems Pte Ltd Fong Weng Kai Foo Ai Keng Foo Kee Fong Foo Kui Ping Linda Frank Low Yong Kim Frederick Shen Chong

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Gabriel Lee Gan Chye Hian Gan Vera Gardens by the Bay George Lional Nimroth Dharmaraj Gerard Lee How Cheng GFI Group Pte Ltd Gilbert Tan **Ginny Soh** Gladi Thng Jinyan Global Synergies Group Pte Ltd Goh Amanda Goh Chong Beng Goh Foundation Limited Goh Hoon Lan Goh Kun Khich Grace Bible Presbyterian Church Grace Vasenthi Guardian

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Han Seng Juan Hee - Tan Sok Eng Winnie Hee Siew Fong Helen Tan Thiam Choo Helena Lee Seow Hong Heng Kok Chiang H'ng Yu Choon Andrew Ho Fong Lian Ho Kim Leng Kelvin Ho Lai Kiew Ho Nai Choo Susan Ho Swan Choo Ho Wan Yean Holy Trinity Parish Hongda Hotel Yan Pte Ltd

L

Ian Samuel Lin Yu-An ICAP (Singapore) Pte Ltd IDL-APAC Pte Ltd IDS Medical Systems (S) Pte Ltd IPC Information Systems (Singapore) Ltd Irene Chua Hwee Kee

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Jacky Tai Man Fung James Chan Kwok Loon James Kwok James Tan Kin Huat Janet Woo Soon Ho Jannie Ng Yi Ting Jardine OneSolution (2001) Pte Ltd Jason Ong Ka Lu JB Drax Honore (Singapore) Pte. Ltd. Jemima Stanley Jennifer Jenny Sim Bu Kiau Jerry Gwee Jessie Heng Guek Lung Jessie Ong Jessie Pang Jimmy Lim Jimmy Poh Tze Tiong Jodi

Johan Chen Tian Xi John C W Lim John Gillies Taylor Mcgugan Johnny Chin Josephine Lim Bee Wah Joshua Lim Geok Hock Jurong Central Citizens' Consultative Committee Jurong Spring Citizens' Consultative Committee Justline Lee Boon Mui

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Kam Soh Pheng Kamal Kant S/O Chhotalal Kan Wai Heng Karen Chai Hoong Fah Karen Khoo Huifen Kay Lay Meng Kee Lay Ching Keith Chua Tiang Choon Ken Yeo Sze Chin Kenneth Kan Shung Kei (Dymon Asia Capital) Kenneth Tan Tor Khoong Kevin Gerard Burke Kevin Leong Khoo Hong Keow Khoo Soon Lee Khoo Swee Lian Cynthia Khua Kian Keong King Koh Geok Seng Koh Hock Seng Koh Joo Kim Josephine Koh Meng Yuet Dorothy Koh Rosie nee Lee Chair Kiang Koh Soh Har Koh Yew Tee Kok Pin Chin Stanley Kong Fong Kwai

Kris Ho Kum Geok Cheng Kelly Kwan Kim Kong KWH Marketing Pte Ltd

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Lai Jenny Lam Jin Daryl Lau Choon Yen Amanda Lau Kelly Lau Nai Meng David Lee Ah Hang Lee Chee Pin Lee Cheow Hon Lee Chiang Lee Chin Hwee Terence Lee Chong Kai Lee Esther Lee Foundation Lee Hai Peng Lee Heng Lan Margarette Lee Huan Koo Lee Hui Ling Lee Julia Lee Kim Tah Foundation Lee Kiok Margaret Lee Lai Hoe Lee Lai Jeng Alice Lee Le Thin Lee Lee Choo Lee May Li Mina Lee Mei Ling Lee Mui Hong Lee Ngian Tong Lee Peck Suan Susan Lee Pheng Hong Janette Lee Siew Geok Lee Soon Yee Lee Tom Wei Lee Woon Shiu Lee Yean Yean

Lee Yee Han Audrey Lee Yoke Ling Josephine Lee Yong Zhen Lee Zhi Hao John Leong Chee Meng Leong Choy Mung Clementina Leong Choy Yoke June Leong Keng Hong Leong Kwok Kee Stephen Leong Sung Howe Leong Yoke Lim Leong Yue Meng Leow Chye Teck Steven Lew Foundation LHY Engineering (S) Pte Ltd Li Keya Lian Kui Mui Lian Whye Meng Lie Chen Ling Lilian Tan Lim Annie Lim Bee Fern Lim Beng Chai Lim Boon Choon Lim Chee Hsiong Samuel Lim Eng Chuan Lim Eng Huat Lawrence Lim Eng Keow Lim Lam Geok Lim Li Lin Lim Mary Lim May Kee Tracy Lim Mee Moy Madalene Lim Mei Yin Lim Ming-Hui Andrew Lim Pei Pei Serena Lim Pei Ping Lim Shuh Fang Lim Siau Yen Irene Lim Siew Hong Lim Siok Tin



Lim Swee Swan Mimicaron Lim Teck Huat Michael Lim Thong Poh Lim Wei Piau Edmund Lim Wen Yong Lim Yue Li Ling Siew Chen Ling Siew Sing Selena Lions Club of Singapore Meyer Liong Kwok Yean Liu Wengiang Loh Her Fang Christina Loh Hong Eng Julienne Loh Hong Yan Abigail Loh Kian Yew Loh Wah Kay Loh Yik Hin Loke Wei Ying Loke Yuen Kin Ruby Loo Dorothy Loo Hak Jan Loong Si Chin Louis Tay Seng Kong Low Foong Yuen Low Jeffrey Low Serena Lye Shiang Hue

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Mah Pek Yit Mak Wei Zhi Gressa Malayan Banking Berhad Marcos Lim KS Marine Parade Christian Centre Matthew Sim Maverick Megan Nicola Chua Mellford Pte Ltd Mervyn Bartholomen Lek Wee Liang Mi Wenjing Michael Jansen Michael Teo Kent Seong Mina Tham Foon Yim Moh Siong Huat Pte Ltd Mohamad Fairul Bin Hashim Monteiro Olga Perpetual Moses Tang Wai Yeong

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Nehemiah Foundation Neo Joo Lee New Say Ping Ng Aik Hong Ng Bak Ng Chee Yan Ng Chui Ting Ng Lay Gim Peggy Ng Li Qin Ng Poh Cheng William Ng Poh Har Ng San Wee Ng Shi Yuan Ng Song Foo Ng Tong Hoi Ng Weng Kwai Philip Ngiam Shih Chun Ngiam Tong Yuen Ngoh Chin Hwa Nicolette Tan Nittan Capital Singapore Pte Ltd Nonis Jeffery Gerard Novalux Invesment Management Pte Ltd

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OCBC Bank Global Treasury 65 Octava Foundation Limited Ong Bee Ha Grace Ong Bee Leng Patricia Ong Ka Sin Ong Poh Geok Ong Wei Hui Celine Ong Yang Peng

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Paciencia Mary Fe Pang Jonathan Pang Pat Tsui Ying Pang Pau Choo Pang Wey Fen Pang Yang Huei PAP Community Foundation Parish of Christ Church Patricia Lin Paul Buttenmueller UBS AG Paul Chong Siew Long Paya Lebar Methodist Church Pearl Selvadurai Peck Wendy Pee Beng Kiong Perennial (Singapore) Retail Management Pte Ltd Peter Tan Peter Wan Kim Boon Phang Loo Bin PHC Holdings Pte Ltd Philip Yeap Phua Cheng Yenn Phua Kiah Seng Pioneer Citizens' Consultative Committee Poon Chi Tang Priscilla Siah Pua Poh Heng

Q

Quah Wee Keng Quek Hyu Har Quek Koh long Quick Loan Pte Ltd Quoh Chin Lye

R

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S Y Tan Sally Pang Sally Thio Ho Twa Moi Samuel Koh Cher Meun Sandeep Mathur Sarah Ong Saramma Abraham Saw Xian Yang Seah Lee Khim Sean Wong Seck Weng Kwong See Ah Sai See Bee Lay Emily Sekar Selvakumar S/O Murugayair Sentosa Golf Club Seow Bee Guat Agnes Serene Chan Serene Land Pte Ltd Sharon Lim Sheila Lim Shu Yong Poin Sim Ann Sim Pearl Sim Poh Choo Sinclair Wei Lu Singapore Exchange Limited Singapore Press Holdings Limited Singapore Recreation Club Singapore Salvage Engineers Pte Ltd Singapore Sugar Traders Association Ltd Society of Naval Architects & Marine **Engineers Singapore** Soh Cheng Wee Soh Lay Peng Josephine Soh Ming Wah Soon Gek Keow Spark Systems Pte Ltd Sree Ramar Temple ST Tan & Company Pte Ltd St. Andrew's Cathedral St. Andrew's Cathedral (Mandarin Congregation) St. George's Church St. Hilda's Schools St. Hilda's Primary School St. James' Church St. John's - St. Margaret's (Mandarin Congregation) St. Matthew's Church St. Peter's Church Stephane Targui **Stephen John Miles** Stephen Ng Swee Poh Steward Cross Pte Ltd Su Dan Susy Low Meow Cheng Swensen's Syed Fidah Bin Ismail Alsagoff Sylvia Lee Lai Kit

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Tan Chan Mui Jaslyn Tan Charlene Tan Chin Tser Gerard Tan Ching Huat Tan Choon Bee Tan Chwee Lian Tan Eng Liew Patricia Tan Eng Poh Tan Hsiang Ying Tan Jer Kiat Tan Khim Lui Sabrina Tan Kock Hui Tan Koh How Tan Kok Chiang Tan Kok Yeang Tan Kuan Chi Kelvin Tan Lau Kuan Tan Li Chuan Emily Tan Mui Choo Tan Say Beng Tan Shao Yen Tan Siew Kim Tan Song Ngee Adrian Tan Soo Hwee Tan Thiam Ho Tan Thiam Loke Joe Tan Tong Hiok Tan Tze Wei Joel Tan Wee Tin Sally Tang Guek Eng Alice Tang Li Hui Tang Nah Tang Seoh Ying Tay Chee Wah Tay Chia Hui Audrey Tay Ching Ann Luke Barnabas Tay Ewee Liang Tay Hsiang Kee Frieda Tay Lay Choo Tay Mui Ngo Tay Shwu Jen



Tay Teng Joo Tay Toon Hong Tee Wee Sien Teh Kian Keong Temasek Holdings Pte Ltd Teng Ngiak Lian Teng Sou Lin Teo Ban Seng Teo Chor Haow Teo Chor Hhow Teo Gek Lian Molly Teo Kim Tian Teo Zhi Hui Geraldine Terence Leng Hoe Lon The Diocese of Singapore The Grace, Shua and Jacob Ballas II **Charitable Trust** The Hongkong and Shanghai Banking **Corporation Limited** The Late Lydia Kaliappan The Presbyterian Church in Singapore The Purple Parade Ltd The Rightway Corporation Pte Ltd The Silent Foundation Ltd Thomas Lek Ngee Kwee Thong Heng **Tiong Chiong Fung Tiong Huat Heng Recycling** Toh Chiew Seng Edwin Toh Kiok Yong Toh Tuck Hoong Toh Wee Hong Toi Mui Keow Tradition Singapore (Pte) Ltd Trailblazer-T-Touch Fund TRG Management Singapore Pte Ltd Tsoi Mun Heng Tudor Capital Singapore Pte Ltd Tullett Prebon (Singapore) Ltd

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United Overseas Bank Limited

V

Valerie Tan Peiling Verminator Pte Ltd Vernon Yong Veronica Wong Seen Han Viknesh Kupusamy Vince Boissac

W

Walter Ng Wan Melanie Wang Mei Kuen Wang Qiuyue Wanying Wayne Ma Wai Yarn Wee Cheng Sim Wee Wei Min Weirong Westside Anglican Church Wilson K L Tan Winnie Chui Woh Hup Pte Ltd Wong Chee Meng Wong Choy Yoke Wong Hon Yew Michael Wong Kok Yee Wong Lee May Wong Loong Mun Wong Meng Huat Wong Mun Hoong Mark Wong Shanjun Serene Wong Teck Foo Wong Wee Heng Wong Weng Khong Wong Yuet Nan Woo Fook Thong Roger Wu Junrong Vincent

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Xandar Capital Pte Ltd

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Yang Yajie Yap Siew Lian Yen Jian Cheng Shawn Yen Siow & Friends Yeo Cheng Sin Yeo Hang Boon John Yeo Kok Phuang Yeo Kok Phuang Michael Yeo Lay Foong Denise Yeo Lynette Yeo Soh Cheng Yeo Wai Ying Violet Yeong Betty Yeow Kok Han Yeow Lei Eng Yeow Ying Ying Yeung Shun Yun Yew Woon Si Yip Chun Cheong Yishun Christian Church (Anglican) (Mandarin Congregation) Yiu Kam Yu Esther YM Holdings Pte Ltd Yoong Nyok Ke Pamela Yvonne Yin

Z

Zhang Jiahui

FINANCIAL STATEMENTS YEAR ENDED 31 DECEMBER 2019

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
3ankers:	Development Bank of Singapore Limited Hongkong and Shanghai Banking Corporation Limited Oversea-Chinese Banking Corporation Limited Standard Chartered Bank United Overseas Bank Limited

Auditor:

RSM Chio Lim LLP





(Registered in Singapore under the Charities Act, Cap 37 and Societies Act, Cap 311) (Unique Entity No.: S75SS0005H)

Statement by the Board and Financial Statements

Reporting Year Ended 31 December 2019

RSM Chio Lim LLP

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Business Advisors to Growing Businesses

Statement by the Board and Financial Statements

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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 2019 and the financial activities, changes in funds and cash flows of the Society for the reporting year ended on that date and at the date of this statement there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due.

The Board approved and authorised these financial statements for issue.

On behalf of the Board

Daniel Koh Hock Seng Hon. Secretary

Ho Boon Sing Hon. Treasurer

Singapore 16 April 2020





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Independent Auditor's Report to the Members of

SINGAPORE ANGLICAN COMMUNITY SERVICES (Registered in Singapore under the Charities Act, Chapter 37 and Societies Act, Chapter 311)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Singapore Anglican Community Services (the Society), which comprise the statement of financial position as at 31 December 2019, and the statement of financial activities, statement of changes in funds and statement of cash flows for the reporting year then ended, and notes to the financial statement, including the significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the Societies Act), the Charities Act, Chapter 37 and other relevant regulations (the Charities Act and Regulations) and Singapore Financial Reporting Standards (SFRS) so as to present fairly, in all material respects, the state of affairs of the Society as at 31 December 2019 and the results, changes in funds and cash flows of the Society for the reporting year ended on that date.

Basis for opinion

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

Other information

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

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

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

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

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

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

Report on other legal and regulatory requirements

In our opinion:

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

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

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

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

RSM Charles L.

RSM Chio Lim LLP Public Accountants and Chartered Accountants Singapore 16 April 2020

Engagement partner - effective from reporting year ended 31 December 2019

	<u>Total</u> \$	19,228,433 3,120,022 1,394,719 3,041,548 3,618,811 (106,622)	222,150 159,194 30,982,044	192,751 906,157 1,283,207 1,527,338 2,664,381 75,437	2,469 241,563 1,974,150 14,965,687 1,126,914 82,047	230,778 230,778 593,978 593,978 5,115,187 5,115,187 22,513,462 22,513,462
0	Sub total \$	4,536,777 840,522 40,167 48,033 82,242 (53,896) 1 888	29,483 11,992 5,537,208	192,751 179,782 1,126 84,459 208,340 –	1,007 46,134 113,421 3,088,804 296,160 8,163	0,100 84,707 14,498 4,319,352 1,217,856 3,371,475 4,589,331
RESTRICTED	(Note14B) Other restricted funds \$	28,688 615,787 - -	– – 644,475	54,791 	- - 35,702	720 720 91,213 553,262 64,516 617 778
	Programmes <u>funds</u> \$	4,508,089 10,339 40,167 48,033 82,242 (53,896) 1888	29,483 11,992 4,678,337	124,991 1,126 84,459 208,340 	1,007 46,134 113,421 3,053,102 296,160 8,163	0, 103 83,987 14,498 642,949 3,161,447 3,804,396
	Chaplaincy <u>fund</u> \$	214,396 	- - 214,396	192,751 - - -		- - 21,645 145,512 167 157
	Sub total \$	14,691,656 2,279,500 1,354,552 2,993,515 3,536,569 (52,726) 301,901	192,667 147,202 25,444,836		1,462 195,429 1,860,729 11,876,883 830,754 73 884	73,039,71 579,480 21,547,505 3,897,331 19,141,987 23,039,318
ICTED	BIG fund \$			470 		
UNRESTRICTED	Building and Renovation \$		47,437 - 47,437	1 1 1 1 1 1	1 1 1 1 1	
	Accumulated f <u>und</u> \$	14,691,656 2,279,500 1,354,552 2,993,515 3,536,569 (52,726) 301 901	145,230 147,202 25,397,399	 725,905 1,282,081 1,442,879 2,456,041 75,437	1,462 195,429 1,860,729 11,876,883 330,754 73 884	146,071 579,480 21,547,035 3,850,364 16,045,924 19,896,288
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	Total \$	13,467,867 2,431,563 1,035,831 2,066,931 2,361,044 (139,889) 208 764	123,372 113,953 21,759,436	192,592 1,014,062 1,192,438 2,102,812 33,736 471 233,446	1,461,000 12,145,367 634,231 52,103 307,905 194,473	19,584,696 2,174,740 20,338,722 22,513,462
0	Sub total \$	4,298,008 203,922 2,905 84,818 (56,604)	10,017 18,000 4,561,066	192,592 118,599 235,731 936 936 (474) 54,230	3.003,771 3.003,771 336,289 10 91,141 10,352	4,158,633 402,433 2,969,042 3,371,475
RESTRICTED	(Note14B) Other <u>restricted</u> <u>funds</u> \$	23,261		27,967 - -	23,023 20,544 	71,534 (48,273) 112,789 64,516
	(Restated Note 24) Programmes <u>funds</u> \$	4,274,747 1,271 2,905 84,818 (56,604)	10,017 18,000 4,335,154	90,632 235,731 936 (474) 54,230	115,456 2,980,748 315,745 91,141 10,352	3,894,507 440,647 2,720,800 3,161,447
	Chaplaincy <u>fund</u> \$	202,651 - -	202,651	192,592 	1 1 1 1 1 1	192,592 10,059 135,453 145,512
	Sub total \$	9,169,859 2,227,641 1,032,926 2,066,931 2,276,226 (83,285) 208 764	113,355 95,953 17,198,370	895,463 956,707 2,101,876 33,736 945 179,216	1,305,004 9,141,596 297,942 52,093 216,764 184,121	15,426,063 1,772,307 17,369,680 19,141,987
ICTED	BIG fund \$		1 1 1	10,944		10,944 (10,944) 129,055 118,111
UNRESTRICTED	Building and Renovation \$		34,173 _ 34,173			
	(Restated Note 24) Accumulated <u>fund</u> \$	9,169,859 2,227,641 1,032,926 2,066,931 2,276,226 (83,285)	79,182 95,953 17,164,197	884,519 956,707 2,101,876 33,736 33,736 179,216	1,305,004 9,141,596 297,942 52,093 216,764 184,121	15,415,119 1,749,078 14,296,846 16,045,924
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Statement of Financial Position As at 31 December 2019

As at 31 December 2019				a a 4 -
	<u>Notes</u>	<u>2019</u> \$	<u>2018</u> <u>Restated</u> \$	<u>2017</u> <u>Restated</u> \$
<u>Non-current assets</u> Property, plant and equipment Right-of-use assets Total non-current assets	9 10	12,080,952 5,018,053 17,099,005	12,023,639 5,714,306 17,737,945	11,511,957 11,511,957
		17,033,000	17,757,945	11,011,007
<u>Current assets</u> Trade and other receivables	11	11,441,738	4,712,919	2,291,398
Other non-financial assets	12	298,475	381,874	167,184
Cash and cash equivalents	13	23,536,586	22,916,740	21,502,305
Total current assets		35,276,799	28,011,533	23,960,887
Total assets		52,375,804	45,749,478	35,472,844
		,,		
Unrestricted funds	4 4 4	40.000.000	40.045.004	44,000,040
Accumulated fund	14A 14A	19,896,288	16,045,924	14,296,846
Building and renovation fund BIG fund	14A 14A	3,025,389 117,641	2,977,952 118,111	2,943,779 129,055
Total unrestricted funds	144	23,039,318	19,141,987	17,369,680
Total unrestricted funds		23,033,310	13,141,307	17,505,000
Restricted funds				
Chaplaincy fund	14B	167,157	145,512	135,453
Programmes funds	14B	3,804,396	3,161,447	2,720,800
Other restricted funds	14B	617,778	64,516	112,789
Total restricted funds		4,589,331	3,371,475	2,969,042
Total funds		27,628,649	22,513,462	20,338,722
Non-Current liabilities				
Deferred government grants/donations	16	11,840,713	10,743,282	12,358,262
Lease Liabilities, non-current	18	2,589,755	3,152,342	
Total non-current liabilities		14,430,468	13,895,624	12,358,262
Current liabilities				
Deferred government grants/donations	16	4,666,940	3,635,405	1,089,661
Trade and other payables	19	3,184,876	3,124,390	1,686,199
Lease liabilities, current	18	2,464,871	2,580,597	-
Total current liabilities		10,316,687	9,340,392	2,775,860
Total liabilities		24,747,155	23,236,016	15,134,122
Total funds and liabilities		52,375,804	45,749,478	35,472,844

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

	Total \$	22,513,462 _	22,513,462	5,115,187 27,628,649		Total \$	20,338,722 -	20,338,722	2,174,740 22,513,462
	Sub total \$	722,424 2,649,051	3,371,475	1,217,856 4,589,331		Sub total \$	564,811 2,404,231	2,969,042	402,433 3,371,475
ICLED	Other restricted funds \$	64,516 	64,516	553,262 617,778	RESTRICTED	Other <u>restricted funds</u> \$	112,789 	112,789	(48,273) 64,516
RESIRICIED	Programmes f <u>tunds</u> \$	512,396 2,649,051	3,161,447	642,949 3,804,396	REST	Programmes <u>funds</u> \$	316,569 2,404,231	2,720,800	440,647 3,161,447
	Chaplaincy I <u>fund</u> \$	145,512 _	145,512	21,645 167,157		Chaplaincy <u>fund</u> \$	135,453 -	135,453	10,059 145,512
	Sub total \$	21,791,038 (2,649,051)	19,141,987	3,897,331 23,039,318		Sub total \$	19,773,911 (2,404,231)	17,369,680	1,772,307 19,141,987
ED	<u>BIG fund</u> \$	118,111 _	118,111	(470) 117,641	TED	BIG fund \$	129,055 _	129,055	(10,944) 118,111
UNKESTRICTED	Building and Renovation <u>fund</u> \$	2,977,952 _	2,977,952	47,437 3,025,389	UNRESTRICTED	Building and Renovation \$	2,943,779 -	2,943,779	34,173 2,977,952
	Accumulated <u>fund</u> \$	18,694,975 (2,649,051)	16,045,924	3,850,364 19,896,288		Accumulated <u>fund</u> \$	16,701,077 (2,404,231)	14,296,846	1,749,078 16,045,924

Statement of Changes in Funds For the Reporting Year Ended 31 December 2019

Current year:

Restated opening balance at 1 January 2019 Opening balance at 1 January 2019 Adjustments to beginning balance (Note 24)

<u>Net movement in funds:</u> Net Surplus / (deficit) for the year Balance as at 31 December 2019

2018:

Adjustments to beginning balance (Note 24) Restated opening balance at 1 January 2018 Opening balance at 1 January 2018

<u>Net movement in funds:</u> Net Surplus / (deficit) for the year Balance as at 31 December 2018

Statement of Cash Flows For the Reporting Year Ended 31 December 2019

For the Reporting Year Ended 31 December 2019		Destated
	<u>2019</u>	Restated 2018
	\$	\$
Cash flows from operating activities		
Net surplus for the reporting year	5,115,187	2,174,740
Adjustments for:		
Amortisation of government grants	(1,394,719)	(1,035,831)
Depreciation of property, plant and equipment	1,527,338	1,192,438
Depreciation of right-of-use asset	2,664,381	2,102,812
Interest income	(222,150)	(123,372)
Loss on disposal of plant and equipment	2,469	471
Interest expense on lease liabilities	82,047	52,103
Operating cash flow before changes in working capital	7,774,553	4,363,361
Trade and other receivables	(6,728,819)	(2,421,521)
Other non-financial assets	83,399	(214,690)
Trade and other payables	60,486	1,438,191
Utilisation of restricted funds for operating activities	(3,939,545)	(3,345,450)
Government grants received and recognised in deferred grants/		
income	7,463,230	5,312,045
Cash restricted in use	(3,657,352)	(1,682,801)
Net cash flows from operating activities	1,055,952	3,449,135
Cash flows from investing activities		
Disposal of plant and equipment	1,493	10,887
Interest received	222,150	123,372
Purchase of plant and equipment	(1,588,613)	(1,715,478)
Net cash flows used in investing activities	(1,364,970)	(1,581,219)
Cash flows from financing activities		
Repayment of lease liabilities (Note 18)	(2,728,488)	(2,136,283)
Net cash flows used in financing activities	(2,728,488)	(2,136,283)
Net decrease in cash and cash equivalents	(3,037,506)	(268,367)
Cash and cash equivalents, statement of cash flows, beginning balance) 12,317,620	12,585,987
Cash and cash equivalents, statement of cash flows, ending		
balance (Note 13A)	9,280,114	12,317,620

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

Notes to the Financial Statements 31 December 2019

1. General

The Singapore Anglican Community Services ("SACS" or the "Society") is registered in Singapore on 24 June 1975 under the Societies Act, Chapter 311. The Society is also a charity registered under the Charities Act, Chapter 37 and approved Institutions of a Public Character under the Singapore Income Tax Act, Chapter 134. 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-YŚ")
- 7) Anglican Cluster Support (Jurong East) ("CS@JE")
- 8) Anglican Family Centre ("AFC")
- 9) Anglican Senior Centre (Hillview) ("ASC (HV)")
- 10) City Community Services ("CITY")
- 11) Integrated Employment Services ("IES")
- 12) Peace-Connect ("PeCCo")
- Senior Activity Centre (Studio Apartment) ("SA") Yishun / Jurong West /Tampines / Woodlands
- 14) St. Andrew's Nursing Home (Taman Jurong) ("SANH (TJ)")

The financial statements of the Society for the reporting year ended 31 December 2019 are authorised for issuance by the Board on the date of the statement by the Board.

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

Statement of compliance with financial reporting standards

The financial statements of the Society have been prepared in accordance with the Singapore Financial Reporting Standards ("SFRS") and the related interpretations to SFRS ("INT SFRS") as issued by the Singapore Accounting Standards Council. The Society is also subject to the provisions of the Charities Act, Chapter 37. They are in compliance with the provisions of the Societies Act, Chapter 311 and Charities Act, Chapter 37.

Accounting convention

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

1. General (cont'd)

Basis of preparation of the financial statements

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

2. Significant accounting policies and other explanatory information

2A. Significant accounting policies

Income recognition

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

(a) Grants

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

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

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

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

2A. Significant accounting policies (cont'd)

Income recognition (cont'd)

(b) Donation and corporate sponsorship

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

(c) <u>Rendering of service</u>

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

(d) Fund-raising

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

(e) Other income

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

Gifts in kind

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

Employee benefits

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

Income tax

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

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

2A. Significant accounting policies (cont'd)

Foreign currency transactions

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

Property, plant and equipment

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

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

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

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

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

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

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

2A. Significant accounting policies (cont'd)

Right-of-use-assets

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

Leases

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

Impairment of non-financial assets

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

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

2A. Significant accounting policies (cont'd)

Financial instruments

Recognition and derecognition of financial instruments:

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

Classification and measurement of financial assets:

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

Classification and measurement of financial liabilities:

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

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

2A. Significant accounting policies (cont'd)

Cash and cash equivalents

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

Fair value measurement

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

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

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

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

2B. Other explanatory information

Provisions

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

Funds

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

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

2C. Critical judgements, assumptions and estimation uncertainties

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

Useful lives of property, plant and equipment:

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

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

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

Allowances for doubtful receivables:

The receivables are subject to the expected credit loss model under the financial reporting standard on financial instruments. The expected lifetime losses are 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 expected credit losses. The allowance matrix is based on its historical observed default rates (over a period of certain months) over the expected life of the receivables and is adjusted for forward-looking estimates. At every reporting date the historical observed default rates are updated and changes in the forward-looking estimates are analysed. The loss allowance was determined accordingly. The carrying amounts might change materially within the next reporting year but these changes may not arise from assumptions or other sources of estimation uncertainty at the end of the reporting year. The carrying amount is disclosed in the Note 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) transactions with its related parties; and (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

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

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

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

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

3A. Related parties transactions:

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

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

Significant related party transactions:

	Related parties		
	<u>2019</u> <u>2018</u>		
	\$	\$	
Share of administrative expenses	(1,600,836)	(1,781,437)	
Recharge of administrative expenses	700,500	618,725	

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:

	Related parties		
	<u>2019</u> \$	<u>2018</u> \$	
(Other payables) /other receivables Balance at beginning of the year – net credit Amounts paid in and settlement of liabilities on behalf of the	(353,541)	(163,155)	
Society Amounts paid out and settlement of liabilities on behalf of	(625,714)	(1,295,956)	
related parties Balance at end of the year – net credit	898,264 (80,991)	1,105,570 (353,541)	
Presented in the statement of financial position as: Other receivables (Note 11) Other payables (Note 19)	(80,991)(80,991)	215 (353,756) (353,541)	
3C. Key management compensation:	<u>2019</u> \$	<u>2018</u> \$	
Salaries and other short-term employee benefits	1,862,361	1,732,069	

Key management personnel include group chief executive officer, heads of services centres, centre directors/heads and functional heads.

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

4. Investment income

	<u>2019</u> \$	Restated <u>2018</u> \$
Interest income from financial institutions	222,150	123,372
Total investment income	222,150	123,372
Presented as Investment Income in:		
Accumulated funds	145,230	79,182
Building and renovation fund	47,437	34,173
Programmes funds	<u>29,483</u>	<u>10,017</u>
Total investment income	222,150	123,372

5. Tax deductible receipts

6.

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 2016 to 30 June 2019. The status has been renewed for the period from 1 July 2019 to 30 June 2022.

	<u>2019</u> \$	<u>2018</u> \$
Tax deductible receipts issued for donations collected	2,170,650	1,676,703
Government subventions		Restated
	<u>2019</u> \$	<u>2018</u> \$
Government subsidies for land rent Government subsidies for rental of premises Government subsidies for expenses and capital expenditure Total government subvention	852,885 1,974,111 <u>16,401,437</u> 19,228,433	804,533 1,277,464 <u>11,385,870</u> 13,467,867
Credited as government subvention in: Accumulated funds Programmes funds Other restricted funds	14,691,656 4,508,089 	9,169,859 4,274,747

7. Employee benefits expense

Linployee benefits expense	<u>2019</u> \$	<u>2018</u> \$
Short term employee benefits expense Contributions to defined contribution plan	12,399,394 2,359,396	10,300,470 1.641.027
Staff training Other benefits	92,689 114,208	109,487 94,383
Total employee benefits expense	14,965,687	12,145,367
Presented as employee benefit expense in:		
Accumulated funds	11,876,883	9,141,596
Programmes funds	3,053,102	2,980,748
Other restricted funds	35,702	23,023
Total employee benefits expense	14,965,687	12,145,367

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 to the extent that these are applied to its charitable objects. Therefore, no provision for income tax has been made in the financial statements.

		Donated		Furniture, fittings, computers		Medical &		
	Leasehold	leasehold		and office	Motor	kitchen	Assets in	
	<u>building</u> \$	<u>building</u> \$	<u>Renovations</u> \$	<u>equipment</u> \$	<u>vehicles</u> \$	<u>equipment</u> \$	progress \$	<u>Total</u> \$
Cost:								-
At 1 January 2018	8,849,785	4,500,000	7,567,186	2,937,253	240,605	I	I	24,094,829
Additions	I	I	445,950	525,900	I	I	743,628	1,715,478
Disposals	I	I	(84,689)	(153,973)	(53,000)	I	1	(291,662)
At 31 December 2018	8,849,785	4,500,000	7,928,447	3,309,180	187,605	I	743,628	25,518,645
Additions	Ι	I	417,793	738,453	Ι	221,530	210,837	1,588,613
Disposals	I	I	(27,949)	(47,833)	I	I	(1,092)	(76,874)
Reclassifications	I	I	Ì	517,836	I	224,700	(742,536)	Ì
At 31 December 2019	8,849,785	4,500,000	8,318,291	4,517,636	187,605	446,230	210,837	27,030,384
Accumulated depreciation								
At 1 January 2018	3,798,071	250,000	6,639,128	1,799,000	96,673	Ι	Ι	12,582,872
Depreciation for the year	296,173	75,000	313,514	484,051	23,700	I	I	1,192,438
Disposals	Ι	I	(79,904)	(147,400)	(53,000)	I	I	(280,304)
At 31 December 2018	4,094,244	325,000	6,872,738	2,135,651	67,373	Ι	I	13,495,006
Depreciation for the year	294,994	75,000	397,565	659,216	23,700	76,863	I	1,527,338
Disposals	ı	•	(27,948)	(44,964)	I	I	I	(72,912)
At 31 December 2019	4,389,238	400,000	7,242,355	2,749,903	91,073	76,863	Ι	14,949,432
Carrying yalite.								
At 1 January 2018	5,051,714	4,250,000	928,058	1,138,253	143,932	Ι	Ι	11,511,957
At 31 December 2018	4,755,541	4,175,000	1,055,709	1,173,529	120,232	I	743,628	12,023,639
At 31 December 2019	4,460,547	4,100,000	1,075,936	1,767,733	96,532	369,367	210,837	12,080,952

Property, plant and equipment

9.

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

	<u>2019</u> \$	<u>2018</u> \$
Depreciation expense charged to:		
Accumulated funds	1,442,879	956,707
Programmes Funds	84,459	235,731
	1,527,338	1,192,438

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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 (Cap. 37); 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.

According to Inland Revenue Authority of Singapore (IRAS) endorsement, a tax-deductible receipt of \$2,790,000 was issued to the donor in December 2018. Despite the tax-deductible receipt being issued in December 2018, it was agreeable by IRAS that the donation was treated as a transaction in FY 2017. As a result, the Society has restated the CST claim amount by including this donation-in-kind in FY 2017. The Society had paid the net output tax of \$\$256,044 in FY 2014. Arising from the differing valuation, IRAS has refunded \$95,312 to the society in the current reporting year.

Assets-in-progress as at 31 December 2018 refer to assets purchased for SANH (TJ), which only commence operations in February 2019.

Assets-in-progress as at 31 December 2019 refer to computer software purchased for ACC(SM) which would be completed in FY 2020 and no depreciation was charged for the current reporting year. Assets have since been capitalized in the current reporting year.

10. Right-of-use assets

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

	<u>2019</u> \$	<u>2018</u> \$
At 1 January 2019 Opening adjustment due to adoption of SFRS 116 Additions Disposal At 31 December 2019	7,087,617 	_ 2,907,330 4,909,789 (729,502) 7,087,617
Accumulated depreciation and impairment losses:		
At 1 January 2019	1,373,311	_
Depreciation for the year	2,664,381	2,102,813
Disposal	(1,194,263)	(729,502)
At 31 December 2019	2,843,429	1,373,311
<u>Carrying value</u> At 31 December 2018 and 2019	5,018,053	5,714,306

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

11. Trade and other receivables

	<u>2019</u>	<u>2018</u>
	\$	\$
Trade receivables:		
Outside parties	1,198,764	702,786
Less: Allowance for impairment	(7,310)	(8,349)
Less: Claimable from Medifund and Medifund Silver		
(Note 16)	(724,314)	(656,460)
Related parties (Note 3)	142,017	132,970
Subtotal	609,157	170,947
Other receivables:		
Grants and subsidies receivables	10,551,581	4,477,995
Related parties (Note 3)	· · · _	215
Outside parties	281,000	63,762
Subtotal	10,832,581	4,541,972
Total trade and other receivables	11,441,738	4,712,919
	11,441,700	4,112,010
Mayoment in chave allowence.		
Movement in above allowance:	0.040	7 0 5 0
Balance at beginning of the year	8,349	7,959
Charge for trade receivables to statement of financia activities	106,622	139,889
		,
Used	(107,661)	(139,499)
Balance at end of the year	7,310	8,349

11. Trade and other receivables (cont'd)

The trade receivables are subject to the expected credit loss model under the financial reporting standard on financial instruments. The methodology applied for impairment loss is the simplified approach to measuring expected credit losses (ECL) which uses a lifetime expected loss allowance for all trade receivables and contract assets. The expected lifetime losses are 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 expected credit losses.

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 (2018: 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>2019</u> \$	<u>2018</u> \$
Trade receivables:	Ŧ	Ŧ
Less than 60 days	233,087	116,530
61 to 90 days	222,010	111,336
Over 90 days	367,769	330,169
Total	822,866	558,035

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

<u>2019</u>	<u>2018</u>
\$	\$
718	5,754
867	810
5,725	1,785
7,310	8,349
	867 5,725

The allowance on trade receivables is based on individual accounts totalling \$7,310 (2018: \$8,349) 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>2019</u> \$	<u>2018</u> \$
Deposits to secure services	220,414	251,161
Prepayments	78,061	130,713
	298,475	381,874

13. Cash and cash equivalents

14.

14A.

	<u>2019</u> \$	Restated <u>2018</u> \$
Not restricted in use Cash held under deferred grants/donations Cash held under restricted funds (Note 17) Cash pledged for bank facilities (a) Restricted in use (b)	9,280,114 4,875,151 3,942,938 319,528 5,118,855	12,317,620 3,390,948 2,991,047 314,311 3,902,814
Interest earning balances	<u>23,536,586</u> 11,910,527	22,916,740 12,154,002

The rate of interest for the cash on interest earning balances is between 0.55% and 1.73% (2018: 0.55% and 1.65%) 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>2019</u> \$	<u>2018</u> \$
Amount as shown above Cash restricted in use	23,536,586 (14,256,472)	22,916,740 (10,599,120)
Cash and cash equivalents for statement of cash flows purposes at end of the year	9,280,114	12,317,620
Funds		
Unrestricted funds	2019	Restated
	\$	<u>2018</u> \$
Accumulated fund (a)	19,896,288	16,045,924
Building & renovation fund (b)	3,025,389	2,977,952
BIG fund (c)	117,641	118,111
Total Unrestricted funds	23,039,318	19,141,987

14. Funds (cont'd)

14A. Unrestricted funds (cont'd)

(a) Accumulated fund

		<u>2019</u>	Restated
		\$	<u>2018</u> \$
Balance at beginning of the year		16,045,924	14,296,846
Surplus	– Anglican Care Centre (Bukit Batok)	379,133	222,836
Surplus	– Anglican Care Centre (Farrer Park)	100,054	112,072
Surplus	– Anglican Care Centre (Hougang)	842,371	367,762
Surplus	 Anglican Care Centre (Pasir Ris) 	152,327	97,933
Surplus	 Anglican Care Centre (Simei) 	1,426,684	395,865
Surplus	 Anglican Care Centre (Yishun) 	197,938	69,708
	 Anglican Cluster Support (Jurong 		
(Deficit)	East)	(16,801)	(31,992)
Surplus /(Deficit)	 – Anglican Senior Centre (Hillview) 	418,955	(104,083)
Surplus	– CITY	56,447	352,959
Surplus	 Head Office 	86,543	119,827
Surplus	– PeCCO	59,983	84,653
	 Senior Activity Centre (Studio 		
(Deficit)	Apartment)	(28,599)	(15,472)
	 St Andrew's Nursing Home (Taman 		
Surplus	Jurong)	175,329	77,010
Surplus for the			
year		3,850,364	1,749,078
Balance at end of the year		19,896,288	16,045,924
Annual operating expenditure*		21,547,035	15,415,119
Ratio of reserves to annual operating expenditure (times)		0.92	1.04

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

(a) Building and renovation fund

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

(b) BIG fund

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

14. Funds (cont'd)

14B. Restricted Funds

	<u>2019</u> \$	<u>2018</u> \$
Programmes fund (Note 15)	3,804,396	3,161,447
Chaplaincy fund (a)	167,157	145,512
Other restricted funds		
HSBC fund (b)	-	24,708
AFC - project fund (c)	12,957	29,240
Clinical supervision fund (d)	-	(17,264)
Lee Foundation fund (e)	-	27,278
Charity Golf 2019 fund (f)	550,307	-
Other restricted funds (g)	54,514	554
Subtotal	617,778	64,516
	4,589,331	3,371,475

Restated

- (a) Chaplaincy fund represents funds received from churches and donors designated to finance the chaplaincy activities for the staff and clients.
- (b) HSBC fund represents donations given by the Hong Kong and Shanghai Banking Corporation towards supported employment allowances for clients of Anglican Care Centre (Hougang). The fund have been fully utilized in 2019.
- (c) Anglican Family Centre ("AFC") project fund was donation mainly for the educational and physical needs of clients or children in Anglican Family Centre.
- (d) Clinical supervision fund represents funding by NCSS for clinical supervision of case managers. The fund have been fully utilized in 2019.
- (e) Lee Foundation fund represents donation to support the various senior services activities/programs under the Cluster Support@JE. The fund have been fully utilized in 2019.
- (f) Charity Golf 2019 Fund is fund raised for operation of SANH (TJ).
- (g) Others include:
 - ACC PR-Otto Marine's collaboration funded project to be channeled towards client training work. The fund have been fully utilized in 2019.
 - Outing for elderly fund represents donation by Community Foundation of Singapore to support elderly clients' participation in meaningful social outing.
 - Trailblazer Fund represents donation from Temasek Care for educational and physical needs of clients and children and building up staff competency in Anglican Family Care.
 - Donation from Westside Anglican Church toward the supports of vocational training programme to clients for work done in the thrift shop at Anglican Care Centre (Bukit Batok).
 - Donation from Octave Foundation mainly for the educational needs of children in Anglican Family Centre.

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>2019</u> \$	<u>2018</u> \$
		·
Incoming resources:		
NCSS / Other grant	1,313,614	1,104,292
Interest income	3,675	124
Total incoming resources	1,317,289	1,104,416
Recourses expanded:		
Resources expended: Salaries and CPF	692 000	705 011
Bonus	682,009	725,011
Staff benefits	92,127	141,672
	11,834	18,613
Expenditure on manpower	785,970	885,296
Client's activities expenses	74,665	18,569
Depreciation	13,131	2,608
Building services and maintenance expenses	25,428	24,891
Administrative cost	94,111	103,995
Other operating expenses	21,530	25,877
Total resources expended	1,014,835	1,061,236
Net surplus	302,454	43,180
Balance at beginning of the year	229,766	186,586
Balance at the end of the year	532,220	229,766
Dalance at the end of the year	552,220	229,700

15. Programmes funds (cont'd)

15B. Peer Bridger Pilot Project

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

	<u>2019</u>	<u>2018</u>
	\$	\$
Incoming resources:		
Grant from NCSS	89,769	66,143
Sundry income	(280)	280
Total incoming resources	89,489	66,423
Resources expended:		
Salaries and CPF	32,206	25,074
Bonus	5,194	3,616
Staff benefits	1,991	179
Expenditure on manpower	39,391	28,869
Depreciation	1,364	796
Building services and maintenance expenses	-	826
Administrative cost	1,598	534
Other operating expended	1,677	1,213
Total resources expended	44,030	32,238
Net surplus	45,459	34,185
Balance at beginning of the year	34,185	
Balance at end of the year	79,644	34,185

15. Programmes funds (cont'd)

15C. Crisis Shelter Programme Fund

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

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

	<u>2019</u>	Restated
		<u>2018</u>
	\$	\$
Incoming resources:		
Grant from MSF	1,155,417	1,325,442
Donation	9,939	521
Sundry income	41,537	22,204
Total incoming resources	1,206,893	1,348,167
Resources expended:		
Salaries and CPF	543,797	545,498
Bonus	100,120	124,489
Staff benefits	13,703	8,328
Expenditure on manpower	657,620	678,315
Clients's activities	8,668	25,229
Depreciation	263,531	226,357
•		
Building services and maintenance expenses	43,452	48,432
Administrative cost	93,176	96,106
Other operating expended	29,439	28,906
Total resources expended	1,095,886	1,103,345
Net surplus	111,007	244,822
Balance at beginning of the year	2,649,051	2,404,229
Balance at end of the year	2,760,058	2,649,051

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15. Programmes funds (contd)

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

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

	Group 2018 <u>nes Total</u>			32,423 476,809	Ω.	- 750	- 106	- 620	38,068 483,930		21,636 336,624	5,035 38,102	836 11,908	27,507 386,634	1	- 6,906	4,092 3,962	4,787 10,178	131 53,098	108 21,312	36,625 482,090		2	(15,233) 276,530
	Senior Group Cluster Support Homes	\$		444,386 3		750	106	620	445,862 3		314,988 2	33,067	11,072	359,127	Ι	6,906	(130)	5,391	52,967	21,204	445,465 3		291,366 (16	291,763 (15
ity.	2019 Total	\$		496,602	6,206	400	823	2,495	506,526		310,554	63,014	9,894	383,462	1,696	12,227	5,080	15,661	48,467	12,936	479,529	26,997	276,530	303,527
ing in the commun	Senior Group <u>Homes</u>	ŝ		33,398	6,206	I	I	I	39,604		21,901	4,203	415	26,519	I	I	3,125	8,059	139	40	37,882	1,722	(15,233)	(13,511)
nerable seniors liv	Cluster Support	\$		463,204	I	400	823	2,495	466,922		288,653	58,811	9,479	356,943	1,696	12,227	1,955	7,602	48,328	12,896	441,647	25,275	291,763	317,038
integrated localised services to support vulnerable seniors living in the community.		<u>2019;</u>	Incoming resources:	Govt subvention	Clients' fees	Donations	Interest income	Sundry income	Total incoming resources	<u>Resources expended:</u>	Salaries and CPF	Bonus	Staff benefits	Expenditure on manpower	Client's activities expenses	Depreciation	Operating lease expenses	Building services and maintenance expenses	Administrative cost	Other operating expended	Total resources expended	Net surplus	Balance at beginning of the year	Balance at end of the year

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15. Programmes funds (contd)

15E. PeCCO

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

2019	CS	SGH	SAC @ 5	SAC@8	CREST	<u>C2H</u>	CBP	Total
Incoming resources:	ь	θ	\$	\$	\$	\$	\$	Ф
Government subvention	451,286	32,881	207,349	207,349	221,214	350,800	70,008	1,540,887
Client's fees	I	11,507	I	I	I	20,642	Ι	32,149
Sundry income	I	Ι	I	5,057	I	Ι	I	5,057
Total incoming resources	451,286	44,388	207,349	212,406	221,214	371,442	70,008	1,578,093
Resources expended:								
Salaries and CPF	247,960	46,126	175,204	154,784	142,394	246,352	41,405	1,054,225
Bonus	24,707	5,813	20,958	20,187	16,788	29,672	4,914	123,039
Staff benefits	1,447	345	2,263	2,898	1,687	659	97	9,396
Expenditure on manpower	274,114	52,284	198,425	177,869	160,869	276,683	46,416	1,186,660
Other resources expended	17,659	11,959	57,853	94,280	12,465	34,362	5,823	234,401
Total resources expended	291,773	64,243	256,278	272,149	173,334	311,045	52,239	1,421,061
Net surplus / (deficit)	159,513	(19,855)	(48,929)	(59,743)	47,880	60,397	17,769	157,032
Balance at beginning of the								
year	446,561	(110,856)	(111,173)	(323,316)	127,790	(61,680)	4,589	(28,085)
Balance at end of the year	606,074	(130,711)	(160,102)	(383,059)	175,670	(1,283)	22,358	128,947

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15. Programmes funds (cont'd)

15E. PeCCO (cont'd)

Pecco (contra)						
2018	CS	SGH	SAC @ 5	SAC@8	CREST	C2H
Incoming resources:	Υ	Υ	θ	ŝ	θ	θ
Government subvention	439,674	31,906	219,722	219,722	299,656	65,120
Client's fees	Ι	13,058	I	I	Ι	(165)
Sundry income	I	Ι	I	14,360	I	Ι
Total incoming resources	439,674	44,964	219,722	234,082	299,656	64,955
Resources expended:						
Salaries and CPF	235,136	45,977	171,003	123,525	140,033	104,026
Bonus	39,350	8,950	30,903	22,222	25,575	17,951
Staff benefits	3,274	753	3,321	3,836	1,500	309
Expenditure on manpower	277,760	55,680	205,227	149,583	167,108	122,286
Other resources expended	15,814	13,058	67,848	104,194	8,113	4,349
Total resources expended	293,574	68,738	273,075	253,777	175,221	126,635
	146,100	(23,774)	(53,353)	(19,695)	124,435	(61,680)
Balance at beginning of the vear	300,461	(87,082)	(57,820)	(303,621)	3,355	I
Balance at end of the year	446,561	(110,856)	(111,173)	(323,316)	127,790	(61,680)

837,917 150,711 13,006 1,001,634 213,963 1,215,597

18,217 5,760 13 23,990 587 24,577 (28,085)

-4,589

116,622 (144,707)

4,589

Total \$ 1,304,966 12,893 14,360 1,332,219

CBP \$ 29,166 -29,166 29,166

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suo	Community <u>Silver Trust</u> \$	<u>CareNShare</u> \$	Building Fund – <u>Hillv2</u> \$	Building Fund - Simei Care <u>Centre</u> \$	Government grant for capital <u>expenditure</u> \$	Pre-operations cum ramp up <u>grants</u> \$	Medifund and Medifund <u>Silver</u> \$	President Challenge <u>Fund</u> \$	Charity Golf 2019 \$	<u>Total</u> \$
tions depreciation operating expenses	2,658,463 - (321,210) (819,745)	935,679 - (69,043) (392,663)	4,603,335 (211,758) 	5,028,696 - (313,392) -	269,148 1,085,185 (106,844) -	217,280 2,661,060 - (869,139)	(356,035) 1,522,300 -	91,357 - (13,584) 14,616	43,500 -	13,447,923 5,312,045 (1,035,831) (2,066,931)
- ions - depreciation	_ 1,517,508 3,534,048 (338,535)	473,973 (73,161)		- 4,715,304 - (313,392)	- 1,247,489 1,897,082 (443,265)	2,009,201 	(1,278,519) (112,254) 2,075,600 -	92,389 (14,608)	43,500 	(1,278,519) 14,378,687 7,506,730 (1,394,719)
Note 14B)	(150,177) - -	(85,142) - -			(758,541) - -	(1,955,358) - -	- (897,997) -	(92,330)	– – (43,500)	(3,041,548) (897,997) (43,500)
n as: 2019 \$ 4,666,940 11,840,713 16,507,653		2018 \$ 3,635,405 10,743,282 14,378,687								
tive 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, eve 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 over a period of 3 to 5 years to match the estimated useful lives of the plants and equipment and renovation work.	encourage don; e, and enhance f 3 to 5 years tc	ations and provi the affordability match the estir	de additional resou of step-down care nated useful lives o	urces for the servi for service users of the plants and €	ce providers in the Intermediate and patients. The CST grant inc squipment and renovation work.	Intermediate and SST grant include ovation work.	d Long Term Carus s resources expe	e ("ILTC") sect nded for the ac	or to enhance the quisition of plant a	ir capabilities, and equipment
by NCSS for eligible donations raised between 1 December 2013 to 31 December 2014. T better serve their beneficiaries. VWOs are allowed to utilise the grant by 31 March 2021.	lonations raisec ficiaries. VWOs	d between 1 Dec s are allowed to	cember 2013 to 31 utilise the grant by	December 2014. 31 March 2021.	The matching grar	he matching grant is to be used to develop social service related Voluntary Welfare Organisations	develop social se	Prvice related V	oluntary Welfare	Organisations
eletes 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 Charitles act (Cap 37). – epresents 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 (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 useful lives of the plant and equipment.	easehold buildi t grant from Mir d over a period nt and equipmer	ng and related r nistry of Health ¿ of thirty years to nt.	enovation cost anc and funds raised fo match the estimate	I for which the use r building of Angli ed useful lives of t	e of the premise is can Care Centre (; .he property. For fu	of the premise is restricted to only charitable purposes (as defined in the Charitles act (Cap 37). – an Care Centre (Simei) and acquisition of plant and equipment at the Centre. For funds raised for e property. For funds raised for the acquisition of plant and equipment, it is amortised over a period	charitable purpos ition of plant and acquisition of pla	ses (as defined equipment at t nt and equipme	in the Charities a he Centre. For fu ent, it is amortised	ict (Cap 37). – inds raised for d over a period

Government grants for capital expenditure represents funds from the government and donations to finance the purchase of plant and equipment for 3 new centres (Anglican Care Centre (Farrer Park), Anglican Senior Centre (Hillview) and St, Andrew's Nursing Home (Taman Jurong). The grant is amortised over a period of three to five years.

ts from Ministry of Health is to provide funding support to cover costs incurred in the initial transition period for hiring management, support and care staff before centres stabilise their balance of 2019 \$53,843 (2018: \$2,009,201) represents amount of grant deferred to be recognised as incoming resources when utilised.

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 2019 is \$1,066,231 (2018: \$ 544,206).

President Challenge Fund mainly consist of: (i) President Challenge 2015. NCSS has approved the deviation of this fund with extension till February 2020 to be used for Cognitive Stimulation & Art Therapy for elderly clients at Anglican Senior Centre (Hillview). (ii) President Challenge 2019 – Empowering for Life Fund. This grant is for the transitional employment and work integration programme of our psychiatric services.

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Deferred government grant/donatio 16.

Amortisation of government grants/ donatic Amortisation of government grants/donatio Utilisation of deferred grants/donations Utilisation of deferred grants/donations – o Reclassification to other restricted fund (N Grant/ donation received Grant/ donation received Utilisation of Medifund At 31 December 2019 Utilisation of Medifund At 31 December 2018 operating expenses At 1 January 2018

Presented in statement of financial position

Non-current Current

- Community Silver Trust The objectiv provide value-added services to achiev and renovation work. These are amorti (a)
- Care N Share \$1 for \$1 matching by ("VWOs") and their programmes to bet q
- Building Fund (HillV2) This fund rela See Note 9. 0
- Building Fund (Simei Care Centre) rep the building of Anglican Care Centre (of five years to match the estimated u Ø
- (e)
- The pre-operation cum ramp-up gran operations at the target capacity. The Ð
- disbursed for individual clients. Upon 31 December 2019 is \$1,066,231 (20 (g
- £

	<u>Tota</u> \$	12,080,952 5,018,053 17,099,005	11,441,738 298,475 23,536,586 35,276,799 52,375,804	11,840,713 2,589,755 14,430,468	4,666,940 3,184,876 2,464,871 - 10,316,687 24,747,155 27,628,649
	<u>Sub total</u> \$	485,762 403,426 889,188	273,440 7,086 3,942,938 4,223,464 5,112,652	258,203 28,329 258,203	64,058 146,079 378,963 (352,311) 236,789 523,321 4,589,331
RESTRICTED	Other restricted <u>funds</u> \$		- - 617,778 617,778 617,778		617,778
	Programmes <u>funds</u> \$	485,762 403,426 889,188	273,440 7,086 3,158,003 3,438,529 4,327,717	258,203 28,329 258,203	64,058 146,079 378,963 (352,311) 236,789 523,321 3,804,396 3,804,396
	Chaplaincy F <u>fund</u> \$				
	<u>Sub total</u> \$	11,595,190 4,614,627 16,209,817	11,168,298 291,389 19,593,648 31,053,335 47,263,152	11,582,510 2,561,426 14,143,936	4,602,882 3,038,797 2,085,908 352,311 10,079,898 24,223,834 23,039,318
ICTED	Big Fund <u>BIG fund</u> \$			1 1 1	117,641
UNRESTRICTED	Building and Renovation \$	1 1 1	– – 3,025,389 3,025,389 3,025,389		3,025,389
	Accumulated <u>fund</u> \$	11,595,190 4,614,627 16,209,817	11,168,298 291,389 16,450,618 27,910,305 44,120,122	11,582,510 2,561,426 14,143,936	4,602,882 3,038,797 2,085,908 <u>352,311 10,079,898</u> 24,223,834 19,896,288

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Fund account balances 17.

<u>2019</u> Non-current assets Property, plant and equipment Right-of-use assets

Current assets Trade and other receivables Other non-financial assets Cash and cash equivalents

Total assets

Non-current liabilities Deferred government grants/ donations Lease liabilities, non-current

<u>Current liabilities</u> Deferred government grant/ donations Other payables Lease liabilities, current Transfer between funds

Total liabilities

Net assets

	Total \$	12,023,639 5,714,306 17,737,945	4,712,919 381,874 22,916,740 28,011,533	45,749,478	10,743,282 3,152,342 13,895,624	3,635,405 3,124,390 2,580,597	- 9,340,392 23,236,016	22,513,462
	Sub total \$	138,051 566,071 704,122	512,776 9,707 2,991,047 3,513,530	4,217,652	12,630 363,935 376,565	3,789 97,226 203,323	165,274 469,612 846,177	3,371,475
CTED	Other restricted <u>funds</u> \$		– – 64,516 64,516	64,516		111	1 1 1	64,516
RESTRICTED	(Restated) Programmes <u>funds</u> \$	138,051 566,071 704,122	512,776 9,707 2,781,019 3,303,502	4,007,624	12,630 363,935 376,565	3,789 97,226 203,323	165,274 469,612 846,177	3,161,447
	Chaplaincy F <u>fund</u> \$		_ _ 145,512 145,512	145,512		111	1 1 1	145,512
	Sub total \$	11,885,588 5,148,235 17,033,823	4,200,143 372,167 19,925,693 24,498,003	41,531,826	10,730,652 2,788,407 13,519,059	3,631,616 3,027,164 2,377,274	(165,274) 8,870,780 22,389,839	19,147,987
UNRESTRICTED	BIG fund \$		_ _ 118,111 118,111	118,111		111	1 1 1	118,111
	Building and Renovation <u>fund</u> \$		- - 2,977,952 2,977,952	2,977,952		1 1 1	1 1 1	2,977,952
	(Restated) Accumulated <u>fund</u> \$	11,885,588 5,148,235 17,033,823	4,200,143 372,167 16,829,630 21,401,940	38,435,763	10,730,652 2,788,407 13,519,059	3,631,616 3,027,164 2,377,274	(165,274) 8,870,780 22,389,839	16,045,924

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Fund account balances (cont'd) 17.

2018 Assets Non-current assets Property, plant and equipment Right-of-use assets

Current assets Trade and other receivables Other non-financial assets Cash and cash equivalents

Total assets

Non-current liabilities Deferred government grants/ donations Lease liabilities, non-current

Current liabilities Deferred government grant/ donations Other payables Lease liabilities, current Transfer between funds

Total liabilities

Net assets

18. Lease liabilities

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

	<u>2019</u> \$	<u>2018</u> \$
Lease liabilities, current	2,464,871	2,580,597
Lease liabilities, non-current	2,589,755	3,152,342
	5,054,626	5,732,939

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

	<u>2019</u> \$	<u>2018</u> \$
Total lease liabilities recognised at beginning of reporting year	5,732,939	_
Additions	1,968,128	7,817,119
Accretion of interest	82,047	52,103
Lease payments	(2,728,488)	(2,136,283)
Total lease liabilities at end of reporting year	5,054,626	5,732,939

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-to-use assets are disclosed in Note 10.

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

0040	Minimum Payments	Finance Charges	Present <u>Value</u>
<u>2019</u>	\$	\$	\$
Minimum lease payments payable:			
Not later than one year	2,534,941	70,070	2,464,871
Between 1 and 3 years	2,625,380	35,625	2,589,755
Total	5,160,321	105,695	5,054,626
<u>2018</u> Minimum lease payments payable: Not later than one year Between 1 and 5 years More than 5 years Total	2,657,385 3,201,484 <u>278</u> 5,859,147	76,788 49,419 <u>1</u> 126,208	2,580,597 3,152,065 277 5,732,939

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

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

There were no future cash outflows to which the lessee is potentially exposed that are not reflected in the measurement of lease liabilities above. At reporting year date there were no commitments on leases which had not yet commenced.

18. Lease liabilities (cont'd)

19.

Other disclosures on leases:

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

	<u>2019</u> \$	<u>2018</u> \$
Expense relating to short-term leases included in operatin lease expenses	g245,165	233,446
Total commitments on short-term leases at year end date	2,512	13,734
Trade and other payables	<u>2019</u> \$	<u>2018</u> \$
<u>Trade payables:</u> Outside parties and accrued liabilities Related parties (Note 3) Sub-total	900,544 450,559 1,351,103	49,779 <u>123,602</u> 173,381
<u>Other payables:</u> Related parties (Note 3) Outside parties Sub-total Total trade and other payables	80,991 1,752,782 1,833,773 3,184,876	353,756 2,597,253 2,951,009 3,124,390

20. Financial instruments: information on financial risks

20A. Categories of financial assets and liabilities

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

	<u>2019</u> \$	<u>2018</u> \$
Financial assets:	Ŧ	T
Financial assets at amortised cost	34,978,324	27,629,659
At end of the year	34,978,324	27,629,659
Financial liabilities:		
Financial liabilities at amortised cost	8,239,502	8,857,329
At end of the year	8,239,502	8,857,329

Further quantitative disclosures are included throughout these financial statements.

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

20B. Financial risk management

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

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

20C. Fair values of financial instruments

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

20D. Credit risk on financial assets

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

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

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

20E. Liquidity risk – financial liabilities maturity analysis

The liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be settled at their contractual maturity. There are no liabilities contracted to fall due after twelve months at the end of the reporting year except for the non-current portion of the lease liabilities (Note 18). The average credit period taken to settle trade payables is about 30 days (2018: 30 days). The other payables are with short-term durations. The classification of the financial assets is shown in the statement of financial position as they may be available to meet liquidity needs and no further analysis is deemed necessary.

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

20F. Interest rate risk

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

	<u>2019</u> \$	<u>2018</u> \$
Financial assets:	·	Ŧ
Fixed rates	11,910,527	12,154,002

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

20G. Foreign currency risk

The Society has insignificant exposure to foreign currency risk.

21. Capital commitments

Estimated amounts committed at the end of the reporting year for future capital expenditure but not recognised in the financial statements are as follows:

	<u>2019</u> \$	<u>2018</u> \$
Commitments to purchase of plant and equipment	47,944	560,813

22. Changes and adoption of financial reporting standards

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

SFRS No. Title

SFRS 109 Amendments: Prepayment Features with Negative Compensation

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

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

		Effective date for periods beginning
<u>SFRS No.</u>	<u>Title</u>	on or after
SFRS 1 and 8	Definition of Material – Amendments to	1 Jan 2020

24. Reclassification and comparative figures

Certain reclassifications were made in the financial statements of the Society for the financial year ended 31 December 2018 due to change in the requirement of the funding agency on reserve restriction. As a result, Crisis Shelter Program were reclassified from accumulated funds to restricted programmes fund (see Note 15C). The modifications to financial statements presentation and the changes are summarised below:

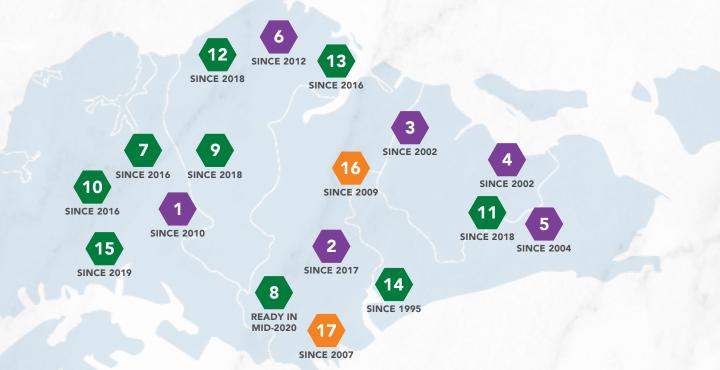
		Reclassifications	<u>.</u>
	After	<u>Before</u>	Difference
	\$	\$	\$
2017 Statement of financial position:			
Restricted funds			
Programmes funds	2,720,800	316,569	2,404,231
Unrestricted funds			
Accumulated fund	14,296,846	16,701,077	(2,404,231)
2018 Statement of financial position:			
Restricted funds			
Programmes funds	3,161,447	512,396	2,649,051
Unrestricted funds			
Accumulated fund	16,045,924	18,694,975	(2,649,051)

24. Reclassification and comparative figures (cont'd)

	After \$	Reclassifications Before \$	Difference \$
2018 Statement of Financial activities	Ŧ	Ŧ	Ŧ
Unrestricted - Accumulated fund			
Government subventions	9,169,859	10,492,396	(1,322,537)
Donations	2,227,641	2,228,162	(521)
Amortisation of government grants/			
donations	1,032,926	1,035,831	(2,905)
Income from client's activities	2,276,226	2,332,708	(56,482)
Client's fee waived	(83,285)	(130,091)	46,806
Investment income	79,182	88,969	(9,787)
Sundry income	95,953	98,693	(2,740)
Client's activities expenses	884,519	909,748	(25,229)
Depreciation	956,707	1,183,064	(226,357)
Loss on disposal of plant and equipment	945	471	474
Operating lease expenses	179,216	185,905	(6,689)
Building services, management and maintenance expenses	1,365,604	1,414,036	(48,432)
Employee benefits expenses	9,141,596	9,819,911	(678,315)
Administrative costs	297,942	394,522	(96,580)
Other operating expenses	216,764	232,479	(15,715)
Non-claimable GST	184,121	190,624	(6,503)
Restricted - Programmes Fund			
Government subventions	4,274,747	2,952,210	1,322,537
Donations	1,271	750	521
Amortisation of government grants/	2,905	_	2,905
Income from client's activities	84,818	28,336	56,482
Client's fee waived	(56,604)	(9,798)	(46,806)
Investment income	10,017	230	9,787
Sundry income	18,000	15,260	2,740
Client's activities expenses	90,632	65,403	25,229
Depreciation	235,731	9,374	226,357
Loss on disposal of plant and equipment	(474)	_	(474)
Operating lease expenses	54,230	47,541	6,689
Building services, management and		07.004	40,400
maintenance expenses	115,456	67,024	48,432
Employee benefits expenses Administrative costs	2,980,748 315,745	2,302,433 219,165	678,315 96,580
Other operating expenses	315,745 91,141	219,165 75,426	96,580 15,715
Non-claimable GST	10,352	3,849	6,503
	10,352	3,043	0,000

Statement of Cash Flows - In view of the above changes consequential reclassification was made to the Statement of Cash Flows.

As is required by the financial reporting standard on the presentation of financial statements the statement of financial position at the end of the current reporting year and the beginning and end of the preceding reporting year is presented. However related notes relating to the above balances only (that were reclassified in the statement of financial position) are presented. Apart from these disclosures, other balances and notes are not impacted by the reclassifications.



PSYCHIATRIC SERVICES

1. ANGLICAN CARE CENTRE (BUKIT BATOK) Blk 267 Bukit Batok East Avenue 4 #01-206 Singapore 650267

2. ANGLICAN CARE CENTRE (FARRER PARK)

375 Race Course Road Singapore 218644

3. ANGLICAN CARE CENTRE (HOUGANG)

20 Buangkok View Blk 4 Singapore 534194

4. ANGLICAN CARE CENTRE (PASIR RIS)

Blk 534 Pasir Ris Drive 1 #01-266 Singapore 510534

5. ANGLICAN CARE CENTRE (SIMEI) AND INTEGRATED EMPLOYMENT SERVICES

10 Simei Street 3 Singapore 529897

6. ANGLICAN CARE CENTRE (YISHUN)

Blk 707 Yishun Avenue 5 #01-36 Singapore 760707

SENIOR SERVICES

7.

ANGLICAN CLUSTER OPERATOR (JURONG EAST) Blk 374 Jurong East Street 32

#01-486 Singapore 600374

8. ANGLICAN SENIOR CENTRE (HAVELOCK)

51 Havelock Road #01-25 Singapore 161051

Singapore 667979

ANGLICAN SENIOR CENTRE (HILLVIEW) 4 Hillview Rise #02-22 HillV2

10. ANGLICAN SENIOR CENTRE (JURONG WEST)

Blk 499 Jurong West Street 41 #01-812 Singapore 640499

11. ANGLICAN SENIOR CENTRE (TAMPINES) Blk 117 Tampines Street 11 #01-516

#01-516 Singapore 521117

12. ANGLICAN SENIOR CENTRE (WOODLANDS)

572A Woodlands Avenue 1 #01-800 Singapore 731572

13. ANGLICAN SENIOR CENTRE (YISHUN) Blk 426A Yishun Avenue 11

#01-74 Singapore 761426

14. PEACE-CONNECT CLUSTER OPERATOR

Blk 5 Beach Road #02-4915 Singapore 190005

15. ST. ANDREW'S NURSING HOME (TAMAN JURONG) 2 Yung Ho Walk Singapore 618274

FAMILY AND CHILDREN SERVICES

16. ANGLICAN FAMILY CENTRE Tel: 1800 346 4939

CITY COMMUNITY SERVICES Social Service Hub @ Tiong Bahru 298 Tiong Bahru Road #10-03 Central Plaza

Singapore 168730

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

1 Corinthians 13:4-8a



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