



Love

Never Fails

ANNUAL REPORT 2022



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

1 Corinthians 13:4-8

Contents

02	Introduction
03	President's Address
06	Review of Services
24	Mission to Seafarers
26	St. Andrew's Mission Hospital
28	Leadership
30	Board of Directors
31	Management Committees
33	Other Committees
35	Management Executives
36	Corporate Governance
40	Acknowledgement of Donations, Gifts and Services Rendered
41	Financial Statements

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Introduction

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

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

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

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

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

Matthew 5:16

OUR VISION

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

OUR MISSION

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

CORE VALUES (L.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

And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through Him.

Colossians 3:17

Singapore Anglican Community Services (SACS) soared to new heights in 2022. SACS, together with its multiple services, had to navigate uncertainties brought on by the Coronavirus Disease 2019 (COVID-19) pandemic but had emerged stronger and ever ready to serve the vulnerable and disadvantaged in its 55th year.

In 2022, Anglican Care Centre (ACC) (Hougang) marked its 20th year as one of Singapore's longest standing residential rehabilitation services to serve patients with mental health conditions, helping them reintegrate back into the community. SACS Psychiatric Services started providing early therapeutic interventions for the younger generation who grapple with mental health issues in their developmental stage of life. Anglican Senior Centre (ASC) (Havelock) also officially opened its doors to serve seniors in one of Singapore's oldest public housing estates.

All this was made possible with the support of partners, donors, volunteers and friends. Above all, God was faithful in leading us through the waters.

SERVING IN GOD'S LOVE

BUILDING A COMMUNITY FOR SENIORS OF HAVELOCK VIEW

By 2030, one in four Singaporeans will be aged 65 and above. Aligned with the needs of the ageing population, SACS officially opened its seventh active ageing centre, ASC (Havelock), on 3 December 2022.

The centre is conveniently located within the Havelock community for seniors to participate in social and recreational activities while building a healthy social network. ASC (Havelock) also offers services such as befriending and buddying, and the provision of information and referrals to care services.



ASC (Havelock) Official Opening Plaque unveiled (from left to right): Dr Arthur Chern, Group Chief Executive Officer of SACS and St. Andrew's Mission Hospital (SAMH); Mr Heng Kok Chiang, Vice Treasurer of SACS Board; Associate Professor Steven Lim Hoon Chin, Vice Secretary of SACS Board; Mr Andrew Goh, Vice President of SAMH Board; The Right Reverend Low Jee King, Assistant Bishop of the Diocese of Singapore; Mrs Josephine Teo, Minister for Communications and Information, Second Minister for Home Affairs, and Member of Parliament for Jalan Besar GRC (Kreta Ayer – Kim Seng); Mr Keith Chua, Vice President of SACS Board; Mr Edward D'Silva, Board Member of SACS; Reverend Koh Hock Soon, Board Member of SACS and Vicar of St Matthew's Church; Reverend Chan Chee Keng, Priest-in-Charge, St Matthew's Church.



Mrs Josephine Teo toured ASC (Havelock) after the Official Opening and participated in activities with the seniors and volunteers.

President's Address

CARING FOR PERSONS WITH MENTAL HEALTH CONDITIONS

ACC (Hougang) celebrated 20 years of caring for persons with mental health conditions in 2022. Recognising the capability of SACS in providing rehabilitative care for persons with mental health conditions, the Ministry of Health appointed SACS vis-à-vis the official opening of ACC (Hougang) on 9 November 2002 to take on the care and rehabilitation of 138 patients from View Road Hospital. Since then, the Care Team of ACC (Hougang) has been adopting the modified Clubhouse Model of Psychosocial Rehabilitation and recovery-orientated programmes to provide support and opportunities to persons with mental health conditions to find jobs and reintegrate back into the community.

UNCOVERING AND EMPOWERING HIDDEN HEROES

Marking National Caregiver Month, a public awareness campaign, "Uncovering and Empowering Hidden Heroes", was launched by President Halimah Yacob on 1 November 2022. SACS, as one of the core providers and advocates in 360 mental health care, was invited by Caregivers Alliance Limited (CAL) which spearheaded the thematic moving train campaign on the Northeast Line to be its campaign partner. The uplifting messages, framed alongside positive anecdotes of different caregivers, appealed to the public and reached close to 52,000 commuters.

GOD'S BLESSINGS

CHARITY TRANSPARENCY AWARDS 2022

In 2022, SACS and St. Andrew's Mission Hospital (SAMH), SACS's sister organisation, received the Charity Transparency Awards 2022 organised by the Ministry of Culture, Community and Youth (MCCY), in recognition of good standards of accountability and governance.



Performance by ASC (Havelock) Dance Interest Class at the Official Opening of ASC (Havelock).



Performance by ASC (Havelock) Ukulele Interest Class at the Official Opening of ASC (Havelock).



Members and their caregivers as well as staff members of ACC (Yishun) and ACC (Pasir Ris) participated in the launch of the public awareness campaign, "Uncovering and Empowering Hidden Heroes", spearheaded by CAL.



Mr Keith Chua, Vice President, SACS, received the Charity Transparency Awards 2022 from Mr Desmond Chin, Commissioner of Charities at MCCY.
— Photo courtesy of MCCY

President's Address

NATIONAL AWARDS (COVID-19)

I am pleased to share that teams and individuals from SACS and SAMH were recognised for our outstanding contributions and efforts in combating COVID-19.

SACS and St. Andrew's Community Hospital (SACH), a service of SAMH, were awarded The President's Certificate of Commendation (COVID-19), and the following received the Public Service Medal (COVID-19): Dr Arthur Chern, Group Chief Executive Officer (GCEO), SACS and SAMH; Dr Loh Yik Hin, CEO, SACH; Dr Angel Lee, Medical Director, SACH; Dr Edward Goh, Head, Inpatient Rehabilitation Services, SACH; Mr Chan Wah Tiong, CEO, St. Andrew's Nursing Home (SANH) Cluster; and Ms Phyllis Tan, Assistant Director of Nursing, SANH (Queenstown).

SINGAPORE HEALTH QUALITY SERVICE AWARDS 2022

465 colleagues from SACS and SAMH received the Singapore Health Quality Service Awards 2022.

FIFTH CONSECUTIVE COMMISSION ON ACCREDITATION OF REHABILITATION FACILITIES

SACS Psychiatric Services garnered its fifth consecutive three-year Commission on Accreditation of Rehabilitation Facilities (CARF). A notable global benchmark, CARF signalled that the quality of their services met internationally recognised organisational and programme standards.

BE A LIGHT

We give thanks to God for blessing us with dedicated staff and volunteers, individuals, corporations, business associations, philanthropic groups and foundations as well as parishes who partner us in our work. Thank you for your hard work as well as generous contributions which helped to fund our 2022 operating expenses of \$33 million and for blessing us with your support, prayers, advice and financial assistance.

SACS will continue to serve the community in His love.



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

Review of Services

But be very careful to keep the commandment and the law that Moses the servant of the Lord gave you: to love the Lord your God, to walk in obedience to Him, to keep His commands, to hold fast to Him and to serve Him with all your heart and with all your soul.

Joshua 22:5

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

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

2022 STATISTICS OVERVIEW

PSYCHIATRIC SERVICES



	Residential Rehabilitation Services	Day Rehabilitation Services	Community Intervention Team	Psychiatric Sheltered Home	Integrated Employment Services	Total
Clients Served	377	206	1,336	86	530	2,535
New Referrals	78	52	356	25	205	716
Clients Achieved Recovery Goals And Were Discharged	37	27	199	20	98*	381

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

SENIOR SERVICES



	Cluster Operators	Active Ageing Centres	Senior Care Centre	Nursing Home	Total
Clients Served	1,624	4,357	126	323	6,430

FAMILY AND CHILDREN SERVICES



	Anglican Family Centre	CITY Community Services	Total
Cases Served	217	194	411
Cases Discharged	160	not applicable	160

PSYCHIATRIC SERVICES

Since the inception of psychiatric care in 1986 under the auspices of Anglican Welfare Council - the earliest iteration of SACS - and fast forward 36 years on to 2022, SACS Psychiatric Services remains one of the core advocates and providers of care for persons with mental health conditions in Singapore.

Last year, SACS Psychiatric Services supported over 2,500 clients with various mental health conditions. Adopting a multipronged approach to extend its person-centred care, SACS Psychiatric Services had strategic partnerships with internal and external stakeholders such as St. Andrew's Community Hospital, Changi General Hospital, Institute of Mental Health, Agency for Integrated Care (AIC) among others.

For the clients, SACS continuum of services are accessible touch points in the community - Residential Rehabilitation Services, Day Rehabilitation Services, Community Intervention Team, Psychiatric Sheltered Home, Youth Services and Integrated Employment Services.

As the COVID-19 pandemic measures tapered off, staff, volunteers and clients were glad to engage and interact in person through various events.

EMPOWERING YOUTH TO FIND HOPE

SACS Psychiatric Services has been an early proponent of psychiatric care for young people. Drawing on its experiences in age specific care, on 1 April 2022, SACS Youth Services began providing even earlier therapeutic interventions for teenagers, aged 13 onwards.

Many youths grapple with mental health related issues in their developmental stage of life. They are also facing increasing challenges from the impact of social media and peer pressure.

Adolescence spanning different phases until aged 24 is a significant developmental period when youths begin to explore their sense of self-worth. Lack of resolution to adverse childhood events or reconciliation of the challenging transitions into young adulthood can at times contribute greatly to the development of mental health conditions.

By providing support, care and concern for the youths, the Youth Services Team hopes to empower them in building resilience and self-confidence to manage their life stressors. The team provides services such as psycho-education, case management, counselling for both youths and their families, groupwork and various youth programmes. As part of its preventive intervention efforts, the team seeks to network with grassroot organisations and schools to organise talks and workshops on mental health conditions, communication skills, stress management skills and good mental well-being strategies for youths and their families.

PROVIDING HOLISTIC CARE FOR PERSONS WITH MENTAL HEALTH CONDITIONS

Amidst the COVID-19 restrictions, the upgrading of dormitories for Anglican Care Centre (ACC) (Simei) and ACC (Hougang) was completed in early 2022. The upgrading initiative incorporated feedback from residents who provided suggestions on enhancing the design, layout, and ventilation of the centres. Quiet spaces were also set up for residents who are unable to sleep at night to rest without disturbing others who are sleeping.

SACS Psychiatric Services believes in providing holistic care for persons with mental health conditions by cultivating a Recovery Oriented Culture (ROC). In addition to catering to the medical aspects, ROC is people-centric and focuses on helping persons with mental health conditions to build and develop their self-identity and self-confidence, as well as empower them to lead a fulfilling and purposeful life.

In developing a ROC, the Recovery Champions Committee produced an e-recovery handbook which provided leadership, staff and volunteers with information on the principles of the recovery oriented practice framework and using recovery language to promote positive interactions with our members. On 16 and 17 August 2022, the Recovery Champions also conducted an on-site Recovery Oriented Practice Training for 40 SACS Psychiatric Services staff.

On the community front, SACS Psychiatric Services was invited by the AIC and the National Council of Social Service to share on the Recovery Oriented Practice Framework at the Community Care SPRINT Forum on 20 October 2022. The forum was attended by social service agencies.

INCREASING AWARENESS OF MENTAL HEALTH CONDITIONS

In conjunction with World Mental Health Day on 10 October 2022, the Recovery Champions' Steering Committee organised its first Recovery Photographs Exhibition which showcased 60 entries submitted by members and staff. The insights shared by members on the challenges and hope they experienced on their recovery journey inspired both members and staff.

SACS also collaborated with the Caregivers Alliance Limited and nine other mental health agencies in a public awareness campaign "Uncovering and Empowering Hidden Heroes" to create awareness on the needs and challenges faced by caregivers.

Review of Services

CARING FOR PERSONS WITH MENTAL HEALTH CONDITIONS

The purposeful work in the mental health space is marked by significant milestones

On 2 December 2022, ACC (Hougang) celebrated 20 years of caring for persons with mental health conditions with an anniversary booklet featuring 20 recovery stories of its members. Its journey started on 9 November 2002 when ACC (Hougang) admitted more than 100 patients from View Road Hospital. After two years of hiatus, two generous donors sponsored a celebration dinner attended by 250 members, volunteers, partners as well as Board and staff members. The joint effort by members and staff members of ACC (Hougang) in putting up various performances such as compering, singing, dancing, drumming and a Christmas skit depicted the spirit behind the co-creation principle in the SACS Psychiatric Services recovery framework.

On 5 October 2022, ACC (Yishun) celebrated 10 years of serving clients in the North and Central Regions with clients, caregivers, volunteers and fellow colleagues. ACC (Yishun) serves clients who attend the day rehabilitation programmes and clients aged 18 and above diagnosed with mental health conditions under Community Intervention Programme, a project supported by AIC. The celebration brought much fun for members and their caregivers who participated in carnival games held at the HDB void deck.



ACC (Hougang) celebrated 20 years of caring for persons with mental health conditions on 2 December 2022.



ACC (Yishun) celebrated 10 years of caring for persons with mental health conditions on 5 October 2022.



Members and staff of SACS Psychiatric Services participated in the Mindset Challenge and Carnival on 13 November 2022 at The Lawn @ Marina Bay. The team presented a song item and also set up a booth with handicraft created by the members.

Review of Services

RESIDENTIAL REHABILITATION SERVICES

ANGLICAN CARE CENTRE (HOUGANG, SIMEI)

Short and medium-term psychiatric residential care was provided for 377 clients, supporting their recovery process. New referrals constituted 21% (78) of the cases. 37 clients achieved their recovery goals and were discharged.



STATISTICS OF TOTAL CLIENTS SERVED IN 2022

	ACC(HG) ¹	ACC(SM) ²	TOTAL
REFERRAL SOURCE (NEW CLIENTS SERVED ONLY)			
Institute of Mental Health	36	38	74
Restructured Hospitals	0	4	4
DIAGNOSIS			
Schizophrenia	158	154	312
Mood Disorders	15	15	30
Anxiety Disorder	13	9	22
Others	9	4	13
AGE GROUP			
Below 21	0	1	1
21 - 29	8	16	24
30 - 39	27	35	62
40 - 49	47	41	88
50 - 59	71	53	124
60 and above	42	36	78
EDUCATION LEVEL			
Primary Qualification	39	22	61
Secondary Qualification	89	116	205
Institute of Technical Education	26	12	38
Junior College Qualification	5	7	12
Diploma	23	17	40
Bachelor's Degree	11	7	18
Others	2	1	3
DISCHARGE OUTCOMES			
Recovery Goals Achieved	16	21	37
Dropped Out of Programme	10	6	16
Involuntary Discharges	1	1	2
Readmission to Hospital	12	5	17
Others	1	1	2

¹ Anglican Care Centre (Hougang)

² Anglican Care Centre (Simei)

377
clients served

ACC(HG)¹
195

ACC(SM)²
182



78
new referrals

ACC(HG)¹
36

ACC(SM)²
42



37
clients achieved recovery goals
and were discharged

ACC(HG)¹
16

ACC(SM)²
21

Review of Services

DAY REHABILITATION SERVICES

ANGLICAN CARE CENTRE (BUKIT BATOK, HOUGANG, PASIR RIS, SIMEI, YISHUN)

Day rehabilitation services supported 206 clients in their recovery by engaging them in a wide array of programmes according to their interests. New referrals constituted 25% (52) of the cases. 27 clients achieved their recovery goals and were discharged.



STATISTICS OF TOTAL CLIENTS SERVED IN 2022	ACC (BB) ¹	ACC (HG) ²	ACC (PR) ³	ACC (SM) ⁴	ACC (YS) ⁵	TOTAL
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REFERRAL SOURCE (NEW CLIENTS SERVED ONLY)

Institute of Mental Health	0	4	0	13	3	20
Restructured Hospitals	0	0	1	1	3	5
Internal Referral from SACS Psychiatric Services	9	0	10	0	8	27

DIAGNOSIS

Schizophrenia	35	21	27	36	24	143
Mood Disorders	12	5	7	4	9	37
Anxiety Disorder	11	0	2	4	2	19
Others	5	2	0	0	0	7

AGE GROUP

Below 21	1	0	0	0	1	2
21 - 29	1	1	1	6	2	11
30 - 39	11	2	9	3	8	33
40 - 49	11	6	10	7	9	43
50 - 59	23	12	7	17	8	67
60 and above	16	7	9	11	7	50

EDUCATION LEVEL

Primary Qualification	17	8	7	10	11	53
Secondary Qualification	20	13	12	19	10	74
Institute of Technical Education	9	5	5	4	4	27
Junior College Qualification	3	1	1	4	2	11
Diploma	11	0	5	7	4	27
Bachelor's Degree	2	1	1	0	0	4
Others	1	0	5	0	4	10

DISCHARGE OUTCOMES

Recovery Goals Achieved	10	1	4	9	3	27
Dropped Out of Programme	0	4	1	4	4	13
Readmission to Hospital	0	3	0	1	0	4
Others	0	1	0	0	1	2

¹ Anglican Care Centre (Bukit Batok)

² Anglican Care Centre (Hougang)

³ Anglican Care Centre (Pasir Ris)

⁴ Anglican Care Centre (Simei)

⁵ Anglican Care Centre (Yishun)

206
clients served

ACC(BB) ¹	ACC(HG) ²	ACC(PR) ³
63	28	36
ACC(SM) ⁴	ACC(YS) ⁵	
44	35	



52
new referrals

ACC(BB) ¹	ACC(HG) ²	ACC(PR) ³
9	4	11
ACC(SM) ⁴	ACC(YS) ⁵	
14	14	



27
clients achieved recovery goals and were discharged

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

Review of Services

COMMUNITY INTERVENTION TEAM

ANGLICAN CARE CENTRE (BUKIT BATOK, PASIR RIS, YISHUN)

The Community Intervention Team provided holistic services to 1,336 clients to help them in their recovery process, as well as offered support to them and their caregivers, at their places of residence. New referrals constituted 27% (356) of the cases. 199 clients achieved their recovery goals and were discharged.



STATISTICS OF TOTAL CLIENTS SERVED IN 2022	ACC (BB) ¹	ACC (PR) ²	ACC (YS) ³	TOTAL
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REFERRAL SOURCE (NEW CLIENTS SERVED ONLY)

Institute of Mental Health	43	19	32	94
Restructured Hospitals	47	58	7	112
Internal Referral from SACS Psychiatric Services	10	9	7	26
Others	47	40	37	124

DIAGNOSIS

Schizophrenia	202	177	218	597
Mood Disorders	146	133	89	368
Anxiety Disorder	89	81	44	214
Others	58	79	20	157

AGE GROUP

Below 21	18	22	5	45
21 - 29	85	87	45	217
30 - 39	86	87	53	226
40 - 49	99	85	78	262
50 - 59	102	86	91	279
60 and above	105	103	99	307

EDUCATION LEVEL

No Formal Education	10	1	15	26
Primary Qualification	76	66	90	232
Secondary Qualification	150	129	92	371
Institute of Technical Education	54	39	37	130
Junior College Qualification	25	12	20	57
Diploma	99	106	63	268
Bachelor's Degree	74	78	33	185
Others	7	39	21	67

DISCHARGE OUTCOMES

Recovery Goals Achieved	73	88	38	199
Dropped Out of Programme	3	28	14	45
Involuntary Discharges	2	1	0	3
Readmission to Hospital	0	0	6	6
Others	2	1	3	6

1,336
clients served

ACC(BB) ¹	ACC(PR) ²	ACC(YS) ³
495	470	371



356
new referrals

ACC(BB) ¹	ACC(PR) ²	ACC(YS) ³
147	126	83



199
clients achieved recovery
goals and were discharged

ACC(BB) ¹	ACC(PR) ²	ACC(YS) ³
73	88	38

¹ Anglican Care Centre (Bukit Batok)

² Anglican Care Centre (Pasir Ris)

³ Anglican Care Centre (Yishun)

Review of Services

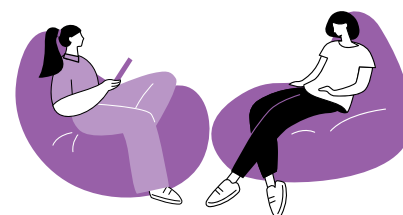
PSYCHIATRIC SHELTERED HOME

ANGLICAN CARE CENTRE (FARRER PARK)

Temporary accommodation, as well as counselling and case management support were provided to 86 clients who were recovering from mental health conditions to strengthen their independence and prepare them for smoother reintegration into the community. New referrals constituted 29% (25) of the cases. 20 clients achieved their recovery goals and were discharged.

STATISTICS OF TOTAL CLIENTS SERVED IN 2022	ACC(FP) ¹
REFERRAL SOURCE (NEW CLIENTS SERVED ONLY)	
Institute of Mental Health	25
DIAGNOSIS	
Schizophrenia	57
Mood Disorders	17
Anxiety Disorder	3
Others	9
AGE GROUP	
Below 21	3
21 - 29	12
30 - 39	23
40 - 49	21
50 - 59	16
60 and above	11
EDUCATION LEVEL	
No Formal Education	2
Primary Qualification	6
Secondary Qualification	47
Institute of Technical Education	3
Junior College Qualification	5
Diploma	12
Bachelor's Degree	8
Others	3
DISCHARGE OUTCOMES	
Recovery Goals Achieved	20
Dropped Out of Programme	1
Involuntary Discharges	2
Readmission to Hospital	6

¹ Anglican Care Centre (Farrer Park)



86
clients served



25
new referrals



20
clients achieved recovery goals
and were discharged

Review of Services

INTEGRATED EMPLOYMENT SERVICES

Integrated Employment Services helped 530 clients to develop their potential, gain and sustain employment as well as perform their job functions better through a wide range of employment services such as Employment Support Services (ESS), Work Integrated Skills Training (WIST), Employee Assistance Programme (EAP+) and Social Enterprises (SE) Services. New referrals constituted 39% (205) of the cases.

EMPLOYMENT SUPPORT SERVICES (ESS)

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

DIAGNOSIS

Schizophrenia	170
Mood Disorders	80
Anxiety Disorder	44
Others	29

AGE GROUP

Below 21	1
21 - 30	78
31 - 40	140
41 - 50	75
51 - 59	29

EDUCATION LEVEL

Primary Qualification	9
Secondary Qualification	50
Institute of Technical Education	26
Junior College Qualification	12
Diploma	125
Bachelor's Degree	98
Post Graduate	3

SERVICE OUTCOMES

Discharged from Programme	54
Employment Milestones	
- 1 Month	34
- 3 Months	57
- 6 Months	38
- 9 Months and Beyond	98
Dropout from Programme	5



530
clients served

ESS	WIST
323	68
EAP+	SE
93	46



205
new referrals

ESS	WIST
74	68
EAP+	SE
45	18



227
ESS clients successfully
gained employment



98
ESS clients sustained employment
for nine months and beyond

Review of Services

WORK INTEGRATED SKILLS TRAINING (WIST)

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

Clients Served	68
Impact on Clients	
- Improved Employability Skills	37
- Heightened Mental Health Awareness	34
- Equipped with Work-related Stress and Issues Management Skills	36
- Equipped with Symptom and Stress Management Skills	31

EMPLOYEE ASSISTANCE PROGRAMME (EAP+)

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

Companies Served	176
Clients Counselling	93
Workshops Conducted	90
Workshops Attendees	2001

SOCIAL ENTERPRISES (SE)

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

New Clients	46
Clients Active in SE	33
Clients Discharged	13
Duration of Vocational Training Completed	
- 3 Months	10
- 6 Months	24

Review of Services

SENIOR SERVICES

SACS provides a holistic suite of care services to the elderly, empowering them to age meaningfully in their communities. In 2022, we served 6,430 seniors through our various senior services: Cluster Operators, Active Ageing Centres, Senior Care Centre and Nursing Home.

CLUSTER OPERATORS

ANGLICAN CLUSTER OPERATOR (JURONG EAST, PEACE-CONNECT)

The two cluster operators served 1,624 seniors through a suite of eldercare services such as Home Personal Care (HPC), Cluster Support Services (CSS), Community Resource, Engagement and Support Team (CREST), as well as Senior Group Homes (SGH).

CLUSTER OPERATORS' SERVICES	ACO(JE) ¹	ACO(PC) ²
NO. OF SENIORS SERVED IN 2022		
Home Personal Care* (HPC)	N/A	108
Cluster Support Services (CSS)	139	215
Community Resource, Engagement and Support Team (CREST)	799	336
Senior Group Homes (SGH)	11	16
TOTAL	949	675
VOLUNTEERS RECRUITED AND TRAINED		
Cluster Support Services	2	12
Community Resource, Engagement and Support Team (CREST)	2	3
Senior Group Homes	N/A	2
TOTAL	4	17



1,624
seniors served

HPC*	CSS
108	354
CREST	SGH
1,135	27

¹ Anglican Cluster Operator (Jurong East)

² Anglican Cluster Operator (ACO) (PEACE-Connect)

* Only available at ACO (PEACE-Connect)²

ACTIVE AGEING CENTRES

ANGLICAN SENIOR CENTRE (HAVELOCK, JURONG WEST, PEACE-CONNECT@5, PEACE-CONNECT@8, TAMPINES, WOODLANDS, YISHUN)

On 1 April 2022, Anglican Senior Centres (ASC) (Havelock, Jurong West, Tampines, Woodlands, Yishun) were officially awarded by the Ministry of Health to become Active Ageing Centres (AAC). AAC serves as a baseline service which provides an "ABC" suite of services to all seniors nationwide. These services comprise active ageing programmes, befriending and buddying, as well as provision of information and referral to care services for seniors. The conversion from Senior Activity Centre to AAC enables us to provide better and improved services for our seniors.

BUILDING A COMMUNITY FOR SENIORS OF HAVELOCK VIEW

SACS officially opened its seventh active ageing centre, ASC (Havelock), on 3 December 2022 to meet the growing needs of the ageing population.

ASC (Havelock) is conveniently located within the Havelock community so that seniors can easily participate in social and recreational activities to stay active and build a healthy social network. ASC (Havelock) also offers services such as befriending and buddying, and the provision of information and referrals to care services.

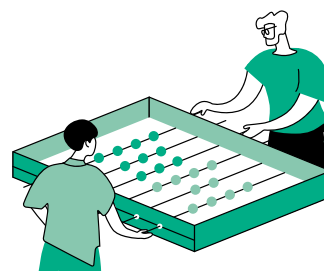
With the support of volunteers and community partners, especially from the anchor parish, St Matthew's Church, ASC (Havelock) organised various interest classes such as art and craft, calligraphy, dancing, lyre, singing and ukulele to encourage seniors to stay active, healthy and socially engaged. Well-received by the seniors, the activities also provided opportunities for seniors to showcase their talents, with seniors from the dancing, singing and ukulele classes performing at the official opening of ASC (Havelock).

During the official opening, Guest-of-Honour Mrs Josephine Teo, Minister for Communications and Information, Second Minister for Home Affairs, and Member of Parliament for Jalan Besar GRC (Kreta Ayer – Kim Seng), shared, "I am so grateful to Singapore Anglican Community Services for setting up the Anglican Senior Centre at Havelock. I know that especially during COVID-19, you continued to serve our residents with heart, encouraged them and assured them that they were not alone. One very good example is Auntie Lim who had a fall two years ago and hurt her back as well as pelvis. Even after she recovered, Auntie Lim became fearful of stepping out of the house. Staff and volunteers of the centre encouraged her and accompanied her for her medical appointments and rehabilitation sessions which built up her confidence. Auntie Lim now actively participates in the centre's activities. She even requests transport to pick her up from the centre to her physiotherapy sessions, instead of her HDB flat's void deck. The centre has become a second home of love and joy for Auntie Lim and other seniors in the community. I am also very happy that the centre has brought in community partners, such as St Matthew's Church, to serve the seniors and organise meaningful activities for them."



4,357

seniors were served through seven Active Ageing Centres under the umbrella of SACS



4,357

seniors served

ASC(HL) ¹	ASC(JW) ²
739	547
ASC(PC@5) ³	ASC(PC@8) ⁴
552	708
ASC(TM) ⁵	ASC(WL) ⁶
561	500
ASC(YS) ⁷	
750	

Review of Services



Storytelling workshop for seniors of ASC (Havelock) conducted in collaboration with National Arts Council and Singapore Chinese Cultural Centre



ASC (Havelock) Singing Interest Class performed at the Official Opening of ASC (Havelock) on 3 December 2022.

	ASC (HL) ¹	ASC (JW) ²	ASC (PC@5) ³	ASC (PC@8) ⁴	ASC (TM) ⁵	ASC (WL) ⁶	ASC (YS) ⁷	TOTAL
AGE GROUP OF CLIENTS SERVED IN 2022								
Below 50 years old	1	12	0	0	1	2	40	56
50 - 59 years old	17	18	0	0	43	18	41	137
60 - 79 years old	548	441	405	573	387	405	499	3,258
80 years old and above	173	76	147	135	130	75	170	906
VOLUNTEERS RECRUITED AND TRAINED								
	38	5	20	33	7	3	5	111

¹ Anglican Senior Centre (Havelock)

² Anglican Senior Centre (Jurong West)

³ Anglican Senior Centre (PEACE-Connect @5)

⁴ Anglican Senior Centre (PEACE-Connect @8)

⁵ Anglican Senior Centre (Tampines)

⁶ Anglican Senior Centre (Woodlands)

⁷ Anglican Senior Centre (Yishun)

Review of Services

SENIOR CARE CENTRE

ANGLICAN SENIOR CENTRE (HILLVIEW)

ENHANCING QUALITY OF CARE FOR SENIORS

Anglican Senior Centre (ASC) Hillview served 126 seniors through its day care and community rehabilitation services.

Ms Mabel Teo, Senior Administrative Assistant, ASC (Hillview), was conferred the Singapore Health Quality Service Award 2022 (Gold), a testament to the commitment of ASC (Hillview) in providing quality care for Singapore's rapidly ageing population.

ASC (Hillview) considers continuous upgrading of its care team as the bedrock of service excellence and an integral part of staff development. A total of 10 care team members successfully completed a 40-hour dementia care training course by Dementia Singapore and was awarded the Certificate in Foundations of Person-Centred Dementia Care. Over a period of eight months, care staff explored creative methods to engage seniors in meaningful recreational activities, guided by our occupational therapist. Equipped with new skills, care staff were empowered to run activities for seniors independently with confidence. Besides having care team members dedicated to serving the seniors, ASC (Hillview) was also blessed with regular volunteers who engaged the seniors in various recreational activities on-site and online.

Recognising the importance to continually improve its care for seniors, a 5-person delegation from ASC (Hillview) led by Dr Arthur Chern, Group Chief Executive Officer for SACS and SAMH as well as Mrs Mina Lim, Centre Head for ASC (Hillview) embarked on a 5-day study trip to Sydney, Australia. The team visited HammondCare Dementia Centre, CASS Care and the Uniting War Memorial Hospital, learnt about care processes in both day and residential facilities and explored new models of care to support persons with dementia living in the community. It was a fruitful learning trip as both teams shared unique experiences and exchanged ideas on providing better care for seniors with dementia.

COMMUNITY PARTNERSHIP

ASC (Hillview) was invited by the Southwest Community Development Council to participate in the Bukit Gombak Health and Wellness Partners' Retreat 2022 at the Hillview Community Club. The networking session of community partners provided opportunities for ASC (Hillview) to share its services and explore collaborative initiatives.

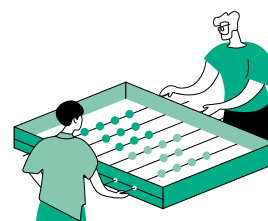


HammondCare Dementia Centre



CASS Care

ASC (Hillview) team went on a study trip to HammondCare Dementia Centre, CASS Care and the Uniting War Memorial Hospital, where they learnt about care processes in both day and residential facilities and explored new models of care to support persons with dementia living in the community.



126
seniors served

Day
Care
89

Community
Rehabilitation
37



centre attendance

Day
Care
9,473

Community
Rehabilitation
2,497



Uniting War Memorial Hospital

Review of Services

NURSING HOME

ST. ANDREW'S NURSING HOME (TAMAN JURONG)

PROVIDING RESIDENTIAL CARE FOR SENIORS AMIDST COVID-19

St. Andrew's Nursing Home (SANH) (Taman Jurong) demonstrated their commitment to excellence with the Ministry of Health renewing their 2-year license to provide eldercare services.

SANH (Taman Jurong) persevered in providing care for residents with COVID-19 amidst COVID-19. Telepresence robots were used to provide tele-consultation and in-house counselling sessions for residents as well as to facilitate virtual visitations. In addition, Pastoral Care Services also provided pastoral care and support for distressed residents who were isolated due to COVID-19.

SUPPORTING THE COMMUNITY

Initiated by Boon Lay Community Club, SANH (Taman Jurong) and Anglican Care Centre (ACC) (Bukit Batok) collaborated with Boon Lay Zone C Residents' Network to co-organise a health screening for Boon Lay Drive residents. The event was graced by Mr Desmond Lee, Minister for National Development and Minister-in-charge of Social Services Integration, who interacted with the residents and participated in the health screening.

The health screening aimed to detect potential medical conditions in residents early and encouraged them to seek professional help early by providing them with information on medical conditions as well as referral services.

Conducted by staff of SANH (Taman Jurong) and ACC (Bukit Batok), the health screening covered basic health screening tests such as body mass index, blood glucose and blood pressure, as well as mental wellness screening using assessment tools such as Even Briefer Assessment Scale for Depression (EBAS-DEP) and Abbreviated Mental Test (AMT) for Dementia. 45 residents were screened for dementia using AMT for Dementia and 7% was diagnosed with early signs of dementia. 60 residents were screened for depression using EBAS-DEP and 10% was diagnosed with depressive disorder.

COMMUNITY SUPPORT

As the COVID-19 pandemic measures tapered down, SANH (Taman Jurong) resumed activities such as park outings, drumming sessions, National Day Celebration, Christmas Celebration for its residents, supported by volunteers from Agape Methodist Church, Calvary BP Church, Jurong Christian Church, New Creation Church, St John's Chapel and Westside Anglican Church.

SANH (Taman Jurong) also continued its monthly birthday celebrations for residents with birthday cakes sponsored by Greenpac Singapore Pte Ltd.



323
residents served

Dementia Wards

79

General Rehabilitation Wards

84

Psychiatric Wards

160

Review of Services

QUALITY SERVICE FOR SENIORS

SANH (Taman Jurong) was accredited by the Institute of Technical Education (ITE) as one of its Adult Training Centres. Newly recruited healthcare assistants (HCAs) took up the ITE Skills Certificate Course conducted by SANH (Taman Jurong) Nurse Educator. The course, which comprised theory lessons, practical sessions and on-the-job training, provided the HCAs with new skills and knowledge which boosted their morale and work performance.

Through Wellness Training by Goshen Consultancy as well as dementia training provided by Dementia Singapore, care staff learnt to engage residents by adopting a person-centred care approach as well as obtained better understanding of the behaviour of residents with dementia.

With language being a communication barrier between residents and foreign care staff, SANH (Taman Jurong) volunteers conducted English classes for HCAs and Nursing Aides. The English lessons helped the care staff to assimilate into our culture, acquire new knowledge and enhance their communication skills.

SANH (Taman Jurong) collaborated with National University Health System, St Luke's Hospital and Abbott to provide staff training in infection control as well as wound care, pressure injuries and nutrition management.

Equipped with the necessary skills and knowledge of Advanced Care Planning (ACP) and Preferred Plan of Care (PPC), care staff also started engaging residents in ACP and PPC discussions.

The training courses equipped care staff with new skills and knowledge which boosted their self-confidence and motivated them to provide better care for residents.

BRINGING BACK YESTERYEAR FOR RESIDENTS

Looking forward, besides providing quality care for residents, SANH (Taman Jurong) aims to be a place where residents can call home, a place where they can create beautiful memories and keep their five senses (touch, hearing, sight, smell and taste) active as they participate in daily activities which they enjoy. These activities will include enjoying nostalgic food, games, old movies, singing old songs and gardening with fellow residents.



Initiated by Boon Lay Community Club, SANH (Taman Jurong) and (ACC) (Bukit Batok) collaborated with Boon Lay Zone C Residents' Network to co-organise a health screening for Boon Lay Drive residents.

The event was graced by Mr Desmond Lee, Minister for National Development and Minister-in-charge of Social Services Integration, who interacted with the residents and participated in the health screening.



A resident of SANH (Taman Jurong) enjoying a game with a Boys' Brigade volunteer.

Review of Services

FAMILY AND CHILDREN SERVICES

TEMPORARY REFUGE FOR WOMEN AND THEIR CHILDREN

ANGLICAN FAMILY CENTRE

Anglican Family Centre (AFC) provided a safe temporary abode for 217 cases of women-in-crisis and their children. 99.5% (216) of the cases served were family violence cases. By the end of 2022, 160 cases were discharged.

EMPOWERING AFC RESIDENTS

AFC embarked on its second Social Enterprise Project: A Fresh Creation 2022. Sales of terrariums and floral arrangements created by residents as well as cookies baked together with volunteers from St Andrew’s House raised a total of \$11,122.32. 90% of the sale proceeds benefited 20 families comprising single mothers and 30 children who participated in the project. This fundraising initiative also created bonds and networks amongst the residents and all who participated.



Terrariums, floral frames and cookies were hand-made by residents and volunteers of AFC for its Social Enterprise Project: A Fresh Creation 2022.



217
cases served

Family Violence	Homeless
216	1



160
new referrals

Government Agencies	Social Agencies
113	28
Others	
19	



160
cases discharged

Returned Home	HDB Rental Flat
63	22
Open Market Rental	Relatives / Friends
10	39
Others	
26	

Review of Services

CHILDREN BEFRIENDING

CITY COMMUNITY SERVICES

Operated by St Andrew's Cathedral under the umbrella of SACS, CITY Community Services (CITY) mentored and counselled 194 students in 2022.

BEFRIENDING AND CHARACTER BUILDING OF CHILDREN

CITY runs eight Befrienders Clubs in primary schools and organised both online and on-site befriending sessions. CITY revamped its Character syllabus as well as curated new teaching materials (CITY for LIFE) and activities for its students, which helped students to better understand the lessons taught. CITY also provided tuition for Primary 6 students and sent them Primary School Leaving Examination (PSLE) encouragement packs as a form of moral support. The Befrienders Alumni continued its outdoor activities in smaller groups.

BUILDING RESILIENCE OF CHILDREN

CITY partnered AFC to conduct a resilience workshop for 10 children during the September school holidays. With a pool of eight tutors, CITY provided tuition to the children at AFC as well as conducted workshops on financial literacy for its residents.

CITY helped to furnish the new homes of 25 discharged families with donated furniture and electrical items. In addition, CITY volunteers continued their unwavering effort to support the residents and their families even as they sought to rebuild their lives.

In total, CITY made contact with 60 families from AFC and continues to follow-up with 20 discharged families.

ENCOURAGING INVOLVEMENT OF CHILDREN IN COMMUNITY WORK

Moving forward, CITY aims to encourage its children and youths to be actively involved in community work through community engagement programmes.



194
students served

Befrienders Clubs	Befrienders Alumni
138	56



age group of students served

9 years old
23
10 – 12 years old
117
13 – 16 years old
54



CITY organised outdoor activities such as outings to Coney Island and Sentosa for youths.

Review of Services

SERVING GOD WITH ALL OUR HEART

2022 was significant as we witnessed good progress in the containment of COVID-19 and did not face major disruptions to our services. Staff morale had improved, many members and clients were making good, gradual progress. We are thankful for the partnerships with many social service agencies as well as continued support from our dedicated volunteers in supporting our clients' recovery in the community.

As we move into a new year, SACS Team will continue to serve God with all our heart and soul as we seek to be His light in the community. In the same way, let your light shine before others, that they may see your good deeds, and glorify your Father in heaven. (Matthew 5:16)



Dr Arthur Chern

Group Chief Executive Officer
Singapore Anglican Community Services



Mission to Seafarers

Affiliated Organisation

MANAGEMENT COMMITTEE

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

CHAIRMAN

Captain Robert Walker

VICE CHAIRMAN

Captain Richard Howe

HONORARY TREASURER

Captain Lim Swee Aun

HONORARY SECRETARY

Mr Vitalii Chaika

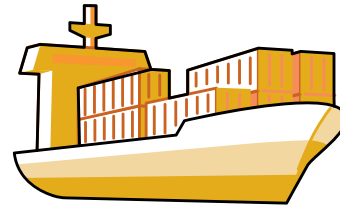
MEMBERS

Mr Lim Siew Cheng
Mr Victor Tan
Captain Frederick Francis
Mr Chris Jones
Captain Nick White
Captain Lee Wai Pong
Mr Lars Kastrup
Mr Winston Tham
Mr Hudson Kim

CO-OPTED MEMBERS

Ms Joyce Lee
Mr Mohamad Bin Abu Bakar

2022 STATISTICS



Jurong Port

672

ships visited

257

seafarers transported

802

centre attendance

3,918

seafarers benefitted from portable routers



PSA Pasir Panjang

3,225

ships visited

394

seafarers transported

102

centre attendance

4,869

seafarers benefitted from portable routers

Mission to Seafarers



MtSS provided transport for crew members who disembarked from the ships for shore leave.



MtSS outreach to seafarers at the anchorages was shelved for more than two years due to COVID-19.

With the re-opening of the border, crew members working on board tankers are now able to gain direct access to MtSS services.



MtSS is geared up for the Tuas Mega Port. The first phase was completed and operations began in 2022.

When fully completed, the mega port will double the volume of containers currently handled by all the ports in Singapore.

REACHING OUT TO SEAFARERS

MtSS resumed its services in Jurong Port and PSA Pasir Panjang in April and June 2022 respectively. To reach out to seafarers, MtSS signed up 40 Wifi data plans and bought portable routers for them to connect with their families and friends.

During festive seasons, the Maritime and Port Authority of Singapore and the Singapore Maritime Officers' Union supported MtSS in providing food and beverage as well as gift packs for seafarers.

Mr Toh Soon Kok

Port Chaplain

Mission to Seafarers, Singapore

St. Andrew's Mission Hospital

Affiliated Organisation

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

In 2023, SAMH would be into its 110 years of serving the vulnerable and disadvantaged in Singapore. As a Community Care Organisation, SAMH provides health, social care and education services through: St. Andrew's Community Hospital (SACH), St. Andrew's Mission Hospital Clinic (SAMH Clinic), St. Andrew's Migrant Worker Medical Centre (SAMWMC), St. Andrew's Senior Care (SASC), St. Andrew's Nursing Home (SANH), St. Andrew's Autism Centre (SAAC) and St. Andrew's Mission School (SAMS).

NATIONAL RECOGNITION

SACH was awarded The President's Certificate of Commendation (COVID-19), and the following received the Public Service Medal (COVID-19): Dr Arthur Chern, Group Chief Executive Officer (GCEO), SAMH and Singapore Anglican Community Services (SACS); Dr Loh Yik Hin, CEO, SACH; Dr Angel Lee, Medical Director, SACH; Dr Edward Goh, Head, Inpatient Rehabilitation Services, SACH; Mr Chan Wah Tiong, CEO, SANH Cluster; Ms Phyllis Tan, Assistant Director of Nursing, SANH (Queenstown).

ST. ANDREW'S COMMUNITY HOSPITAL

SACH continued to grow its inpatient rehabilitative, sub-acute and palliative care services despite having to operate a Coronavirus Disease 2019 (COVID-19) ward and a COVID-19 Treatment Facility during the heights of the upsurge of COVID-19 variants.

SACH had a total of 3,189 Inpatient Admissions, 9,047 Outpatient Clinic Attendances, 8,617 Home Care Service Visits and 18,724 Day Rehabilitation Centre Attendances.

THE FIRST COMMUNITY HOSPITAL

2022 was momentous for SACH. Turning 30, it holds the distinction as Singapore's first and oldest community hospital. Opened in 1992 by Mr Yeo Cheow Tong, then Minister for Health and Community Development, SACH started at Elliot Road, the former premises of the St. Andrew's Orthopaedic Hospital which had ceased operations in the 1980s.

Since 1992, SACH has continued to break new ground with its longstanding partnership with Changi General Hospital (CGH). SACH was a pioneer in the integrated care model when it became the first community hospital to be co-located with an acute hospital, CGH, in 2005. The subsequent joint development of a hospital building known as "The Integrated Building" saw SACH as one of the leaders of coordinated care, particularly for elderly patients who require a continuum of care as they transit from the acute care setting, followed by sub-acute and rehabilitation care before their return to the community.

MAKING A DIFFERENCE TO THE LIVES OF MIGRANT WORKERS

Appointed as the first of six anchor operators by the Ministry of Manpower to provide primary care for migrant workers, SAMH partnered with the Estate of Khoo Teck Puat, the Estate of Ng Teng Fong, as well as the Singapore Business Federation Foundation (SBF Foundation), to set up SAMWMC in 2021. Located within Penjuru Recreation Centre, SAMWMC started operations in 2021 and serves 85,000 migrant workers living in the surrounding area.

ST. ANDREW'S SENIOR CARE

In 2022, SASC (Dover, Henderson, JOY Connect, Queenstown, Tampines Central) served a total of 691 seniors through its day care and community rehabilitation services.

IMPACTING LIVES OF SENIORS

SASC (Dover) welcomed its first clients on 3 February 2022, providing day care, dementia day care, community rehabilitation and centre-based nursing services for seniors staying in the vicinity of Dover, Ghim Moh, Clementi, Queenstown and Holland through 80 day care and 15 day rehabilitation places. Together with St. John's - St. Margaret's (SJSM) Church Heartfriends Community Services, SASC (Dover) hopes to impact the lives of more seniors beyond its location in the SJSM Village.

EXPANDING SERVICES FOR SENIORS

SASC will continue to partner community services and regional health systems to provide holistic and comprehensive programmes for seniors and their families through its expansion plans in the eastern side of Singapore with the opening of SASC (Bedok North) and SASC (Bedok South) in 2023.

St. Andrew's Mission Hospital

ST. ANDREW'S NURSING HOME

In 2022, SANH (Buangkok) operated at 100% occupancy (serving 300 residents). SANH (Henderson, Queenstown) and St. John's - St. Margaret's Nursing Home (SJSM NH) ended the year at 99.6% (serving 251 residents), 97.6% (serving 285 residents) and 97.7% (serving 260 residents) respectively.

BOOSTING RESIDENTIAL CARE FOR SENIORS

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

AN INTEGRATED CARE MODEL: SJSM NH AND SASC (DOVER)

On 14 September 2022, SJSM NH and SASC (Dover), under the auspices of SAMH and SJSM Church officially opened within SJSM Village. The curated services are part of an integrated care model sited in an intergenerational, multi-service complex. SJSM NH and SASC (Dover) together with Little Seeds Preschool (SJSM) by Anglican Preschool Services and SJSM Church collectively form the SJSM Village.

ST. ANDREW'S AUTISM CENTRE

JOURNEYING ALONGSIDE PERSONS WITH AUTISM

In 2022, SAAC served 450 students, clients and residents with moderate to severe autism through the St. Andrew's Autism School (SAAS), two Day Activity Centres at Siglap and Sengkang as well as St. Andrew's Adult Home (Sengkang). The purposeful impact of SAAC's work on their lives as well as that of their families and caregivers reinforces its firm conviction that no one with autism should journey alone. SAAC continued to invest in its people, staff training and education as well as enhance processes to deepen care while enabling each individual to lead a dignified and meaningful life.

ST. ANDREW'S MISSION SCHOOL

FULFILLING THE ASPIRATIONS OF CHILDREN WITH AUTISM

43 students had been enrolled into SAMS since it commemorated the start of its first year of operations with a special service on 12 January 2022. The service was graced by The Right Reverend Dr Titus Chung, President of SAMH and SACS. The school community stood as one, committing themselves to the holistic education of its students. SAMS offers the national curriculum and together with SAAS which caters for children with moderate to severe autism, allow students and their families to live dreams through education pathways that are relevant, based on each child's natural abilities, aptitudes and gifting. The bedrock of SAMS education philosophy is the view that all children are precious and special, and to be loved and treasured. This echoes SAMH's larger vision and legacy of care to serve the disadvantaged and vulnerable.

FAITHFUL SERVICE UNTO THE LORD

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

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

Dr Arthur Chern

Group Chief Executive Officer
St. Andrew's Mission Hospital

Leadership

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

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

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

The roles and responsibilities of the Board include:

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

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

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

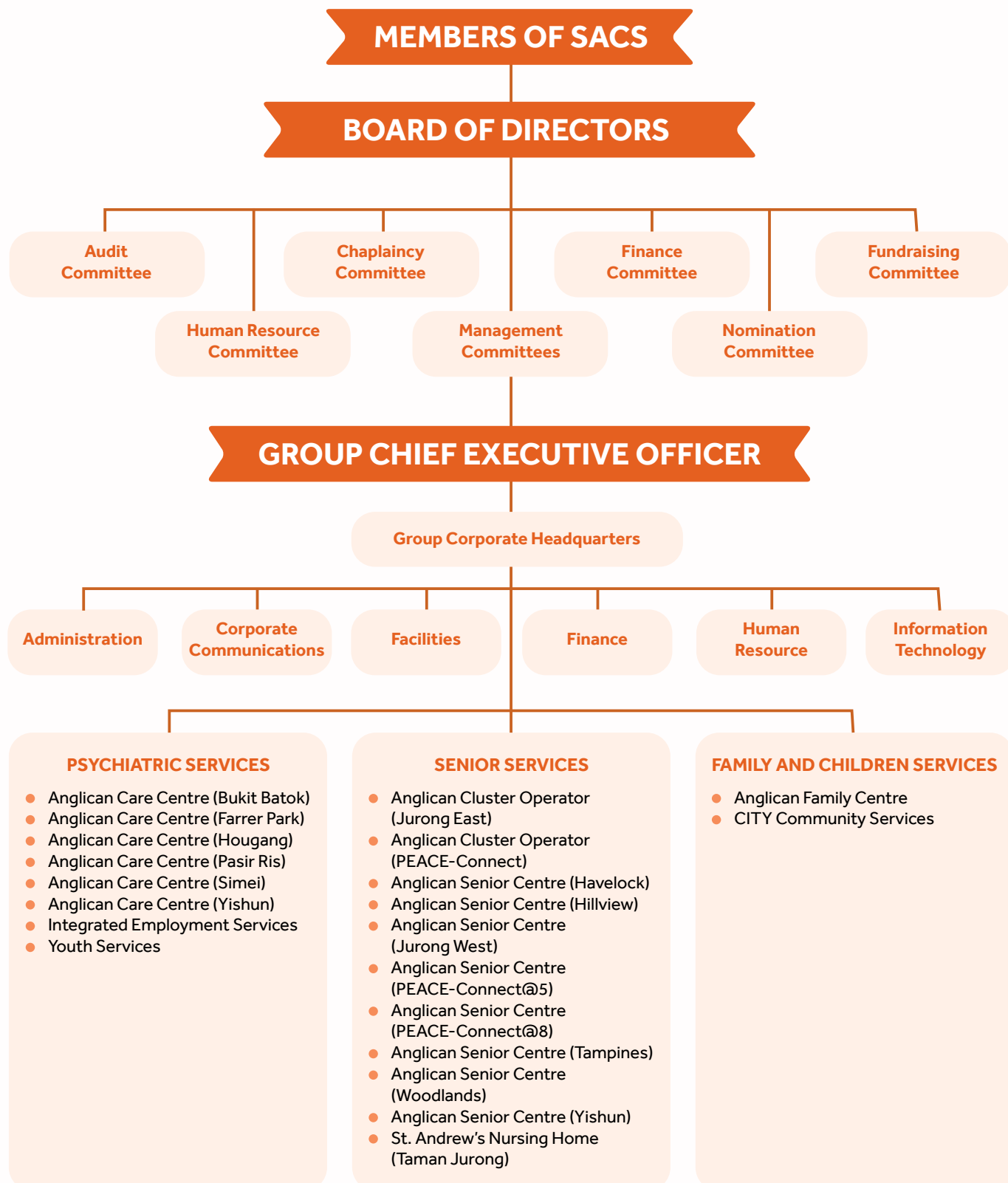
Yearly, the Board uses the Governance Evaluation Checklist from the Charity Council to review the extent SACS has complied with guidelines in the Code of Governance for Charities and IPC. In addition, a self-evaluation is also conducted yearly by the Board on their effectiveness.

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

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

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

Organisation Structure



Board of Directors

The Board and Committees were appointed on a two-year term on 20 May 2021.

Four of the 11 members have served on the Board for more than 10 consecutive years. The Board was of the opinion that the vast experience of these members with the organisation will provide the Board with valuable insights and direction, and there is adequate succession for the Board. The Treasurer has a term limit of four years.

The meeting attendance is for the period of 11 May 2022 to 11 April 2023.



HONORARY PRESIDENT
The Right Reverend
Dr Titus Chung Khiam Boon
 Bishop
 PhD (Philosophy)
 (Appointed since 2020)
 Meeting Attendance: [4/5]



HONORARY VICE PRESIDENT
Mr Keith Chua Tiang Choon
 Businessman
 BBA
 (Appointed since 1998)
 Meeting Attendance: [5/5]



HONORARY SECRETARY
Mr Ngiam Shih Chun
 Chief Executive Officer
 MSc (Mgt Sc), MSc (Fin Eng),
 BSc (Mech Eng)
 (Appointed as Board Member since
 2017, Honorary Vice Treasurer from
 2019 to 2020)
 Meeting Attendance: [5/5]



HONORARY TREASURER
Mr Ho Boon Sing
 Financial Controller
 ACMA, CGMA, CA (Singapore)
 (Appointed as Board Member since
 2011, Honorary Treasurer since 2019)
 Meeting Attendance: [5/5]



HONORARY VICE SECRETARY
Associate Professor
Steven Lim Hoon Chin
 Senior Consultant (Medical)
 MBBS, MRCS (A&E) (Edin),
 FAMS, FCDMS
 (Appointed since 2015)
 Meeting Attendance: [4/5]



HONORARY VICE TREASURER
Mr Heng Kok Chiang
 Managing Director
 Professional Dip
 (Training & Development)
 (Appointed since 2011)
 Meeting Attendance: [5/5]



BOARD MEMBER
Reverend Adrian
Chong Kum Cheong
 Clergyman
 BDiv
 (Appointed since 2021)
 Meeting Attendance: [5/5]



BOARD MEMBER
Mr Edward D'Silva
 Senior Advisor (Architect)
 BAR (NUS)
 (Appointed since 2013)
 Meeting Attendance: [4/5]



BOARD MEMBER
Reverend Koh Hock Soon
 Clergyman
 Bachelor
 (Appointed since 2021)
 Meeting Attendance: [2/5]



BOARD MEMBER
RADM (Ret) Kwek Siew Jin
 Retired
 BEng
 (Appointed since 2012)
 Meeting Attendance: [5/5]



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



BOARD MEMBER
Mr Tony Soh Cheow Yeow
 Chief Executive Officer
 BBA (Distinction)
 (Appointed since 2021)
 Meeting Attendance: [4/5]

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

Management Committees

ROLES OF THE MANAGEMENT COMMITTEES

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

CHAIRMAN

Mr Keith Chua Tiang Choon
Businessman
BBA

VICE CHAIRMAN

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

MEMBERS

Reverend Darren Choo
Clergyman
Bachelor

Mr Edward D'Silva
Senior Advisor (Architect)
BAR (NUS)

Mr Tony Soh Cheow Yeow
Chief Executive Officer
BBA (Distinction)

Reverend Edwin Tan Weng Keong
Clergyman
BBA, MDvi

Ms Wong Kok Yee
Chartered Accountant
FCCA

ST. ANDREW'S NURSING HOME

CHAIRMAN

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

MEMBERS

**Adjunct Associate Professor Chua
Chi Siong**
Medical Director
MBBS, MMed (FM), FCFP

Professor Chua Hong Choon
Chief Executive Officer
MMed (Psych), MSc (Health Care Mgmt)

Reverend Canon Huang Ao You
Clergyman
MTheo, M Div, BBA

Ms Mary Law Moi Chan
Retired
BSc (Nursing Mgmt)

Mr Lee Cheow Seng
Retired
BAcc

Associate Professor Lee Kheng Hock
Senior Consultant Medical
MBBS, MMed (FM), FAMS, FCFPS

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

Reverend Jeremy Ponniah
Clergyman
MBA

Dr Tan Chi Chiu
Medical Doctor (Gastroenterologist)
MBBS, MRCP (Int Med), FAMS (Gastroenterology)

**Associate Professor
Wong Chee Meng John**
Senior Consultant (Medical)
MMed (Psych), MSC

**Adjunct Associate Professor
Reuben Wong**
Medical Doctor (Gastroenterologist)
MBBS, AGAF, FRCP, FAMS

Dr Yeo Sheng Ming Noel
Chief Operating Officer
GDOM, MBBS, EMBA

Management Committees

ANGLICAN CLUSTER OPERATOR (PEACE CONNECT)

CHAIRMAN

The Right Reverend Low Jee King
Clergyman
Bachelor of Divinity

VICE CHAIRMAN

Mr John Teo Woon Keng
Executive Director
MBA/ B Accountancy (Econs)

TREASURER

Mr Jason Wong Yew Choy
Self Employed
O Level

SECRETARY

Ms Ho Ning Lynn
Associate Consultant
Diploma

MEMBERS

Mr Chay Ngeet Shin
Marketing Manager
A Level

Mr Chua Nguan Seng
Retired
O Level

Ms Mary Law Moi Chan
Retired
BSc (Nursing Mgmt)

Dr Ng Tong Yong
Doctor
Postgraduate

Mr Wilfred Tay Swee Kok
Director
Masters of Arts in Leadership

Mr Teong Swee Chin
Retired
O Level

EX-OFFICIO

Reverend Adrian Chong
Clergyman
BDiv

CITY COMMUNITY SERVICES

CHAIRMAN

Ms Vivien Chen Vui Wen
Retired
Masters

HONORARY SECRETARY

Dr Stanley Lai Tze Chang
Senior Counsel
PhD in Law

MEMBERS

Ms Karen Chua
Change Manager
Bachelor

Dr Michael Lim Khong Jin
Medical Doctor
Master of Science in Research

Mr Lawrence Seow Hood Teck
Marine Consultant (Self-employed)
A Level

Reverend Joshua Raj Sundraraj
Clergyman
Bachelor

Ms Angie Tan An Qi
Legal Counsel
Bachelor

Ms Tan Swee Lin
Corporate Trainer
MSc In Business

Other Committees

AUDIT COMMITTEE

ROLES OF THE AUDIT COMMITTEE

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

CHAIRMAN

Mr Ngiam Shih Chun
Chief Executive Officer
MSc (Mgt Sc), MSc (Fin Eng), BSc (Mech Eng)

MEMBERS

Reverend Darren Choo
Clergyman
Bachelor

Mr Ho Boon Sing
Financial Controller
Dip Accountancy (ACMA)

Mr Jeffrey Seah
Assistant Accounts Manager
ACCA

CHAPLAINCY COMMITTEE

ROLES OF THE CHAPLAINCY COMMITTEE

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

CHAIRMAN

Venerable Wong Tak Meng
Clergyman
MDiv

MEMBERS

The Right Reverend Low Jee King
Clergyman
BTh

Reverend Adrian Chong Kum Cheong
Clergyman
BDiv

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

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

FINANCE COMMITTEE

ROLES OF THE FINANCE COMMITTEE

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

CHAIRMAN

Mr Ho Boon Sing
Financial Controller
Dip Accountancy (ACMA)

MEMBERS

Mr Charlie Chan Wai Kheong
Chief Executive Officer
MBA

Mr Heng Kok Chiang
Managing Director
Prof Dip in Training and Development

Mr Ngiam Shih Chun
Chief Executive Officer
MSc (Mgt Sc), MSc (Fin Eng), BSc (Mech Eng)

Ms Wong Kok Yee
Chartered accountant
FCCA

Other Committees

FUNDRAISING COMMITTEE

ROLES OF THE FUNDRAISING COMMITTEE

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

CO-CHAIRMEN

Mr Keith Chua Tiang Choon
Businessman
BBA

Mr Andrew Goh Kia Teck
Non- Executive Director
BEcon

MEMBERS

Mr Charlie Chan Wai Kheong
Chief Executive Officer
MBA

Ms Wong Kok Yee
Chartered accountant
FCCA

HUMAN RESOURCE COMMITTEE

ROLES OF THE HUMAN RESOURCE COMMITTEE

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

CHAIRMAN

Mr Edward D'Silva
Senior Advisor (Architect)
BAR (NUS)

MEMBERS

Mr Keith Chua Tiang Choon
Businessman
BBA

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

Mr Tony Soh Cheow Yeow
Chief Executive Officer
BBA (Distinction)

NOMINATION COMMITTEE

ROLES OF THE NOMINATION COMMITTEE

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

CHAIRMAN

**The Right Reverend
Dr Titus Chung Khiam Boon**
Bishop
PhD (Philosophy)

MEMBERS

Mr Keith Chua Tiang Choon
Businessman
BBA

Mr Andrew Goh Kia Teck
Non- Executive Director
BEcon

**The Late Adjunct Professor
Richard Magnus**
LLB (Hons) and LLM
(Passed away on 14 March 2022)

Management Executives

SINGAPORE ANGLICAN COMMUNITY SERVICES

GROUP CHIEF EXECUTIVE OFFICER

Appointed on 1 May 2012
Dr Arthur Chern

DIRECTOR

SACS Healthcare Services
Appointed on 01 Jan 2008
Dr Loh Yik Hin

DIRECTOR

Group Information Technology
Appointed on 11 July 2022
Mr Albert Hong

DIRECTOR

Group Human Resource
Appointed on 05 May 2000
Ms Yuen-Chiew Yew Mee

HEAD

Group Finance
Appointed on 10 February 2020
Ms Angie Tang

HEAD

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

HEAD

Group Administration
Appointed on 01 July 2021
Ms Foo Li Boey

MANAGER

Group Facilities
Appointed on 01 April 2022
Mr Adrian Tan

SACS PSYCHIATRIC SERVICES

EXECUTIVE DIRECTOR

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

DEPUTY CENTRE DIRECTOR

Anglican Care Centre (Simei)
Appointed on 01 May 2013
Mr Justin Teo

DEPUTY CENTRE DIRECTOR

Anglican Care Centre (Hougang)
Appointed on 20 July 2010
Ms Yvonne Kiang

CENTRE DIRECTOR

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

CENTRE HEAD

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

CENTRE HEAD

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

CENTRE HEAD

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

HEAD

Integrated Employment Services
Appointed on 1 July 2017
Mr Vincent Budihardjo

SACS SENIOR SERVICES

HEAD

SACS Senior Services
Appointed on 1 July 2017
Mr Vincent Budihardjo

CENTRE HEAD

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

CLUSTER DIRECTOR

Anglican Cluster Operator
(PEACE Connect)
Appointed on 1 October 2015
Mr Richard Chua

EXECUTIVE DIRECTOR

St. Andrew's Nursing Home
(Taman Jurong)
Till 19 May 2022
Mr Philip Wong

EXECUTIVE DIRECTOR

St. Andrew's Nursing Home
(Taman Jurong)
Appointed on 20 May 2022
Mr Steven Ting

SACS FAMILY AND CHILDREN SERVICES

CENTRE DIRECTOR

Anglican Family Centre
Appointed on 1 January 2018
Ms Theresa Wee

GENERAL MANAGER

CITY Community Services
Appointed on 1 January 2022
Mr Jamie Choo

Corporate Governance

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

CODE OF GOVERNANCE

SACS has complied with the Code of Governance for Charities and Institutions of a Public Character (IPCs) (under Advanced Tier - For Large IPCs with gross annual receipts or total expenditure of \$10 million or more) issued by the Charity Council.

S/N	Code of Governance for Charities and IPCs Guidelines	Code ID	Response
Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Complied
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years . If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years .	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied
Human Resource and Volunteer² Management			
13	The Board approves documented human resource policies for staff.	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (skip item 16 if "No")		Yes
16	There are volunteer management policies in place for volunteers.	5.7	Complied

Corporate Governance

S/N	Code of Governance for Charities and IPCs Guidelines	Code ID	Response
Financial Management and Internal Controls			
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks .	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")		Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")		Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 24 if "No")		Yes
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
25	The charity discloses in its annual report — (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
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")		No
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	Complied
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Yes
27	No staff is involved in setting his own remuneration.	2.2	Complied
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied

Corporate Governance

S/N	Code of Governance for Charities and IPCs Guidelines	Code ID	Response
29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that there is no paid staff, being a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied
Public Image			
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

Notes:

¹ Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

² Volunteer: A person who willingly serves the charity without expectation of any remuneration.

³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity -

- (a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
- (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

- (i) the child or spouse of the Executive Head or governing board member;
- (ii) the stepchild of the Executive Head or governing board member;
- (iii) the dependant of the Executive Head or governing board member.
- (iv) the dependant of the Executive Head's or governing board member's spouse.

⁴ Executive Head: The most senior staff member in charge of the charity's staff.

Corporate Governance

CONFLICT OF INTEREST POLICY

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

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

WHISTLE-BLOWING POLICY

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

RESERVES POLICY

SACS has a Reserves Policy and aims to achieve a general reserve ratio of 12 months of the operating expenditure to meet its operational needs.

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

The reserve ratios are 1.20 and 1.24 in 2021 and 2022 respectively. For 2023, the projected reserves ratio is 1.10.

FUNDRAISING POLICY

SACS has a Fundraising Policy for management of fundraising and donations. The policy takes reference from the prevailing version of the Acts and guidelines under government ministries and/ or statutory boards. They include, but are not limited to, The Statutes of Republic of Singapore Charities Act 1994, Code of Governance for Charities and Institutions of a Public Character, Inland Revenue Authority of Singapore and Personal Data Protection Act 2012. SACS keeps its audited fundraising expenses ratio below 30%.

EMPLOYEE COMPENSATION POLICY

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

DISCLOSURE OF REMUNERATION OF THE THREE HIGHEST PAID STAFF WHO EACH RECEIVES MORE THAN \$100,000, IN BANDS OF \$100,000.

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

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

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

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

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

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

Acknowledgement of Donations, Gifts and Services Rendered

A

Aw Patricia

C

Chan Leong Khoon Scott
Cheong Ai Jee Jenny
Chong Van Vun
Chua, Karen
Church of The Holy Cross
CITY Community Services

E

Ee En Qi Amelia
Eng Lay Khim Joan

G

Gan Daphne
Gan Vera
Giam Jenny
Goh Chong Beng
Goh Wei En Marcus

H

Ho Joyce

K

Kunnilytte Cheriyan

L

Lai Won Yeong Jenny
Lee Steffi
Leong Lydia
Lim Siok Tin
Loo Yuet Kwai Dorothy
Looi Jia Min

N

N.E.W. (New Encounter Worship)
Ngiam Shih Chun

O

Ong Phek Hoon Molly

P

Pang Kia Wui Jonathon
Pang Tsui Ying Patricia
Paya Lebar Methodist Church

Q

Quek Kai Jie Kenneth James

R

RSVP Singapore

S

Sim Ai Lian Pearl
Clement Sim and friends
Singapore Women's Association
Soh Lilian Jordann
St Andrew's House
St Peter's Church

T

Tan An Qi Angie
Tan Ong Phek Hoon Molly
Teng Chiang Fong Christopher
Teng Jia Hui

V

Luisa Vass and friends

W

Wang Qiuyue

Y

Yee Min Jia
Yeo Soh Cheng Lynette

FINANCIAL STATEMENTS YEAR ENDED 31 DECEMBER 2022

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

UNIQUE ENTITY NUMBER: S75SS0005H

ADDRESS: 10 Simei Street 3
Singapore 529897

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

AUDITOR: RSM Chio Lim LLP



If you would like to have a full copy of the
SACS 2022 Audit Report, you may wish to:

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

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

Statement by the Board and Financial Statements

Reporting Year Ended 31 December 2022

RSM Chio Lim LLP

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

T +65 6533 7600

Audit@RSMSingapore.sg
www.RSMSingapore.sg

UEN: T09LL0008J

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

Business Advisors to Growing Businesses

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement by the Board and Financial Statements

Contents	Page
Statement by Board	1
Independent Auditor's Report.....	2
Statement of Financial Activities	5
Statement of Financial Position.....	7
Statement of Changes in Funds.....	8
Statement of Cash Flows	9
Notes to the Financial Statements	10

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement by the Board

In the opinion of the Board, the accompanying financial statements are drawn up so as to present fairly, in all material respects, the state of affairs of Singapore Anglican Community Services (the "Society") as at 31 December 2022 and the results, changes in funds and cash flows of the Society for the reporting year ended on that date and at the date of this statement there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due.

The Board approved and authorised these financial statements for issue.

On behalf of the Board



.....
Ngiam Shih Chun
Hon. Secretary

Singapore
11 April 2023



.....
Ho Boon Sing
Hon. Treasurer

**Independent Auditor's Report to the Members of
SINGAPORE ANGLICAN COMMUNITY SERVICES
(Registered in Singapore under the Charities Act 1994 and Societies Act 1966)**Audit@RSMSingapore.sg
www.RSMSingapore.sg**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 2022, and the statement of financial activities, statement of changes in funds and statement of cash flows for the reporting year then ended, and notes to the financial statement, including the significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act 1966 (the Societies Act), the Charities Act 1994 and other relevant regulations (the Charities Act and Regulations) and Singapore Financial Reporting Standards (SFRS) so as to present fairly, in all material respects, the state of affairs of the Society as at 31 December 2022 and the results, changes in funds and cash flows of the Society for the reporting year ended on that date.

Basis for opinion

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

Other information

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

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

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

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

– 2 –

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

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

– 3 –

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

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

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

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

Report on other legal and regulatory requirements

In our opinion:

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

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

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

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



RSM Chio Lim LLP
Public Accountants and
Chartered Accountants
Singapore

11 April 2023

Engagement partner – effective from reporting year ended 31 December 2019

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Financial Activities
For the Reporting Year Ended 31 December 2022

		UNRESTRICTED				RESTRICTED				Total
		Accumulated fund \$	Building and Renovation fund \$	BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	(Note 14B) Other restricted funds \$	Sub total \$	
2022										
<u>Incoming Resources:</u>										
Voluntary income										
– Government subventions	6	22,327,217	–	–	22,327,217	–	4,878,920	–	4,878,920	27,206,137
– Donations	5	1,190,756	–	–	1,190,756	155,935	23,279	12,525	191,739	1,382,495
– Donations – utilisation of deferred donations	16	734,506	–	–	734,506	–	–	–	–	734,506
Amortisation of government grants	16	1,479,887	–	–	1,479,887	–	71,115	–	71,115	1,551,002
Utilisation of government grants	16	1,092,016	–	–	1,092,016	–	–	–	–	1,092,016
Income from client's activities		4,963,981	–	–	4,963,981	–	43,726	–	43,726	5,007,707
Client's fee waived		(48,746)	–	–	(48,746)	–	(5,136)	–	(5,136)	(53,882)
Enterprise project revenue		233,352	–	–	233,352	–	209,380	–	209,380	442,732
Investment income	4	313,487	13,579	–	327,066	–	44,687	–	44,687	371,753
Sundry income		89,711	–	–	89,711	–	4,762	–	4,762	94,473
Gain on disposal of plant and equipment		–	–	–	–	–	–	–	–	–
Total incoming resources		32,376,167	13,579	–	32,389,746	155,935	5,270,733	12,525	5,439,193	37,828,939
<u>Resources Expended:</u>										
Chaplaincy operating expenses		–	–	–	–	140,578	–	–	140,578	140,578
Client's activities expenses		1,113,255	–	2,459	1,115,714	–	66,724	16,182	82,906	1,198,620
Medical supplies and services		2,228,754	–	–	2,228,754	–	1,376	–	1,376	2,230,130
Depreciation	9	1,584,738	–	–	1,584,738	–	113,806	–	113,806	1,698,544
Depreciation of right-of-use assets		2,548,252	–	–	2,548,252	–	223,020	–	223,020	2,771,272
Enterprise project expenses		39,713	–	–	39,713	–	–	–	–	39,713
Loss on disposal of plant and equipment		1,463	–	–	1,463	–	–	–	–	1,463
Operating lease expenses		178,772	–	–	178,772	–	46,316	–	46,316	225,088
Building services, management and maintenance expenses		2,080,735	–	–	2,080,735	–	162,104	–	162,104	2,242,839
Employee benefits expenses	7	16,648,425	–	–	16,648,425	–	3,777,194	4,857	3,782,051	20,430,476
Administrative costs		784,822	–	–	784,822	–	370,419	–	370,419	1,155,241
Interest expense on lease liabilities	18	69,466	–	–	69,466	–	7,844	–	7,844	77,310
Other operating expenses		170,155	–	–	170,155	–	104,427	–	104,427	274,582
Non-claimable GST		608,849	–	–	608,849	–	11,849	–	11,849	620,698
Total resources expended		28,057,399	–	2,459	28,059,858	140,578	4,885,079	21,039	5,046,696	33,106,554
Net surplus / (deficit)		4,318,768	13,579	(2,459)	4,329,888	15,357	385,654	(8,514)	392,497	4,722,385
Balance at 1 January 2022		30,426,633	3,057,934	104,612	33,589,179	337,005	4,771,011	53,249	5,161,265	38,750,444
Balance at 31 December 2022		34,745,401	3,071,513	102,153	37,919,067	352,362	5,156,665	44,735	5,553,762	43,472,829

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Financial Activities
For the Reporting Year Ended 31 December 2022

		UNRESTRICTED				RESTRICTED				Total
		Accumulated fund \$	Building and Renovation fund \$	BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	(Note 14B) Other restricted funds \$	Sub total \$	
2021										
<u>Incoming Resources:</u>										
Voluntary income										
– Government subventions	6	19,030,418	–	–	19,030,418	–	4,480,718	–	4,480,718	23,511,136
– Donations	5	1,742,869	–	–	1,742,869	239,001	2,862	13,194	255,057	1,997,926
Amortisation of government grants/ donations	16	1,375,499	–	–	1,375,499	–	83,772	–	83,772	1,459,271
Utilisation of government grants/ donations	16	2,769,640	–	–	2,769,640	–	67,916	–	67,916	2,837,556
Income from client's activities		4,765,553	–	–	4,765,553	–	71,325	–	71,325	4,836,878
Client's fee waived		(29,946)	–	–	(29,946)	–	(31,237)	–	(31,237)	(61,183)
Enterprise project revenue		203,266	–	–	203,266	–	79,976	–	79,976	283,242
Investment income	4	71,301	5,898	–	77,199	–	11,492	–	11,492	88,691
Sundry income		89,542	–	–	89,542	9,333	12,528	–	21,861	111,403
Gain on disposal of plant and equipment		–	–	–	–	–	–	–	–	–
Total incoming resources		30,018,142	5,898	–	30,024,040	248,334	4,779,352	13,194	5,040,880	35,064,920
<u>Resources Expended:</u>										
Chaplaincy operating expenses		–	–	–	–	150,908	–	–	150,908	150,908
Client's activities expenses		1,069,427	–	6,676	1,076,103	–	76,268	14,712	90,980	1,167,083
Medical supplies and services		2,125,270	–	–	2,125,270	–	433	–	433	2,125,703
Depreciation	9	1,453,521	–	–	1,453,521	–	123,749	–	123,749	1,577,270
Depreciation of right-of-use assets		2,513,433	–	–	2,513,433	–	228,161	–	228,161	2,741,594
Enterprise project expenses		41,710	–	–	41,710	–	–	–	–	41,710
Loss on disposal of plant and equipment		10,453	–	–	10,453	–	92	–	92	10,545
Operating lease expenses		168,088	–	–	168,088	–	41,977	–	41,977	210,065
Building services, management and maintenance expenses		1,858,290	–	–	1,858,290	–	140,217	–	140,217	1,998,507
Employee benefits expenses	7	14,788,276	–	–	14,788,276	–	3,700,919	551,387	4,252,306	19,040,582
Administrative costs		668,297	–	–	668,297	–	557,495	–	557,495	1,225,792
Interest expense on lease liabilities	18	54,312	–	–	54,312	–	4,219	–	4,219	58,531
Other operating expenses		188,780	–	–	188,780	–	94,151	–	94,151	282,931
Non-claimable GST		501,159	–	–	501,159	–	9,401	–	9,401	510,560
Total resources expended		25,441,016	–	6,676	25,447,692	150,908	4,977,082	566,099	5,694,089	31,141,781
Net surplus / (deficit)		4,577,126	5,898	(6,676)	4,576,348	97,426	(197,730)	(552,905)	(653,209)	3,923,139
Balance at 1 January 2021		25,849,507	3,052,036	111,288	29,012,831	239,579	4,968,741	606,154	5,814,474	34,827,305
Balance at 31 December 2021		30,426,633	3,057,934	104,612	33,589,179	337,005	4,771,011	53,249	5,161,265	38,750,444

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Financial Position As at 31 December 2022

	Notes	2022 \$	2021 \$
<u>Non-Current assets</u>			
Property, plant and equipment	9	10,553,379	10,876,791
Right-of-use assets	10	5,018,177	5,789,285
Total non-current assets		<u>15,571,556</u>	<u>16,666,076</u>
<u>Current assets</u>			
Trade and other receivables	11	4,291,118	4,511,551
Other non-financial assets	12	733,234	659,005
Cash and cash equivalents	13	45,836,509	42,164,870
Total current assets		<u>50,860,861</u>	<u>47,335,426</u>
Total assets		<u>66,432,417</u>	<u>64,001,502</u>
<u>Unrestricted funds</u>			
Accumulated fund	14A	34,745,401	30,426,633
Building and renovation fund	14A	3,071,513	3,057,934
BIG fund	14A	102,153	104,612
Total unrestricted funds		<u>37,919,067</u>	<u>33,589,179</u>
<u>Restricted funds</u>			
Chaplaincy fund	14B	352,362	337,005
Programmes funds	14B	5,156,665	4,771,011
Other restricted funds	14B	44,735	53,249
Total restricted funds		<u>5,553,762</u>	<u>5,161,265</u>
Total funds		<u>43,472,829</u>	<u>38,750,444</u>
<u>Non-Current liabilities</u>			
Deferred government grants/donations	16	10,086,564	11,218,828
Lease liabilities, non-current	18	2,557,682	3,152,493
Total non-current liabilities		<u>12,644,246</u>	<u>14,371,321</u>
<u>Current liabilities</u>			
Deferred government grants/donations	16	4,061,763	4,870,696
Trade and other payables	19	3,744,406	3,327,509
Lease liabilities, current	18	2,509,173	2,681,532
Total current liabilities		<u>10,315,342</u>	<u>10,879,737</u>
Total liabilities		<u>22,959,588</u>	<u>25,251,058</u>
Total funds and liabilities		<u>66,432,417</u>	<u>64,001,502</u>

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Changes in Funds
For the Reporting Year Ended 31 December 2022

Current year:

Opening balance at 1 January 2022

Net movement in funds:

Net surplus / (deficit) for the year

Balance as at 31 December 2022

UNRESTRICTED				RESTRICTED				Total
Accumulated fund \$	Building and Renovation fund \$	BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	Other restricted funds \$	Sub total \$	
30,426,633	3,057,934	104,612	33,589,179	337,005	4,771,011	53,249	5,161,265	38,750,444
4,318,768	13,579	(2,459)	4,329,888	15,357	385,654	(8,514)	392,497	4,722,385
34,745,401	3,071,513	102,153	37,919,067	352,362	5,156,665	44,735	5,553,762	43,472,829

Previous year:

Opening balance at 1 January 2021

Net movement in funds:

Net Surplus / (deficit) for the year

Balance as at 31 December 2021

UNRESTRICTED				RESTRICTED				Total
Accumulated fund \$	Building and Renovation fund \$	BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	Other restricted funds \$	Sub total \$	
25,849,507	3,052,036	111,288	29,012,831	239,579	4,968,741	606,154	5,814,474	34,827,305
4,577,126	5,898	(6,676)	4,576,348	97,426	(197,730)	(552,905)	(653,209)	3,923,139
30,426,633	3,057,934	104,612	33,589,179	337,005	4,771,011	53,249	5,161,265	38,750,444

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

Statement of Cash Flows For the Reporting Year Ended 31 December 2022

	<u>2022</u> \$	<u>2021</u> \$
<u>Cash flows from operating activities</u>		
Net surplus for the reporting year	4,722,385	3,923,139
Adjustments for:		
Amortisation of government grants	(1,551,002)	(1,459,271)
Depreciation of property, plant and equipment	1,698,544	1,577,270
Depreciation of right-of-use asset	2,771,272	2,741,594
Interest income	(371,753)	(88,691)
Loss on disposal of plant and equipment	1,463	10,545
Interest expense on lease liabilities	77,310	58,531
Operating cash flow before changes in working capital	7,348,219	6,763,117
Trade and other receivables	220,433	4,324,277
Other non-financial assets	(74,229)	(135,685)
Trade and other payables	416,897	602,419
Utilisation of restricted funds for operating activities	(4,744,907)	(5,604,305)
Government grants received and recognised in deferred grants / income	4,354,712	5,397,368
Cash restricted in use	(13,948,304)	(9,812,848)
Net cash flows (used in) / from operating activities	(6,427,179)	1,534,343
<u>Cash flows from investing activities</u>		
Disposal of plant and equipment	9,007	6,122
Interest received	371,753	88,691
Purchase of plant and equipment	(1,385,602)	(1,361,631)
Net cash flows used in investing activities	(1,004,842)	(1,266,818)
<u>Cash flows from financing activities</u>		
Repayment of lease liabilities (Note 18)	(2,844,644)	(2,806,526)
Net cash flows used in financing activities	(2,844,644)	(2,806,526)
Net decrease in cash and cash equivalents	(10,276,665)	(2,539,001)
Cash and cash equivalents, statement of cash flows, beginning balance	18,116,919	20,655,920
Cash and cash equivalents, statement of cash flows, ending balance (Note 13A)	7,840,254	18,116,919

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

Notes to the Financial Statements 31 December 2022

1. General

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

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

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

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

The financial statements of the Society for the reporting year ended 31 December 2022 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.

Uncertainties relating to the current economic conditions

Management has considered the current economic conditions caused by the Covid-19 pandemic, commodities inflation, as well as the war in Ukraine at the end of the reporting year and reviewed the probable impact and plausible downside scenarios. No material uncertainties were identified in connection with the reporting entity's ability to continue in operational existence for the near future.

Statement of compliance with financial reporting standards

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

1. General (cont'd)

Accounting convention

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

Basis of preparation of the financial statements

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

2. Significant accounting policies and other explanatory information

2A. Significant accounting policies

Income recognition

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

(a) Grants

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

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

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

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

2A. Significant accounting policies (cont'd)

Income recognition (cont'd)

(b) Donation and corporate sponsorship

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

(c) Rendering of service

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

(d) Fund-raising

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

(e) Other income

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

Gifts in kind

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

Employee benefits

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

Income tax

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

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

2A. Significant accounting policies (cont'd)

Foreign currency transactions

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

Property, plant and equipment

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

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

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

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

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

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

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

2A. Significant accounting policies (cont'd)

Right-of-use assets

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

Leases of lessee

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

Carrying amounts of non-financial assets

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

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

2A. Significant accounting policies (cont'd)

Financial instruments

Recognition and derecognition of financial instruments:

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

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

Classification and measurement of financial assets:

Financial assets are classified into (1) Financial asset classified as measured at amortised cost; (2) Financial asset that is an equity investment measured at fair value through other comprehensive income (FVTOCI); (3) Financial asset that is a debt asset instrument classified as measured at fair value through other comprehensive income (FVTOCI); and (4) Financial asset classified as measured at fair value through profit or loss (FVTPL). At the end of the reporting year, the reporting entity had the following financial assets:

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.

Classification and measurement of financial liabilities:

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

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

2A. Significant accounting policies (cont'd)

Cash and cash equivalents

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

Fair value measurement

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

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

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

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

2B. Other explanatory information

Provisions

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

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.

Estimating of useful lives of property, plant and equipment:

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

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

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

Assessing allowances for doubtful receivables:

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

3. Related party relationships and transactions

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

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

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

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

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.

SINGAPORE ANGLICAN COMMUNITY SERVICES

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

3A. Related parties transactions: (cont'd)

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

Significant related party transactions:

	<u>2022</u> \$	<u>2021</u> \$
Share of administrative expenses	(2,110,653)	(1,860,968)
Recharge of administrative expenses	<u>1,118,386</u>	<u>827,099</u>

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

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

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

	<u>2022</u> \$	<u>2021</u> \$
<u>(Other payables) / other receivables</u>		
Balance at beginning of the year – net credit	(171,636)	(111,438)
Amounts paid in and settlement of liabilities on behalf of the Society	(1,122,185)	(685,059)
Amounts paid out and settlement of liabilities on behalf of related parties	<u>1,169,850</u>	<u>624,861</u>
Balance at end of the year – net credit	<u>(123,971)</u>	<u>(171,636)</u>
Other receivables (Note 11)	–	64
Other payables (Note 19)	<u>(123,971)</u>	<u>(171,700)</u>
	<u>(123,971)</u>	<u>(171,636)</u>

3C. Key management compensation:

	<u>2022</u> \$	<u>2021</u> \$
Salaries and other short-term employee benefits	<u>842,499</u>	<u>1,143,473</u>

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

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

4. Investment income

	<u>2022</u> \$	<u>2021</u> \$
Interest income from financial institutions	371,753	88,691
Total investment income	<u>371,753</u>	<u>88,691</u>
Presented as investment income in:		
Accumulated funds	313,487	71,301
Building and renovation fund	13,579	5,898
Programmes funds	44,687	11,492
Total investment income	<u>371,753</u>	<u>88,691</u>

5. Tax deductible receipts

The Society enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deduction for the donations made to the general funds of the Society. The Society's Institutions of Public Character ("IPC") status for general donations is for the period from 1 July 2019 to 30 June 2022. The IPC status has been renewed for the period from 1 July 2022 to 31 December 2024.

	<u>2022</u> \$	<u>2021</u> \$
Tax deductible receipts issued for donations collected	<u>1,055,745</u>	<u>1,532,374</u>

6. Government subventions

	<u>2022</u> \$	<u>2021</u> \$
Government subsidies for land rent	852,884	843,373
Government subsidies for rental of premises	2,032,257	1,975,041
Government subsidies for expenses and capital expenditure	24,320,996	20,692,722
Total government subvention	<u>27,206,137</u>	<u>23,511,136</u>
Credited as government subvention in:		
Accumulated funds	22,327,217	19,030,418
Programmes funds	4,878,920	4,480,718
	<u>27,206,137</u>	<u>23,511,136</u>

SINGAPORE ANGLICAN COMMUNITY SERVICES

7. Employee benefits expense

	<u>2022</u>	<u>2021</u>
	\$	\$
Short term employee benefits expense	16,724,776	16,717,440
Contributions to defined contribution plan	3,311,883	1,992,571
Staff training	150,147	119,751
Other benefits	243,670	210,820
Total employee benefits expense	<u>20,430,476</u>	<u>19,040,582</u>
Presented as employee benefit expense in:		
Accumulated funds	16,648,425	14,788,276
Programmes funds	3,777,194	3,700,919
Other restricted funds	4,857	551,387
Total employee benefits expense	<u>20,430,476</u>	<u>19,040,582</u>

8. Income tax

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

9. Property, plant and equipment

	Leasehold building \$	Donated leasehold building \$	Renovations \$	Furniture, fittings, computers and office equipment \$	Motor vehicles \$	Medical & kitchen equipment \$	Assets in progress \$	Total \$
<u>Cost:</u>								
At 1 January 2021	8,849,785	4,500,000	8,519,615	5,054,927	187,605	533,540	—	27,645,472
Additions	—	—	771,214	539,167	—	51,250	—	1,361,631
Disposals	—	—	(45,927)	(170,775)	(29,107)	—	—	(245,809)
At 31 December 2021	8,849,785	4,500,000	9,244,902	5,423,319	158,498	584,790	—	28,761,294
Additions	—	—	459,012	827,190	—	99,400	—	1,385,602
Disposals	—	—	(40,210)	(155,649)	—	—	—	(195,859)
At 31 December 2022	8,849,785	4,500,000	9,663,704	6,094,860	158,498	684,190	—	29,951,037
<u>Accumulated depreciation</u>								
At 1 January 2021	4,684,232	475,000	7,645,561	3,445,881	114,773	170,928	—	16,536,375
Depreciation for the year	294,993	75,000	346,714	725,721	23,700	111,142	—	1,577,270
Disposals	—	—	(39,834)	(160,201)	(29,107)	—	—	(229,142)
At 31 December 2021	4,979,225	550,000	7,952,441	4,011,401	109,366	282,070	—	17,884,503
Depreciation for the year	294,993	75,000	452,295	730,547	18,467	127,242	—	1,698,544
Disposals	—	—	(40,132)	(145,257)	—	—	—	(185,389)
At 31 December 2022	5,274,218	625,000	8,364,604	4,596,691	127,833	409,312	—	19,397,658
<u>Carrying value:</u>								
At 1 January 2021	4,165,553	4,025,000	874,054	1,609,046	72,832	362,612	—	11,109,097
At 31 December 2021	3,870,560	3,950,000	1,292,461	1,411,918	49,132	302,720	—	10,876,791
At 31 December 2022	3,575,567	3,875,000	1,299,100	1,498,169	30,665	274,878	—	10,553,379

SINGAPORE ANGLICAN COMMUNITY SERVICES

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

	<u>2022</u>	<u>2021</u>
	\$	\$
Depreciation expense charged to:		
Accumulated funds	1,584,738	1,453,521
Programmes Funds	<u>113,806</u>	<u>123,749</u>
	<u>1,698,544</u>	<u>1,577,270</u>

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

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

10. Right-of-use assets

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

	<u>2022</u>	<u>2021</u>
	\$	\$
At beginning of the year	8,259,265	8,198,715
Additions	2,000,164	4,835,200
Disposal	<u>(1,968,128)</u>	<u>(4,774,650)</u>
At end of the year	<u>8,291,301</u>	<u>8,259,265</u>
<u>Accumulated depreciation and impairment losses:</u>		
At beginning of the year	2,469,980	4,503,036
Depreciation for the year	2,771,272	2,741,594
Disposal	<u>(1,968,128)</u>	<u>(4,774,650)</u>
At end of the year	<u>3,273,124</u>	<u>2,469,980</u>
<u>Carrying value</u>		
At end of the year	<u>5,018,177</u>	<u>5,789,285</u>

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

11. Trade and other receivables

	<u>2022</u>	<u>2021</u>
	\$	\$
<u>Trade receivables:</u>		
Outside parties	1,328,096	1,274,947
Less: Allowance for impairment	(4,827)	—
Less: Claimable from Medifund and Medifund Silver (Note 16)	(1,109,670)	(713,216)
Related parties (Note 3)	232,570	234,126
Subtotal	<u>446,619</u>	<u>795,857</u>
<u>Other receivables:</u>		
Grants and subsidies receivables	3,418,583	3,636,827
Related parties (Note 3)	—	64
Outside parties	425,916	78,803
Subtotal	<u>3,844,499</u>	<u>3,715,694</u>
Total trade and other receivables	<u>4,291,118</u>	<u>4,511,551</u>
 Movement in above allowance:		
Balance at beginning of the year	—	2,553
Charge for trade receivables to statement of financial activities	4,827	—
Used	—	(2,553)
Balance at end of the year	<u>4,827</u>	<u>—</u>

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

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 (2021: 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>2022</u>	<u>2021</u>
	\$	\$
Trade receivables:		
Less than 60 days	453,712	439,784
61 to 90 days	92,934	82,046
Over 90 days	375,449	356,854
Total	<u>922,095</u>	<u>878,684</u>

SINGAPORE ANGLICAN COMMUNITY SERVICES

11. Trade and other receivables (cont'd)

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

	<u>2022</u>	<u>2021</u>
	\$	\$
Trade receivables:		
Over 90 days	4,827	–
Total	<u>4,827</u>	<u>–</u>

The allowance on trade receivables is based on individual accounts totalling \$4,826 (2021: \$Nil) 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>2022</u>	<u>2021</u>
	\$	\$
Deposits to secure services	588,617	521,356
Prepayments	144,617	137,649
	<u>733,234</u>	<u>659,005</u>

13. Cash and cash equivalents

	<u>2022</u>	<u>2021</u>
	\$	\$
Not restricted in use	7,840,254	18,116,919
Cash held under deferred grants/donations	3,933,413	5,620,110
Cash held under restricted funds (Note 17)	6,441,909	5,480,338
Cash pledged for bank facilities (a)	328,328	328,328
Restricted in use (b)	<u>27,292,605</u>	<u>12,619,175</u>
	<u>45,836,509</u>	<u>42,164,870</u>
Interest earning balances	<u>29,647,346</u>	<u>24,756,782</u>

The rate of interest for the cash on interest earning balances is between 0.85% and 4.30% (2021: 0.22% and 0.85%) 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.

SINGAPORE ANGLICAN COMMUNITY SERVICES

13. Cash and cash equivalents (cont'd)

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

	<u>2022</u> \$	<u>2021</u> \$
Amount as shown above	45,836,509	42,164,870
Cash restricted in use	<u>(37,996,255)</u>	<u>(24,047,951)</u>
Cash and cash equivalents for statement of cash flows purposes at end of the year	<u>7,840,254</u>	<u>18,116,919</u>

14. Funds

14A. Unrestricted funds

	<u>2022</u> \$	<u>2021</u> \$
Accumulated fund (a)	34,745,401	30,426,633
Building & renovation fund (b)	3,071,513	3,057,934
BIG fund (c)	102,153	104,612
Total Unrestricted funds	<u>37,919,067</u>	<u>33,589,179</u>

(a) Accumulated fund

	<u>2022</u> \$	<u>2021</u> \$
Balance at beginning of the year	30,426,633	25,849,507
Surplus – Anglican Care Centre (Bukit Batok)	295,973	244,137
Surplus – Anglican Care Centre (Farrer Park)	60,320	77,508
Surplus – Anglican Care Centre (Hougang)	554,759	411,666
Surplus – Anglican Care Centre (Pasir Ris)	124,464	122,478
Surplus – Anglican Care Centre (Simei)	815,902	222,087
Surplus – Anglican Care Centre (Yishun)	141,166	54,407
Surplus – Anglican Cluster Operator (Jurong East)	36,071	(2,663)
Surplus – Anglican Senior Centre (Hillview)	222,500	141,140
Surplus – CITY Community Services	(8)	150,133
Surplus – Head Office	841,789	342,654
Surplus – PEACE-Connect Cluster Operator	17,629	318,050
Surplus – Anglican Senior Centre (Yishun / Jurong West / Tampines / Woodlands / Havelock)	54,480	31,979
– St Andrew's Nursing Home (Taman Jurong)	1,153,723	2,463,550
Surplus for the year	<u>4,318,768</u>	<u>4,577,126</u>
Balance at end of the year	<u>34,745,401</u>	<u>30,426,633</u>
Annual operating expenditure*	<u>28,057,399</u>	<u>25,441,016</u>
Ratio of reserves to annual operating expenditure (times)	<u>1.24</u>	<u>1.20</u>

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

14. Funds (cont'd)

14A. Unrestricted funds (cont'd)

(b) Building and renovation fund

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

(c) BIG fund

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

14B. Restricted Funds

	<u>2022</u>	<u>2021</u>
	\$	\$
Programmes fund (Note 15)	5,156,665	4,771,011
Chaplaincy fund (a)	352,362	337,005
<u>Other restricted funds</u>		
AFC – project fund (b)	14,091	10,505
Other restricted funds (c)	30,644	42,744
Subtotal	<u>44,735</u>	<u>53,249</u>
	<u>5,553,762</u>	<u>5,161,265</u>

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

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

(c) Others include:

- Trailblazer Fund represents donation from Temasek Care for educational and physical needs of clients and children and building up staff competency in Anglican Family Care.
- Donation from Westside Anglican Church 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. The fund have been fully utilised in 2022.

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

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>2022</u> \$	<u>2021</u> \$
<u>Incoming resources:</u>		
NCSS / Other grant	974,519	1,172,341
Interest / Other income	226,768	4,494
Donations	—	—
Total incoming resources	<u>1,201,287</u>	<u>1,176,835</u>
<u>Resources expended:</u>		
Salaries and CPF	972,053	913,563
Bonus	230,719	215,330
Staff benefits	3,557	30,693
Expenditure on manpower	1,206,329	1,159,586
Client's activities expenses	16,430	47,778
Depreciation	6,684	15,636
Building services and maintenance expenses	36,218	37,896
Administrative cost	132,935	168,422
Other operating expenses	41,462	41,438
Total resources expended	<u>1,440,058</u>	<u>1,470,756</u>
Net surplus	(238,771)	(293,921)
Balance at beginning of the year	924,938	1,218,859
Transferred from Peer Bridger Pilot Project	—	—
Balance at the end of the year	<u>686,167</u>	<u>924,938</u>

SINGAPORE ANGLICAN COMMUNITY SERVICES

15. Programmes funds (cont'd)

15B. Crisis Shelter Programme Fund

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

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

	<u>2022</u>	<u>2021</u>
	\$	\$
<u>Incoming resources:</u>		
Grant from MSF	1,278,499	1,263,243
Donation	23,279	2,862
Sundry income	49,465	58,723
Total incoming resources	<u>1,351,243</u>	<u>1,324,828</u>
<u>Resources expended:</u>		
Salaries and CPF	569,678	587,811
Bonus	109,257	138,780
Staff benefits	29,670	32,424
Expenditure on manpower	708,605	759,015
Clients' activities	23,124	20,265
Depreciation	306,259	307,965
Building services and maintenance expenses	52,556	49,237
Administrative cost	129,454	149,811
Other operating expended	21,658	18,606
Total resources expended	<u>1,241,656</u>	<u>1,304,899</u>
Net surplus	109,587	19,929
Balance at beginning of the year	2,963,814	2,943,885
Balance at end of the year	<u><u>3,073,401</u></u>	<u><u>2,963,814</u></u>

SINGAPORE ANGLICAN COMMUNITY SERVICES

15. Programmes funds (contd)

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

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

	<u>Cluster Support</u>	<u>Senior Group Homes</u>	<u>2022 Total</u>	<u>Cluster Support</u>	<u>Senior Group Homes</u>	<u>2021 Total</u>
	\$	\$	\$	\$	\$	\$
<u>Incoming resources:</u>						
Government subvention	563,116	36,173	599,289	492,507	36,379	528,886
Clients' fees	—	7,252	7,252	—	8,374	8,374
Interest income	159	—	159	—	—	—
Sundry income	2,902	—	2,902	3,038	—	3,038
Total incoming resources	<u>566,177</u>	<u>43,425</u>	<u>609,602</u>	<u>495,545</u>	<u>44,753</u>	<u>540,298</u>
<u>Resources expended:</u>						
Salaries and CPF	390,748	29,468	420,216	301,949	25,518	327,467
Bonus	90,162	8,362	98,524	87,922	9,158	97,080
Staff benefits	(39)	386	347	5,636	735	6,371
Expenditure on manpower	480,871	38,216	519,087	395,507	35,411	430,918
Client's activities expenses	296	—	296	664	—	664
Depreciation	6,846	—	6,846	7,864	—	7,864
Operating lease expenses	41	3,184	3,225	41	3,185	3,226
Building services and maintenance expenses	16,358	7,429	23,787	7,844	8,984	16,828
Administrative cost	60,151	310	60,461	78,974	245	79,219
Other operating expended	17,467	—	17,467	14,893	41	14,934
Total resources expended	<u>582,030</u>	<u>49,139</u>	<u>631,169</u>	<u>505,787</u>	<u>47,866</u>	<u>553,653</u>
Net surplus	(15,853)	(5,714)	(21,567)	(10,242)	(3,113)	(13,355)
Balance at beginning of the year	384,492	(4,129)	380,363	394,734	(1,016)	393,718
Balance at end of the year	<u>368,639</u>	<u>(9,843)</u>	<u>358,796</u>	<u>384,492</u>	<u>(4,129)</u>	<u>380,363</u>

SINGAPORE ANGLICAN COMMUNITY SERVICES

15. Programmes funds (contd)

15D. PeCCO

PeCCo Fund comprise mainly grants from Ministry of Social and Family Development (MSF), Ministry of Health (MOH) and donations received from individual and corporate donors. The Society is appointed to operate Senior Activity Centre (Cluster Support) and Senior Group Homes and to provide integrated localised services to support vulnerable seniors living in the community. The SAC@5 and SAC@8 programmes have been subsumed under AAC5 and AAC8 respectively during the reporting year and the deficit funds have been transferred accordingly.

	CS	SGH	SAC@5	SAC@8	CREST	C2H	CBP	HAPPY	AAC8	AAC5	HPC	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<u>2022:</u>												
<u>Incoming resources:</u>												
Government subvention	555,720	34,810	–	–	278,967	18,720	11,047	3,436	399,975	397,177	397,876	2,097,728
Client's fees		11,207	–	–	–	(40)	–	–	–	–	(294)	10,873
Total incoming resources	<u>555,720</u>	<u>46,017</u>	<u>–</u>	<u>–</u>	<u>278,967</u>	<u>18,680</u>	<u>11,047</u>	<u>3,436</u>	<u>399,975</u>	<u>397,177</u>	<u>397,582</u>	<u>2,108,601</u>
<u>Resources expended:</u>												
Salaries and CPF	363,159	41,525	–	–	154,101	33,363	–	–	202,813	168,310	146,336	1,109,607
Bonus	54,664	6,934	–	–	27,122	–	6,941	–	34,852	22,690	29,470	182,673
Staff benefits	6,399	645	–	–	4,609	5,451	362	–	5,380	4,123	23,924	50,893
Expenditure on manpower	424,222	49,104	–	–	185,832	38,814	7,303	–	243,045	195,123	199,730	1,343,173
Client's activities expenses	1,554	402	–	–	1,658	128	853	–	11,073	11,097	112	26,877
Operating lease expenses	1,463	4,917	–	–	878	396	263	–	15,257	4,735	1,980	29,889
Medical supplies	–	–	–	–	–	–	–	–	–	–	1,376	1,376
Depreciation	2,392	–	–	–	1,435	–	478	–	–	12,732	–	17,037
Interest expenses on lease liability	–	–	–	–	–	–	4	–	–	65	–	69
Building services and maintenance expenses	5,116	5,003	–	–	2,795	2,223	930	–	17,892	12,151	3,554	49,664
Administrative cost	3,034	451	–	–	4,853	603	1,082	–	18,315	18,031	1,118	47,487
HO allocation	–	–	–	–	–	–	–	–	–	–	–	–
Other operating expenses	1,732	586	–	–	1,867	726	131	–	34,521	16,230	831	56,624
Total resources expended	<u>439,513</u>	<u>60,463</u>	<u>–</u>	<u>–</u>	<u>199,318</u>	<u>42,890</u>	<u>11,044</u>	<u>–</u>	<u>340,103</u>	<u>270,164</u>	<u>208,701</u>	<u>1,572,196</u>
Net surplus / (deficit)	116,207	(14,446)	–	–	79,649	(24,210)	3	3,436	59,872	127,013	188,881	536,405
Balance at beginning of the year	836,684	(164,503)	(244,151)	(444,027)	318,976	72,396	420	4,725	52,382	28,485	40,509	501,896
Transfer of funds	–	–	244,151	444,027	–	–	–	–	(444,027)	(244,151)	–	–
Balance at end of the year	<u>952,891</u>	<u>(178,949)</u>	<u>–</u>	<u>–</u>	<u>398,625</u>	<u>48,186</u>	<u>423</u>	<u>8,161</u>	<u>(331,773)</u>	<u>(88,653)</u>	<u>229,390</u>	<u>1,038,301</u>

SINGAPORE ANGLICAN COMMUNITY SERVICES

15. Programmes funds (cont'd)

15D. PeCCO (cont'd)

	CS	SGH	SAC@5	SAC@8	CREST	C2H	CBP	HAPPY	AAC8	AAC5	HPC	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2021:												
Incoming resources:												
Government subvention	467,053	37,155	62,566	62,566	265,148	346,480	18,854	2,700	211,336	211,336	40,600	1,725,794
Client's fees	—	12,194	—	—	—	(507)	—	—	—	—	(91)	11,596
Total incoming resources	<u>467,053</u>	<u>49,349</u>	<u>62,566</u>	<u>62,566</u>	<u>265,148</u>	<u>345,973</u>	<u>18,854</u>	<u>2,700</u>	<u>211,336</u>	<u>211,336</u>	<u>40,509</u>	<u>1,737,390</u>
Resources expended:												
Salaries and CPF	299,883	43,487	82,290	66,844	144,936	286,251	15,025	—	96,793	124,535	—	1,160,044
Bonus	48,162	3,797	8,388	7,000	24,426	40,586	927	—	12,871	25,683	—	171,840
Staff benefits	3,864	502	4,158	1,887	2,303	4,232	994	—	962	615	—	19,517
Expenditure on manpower	351,909	47,786	94,836	75,731	171,665	331,069	16,946	—	110,626	150,833	—	1,351,401
Client's activities expenses	334	20	—	10	1,078	423	4,606	—	930	160	—	7,561
Operating lease expenses	1,463	4,918	993	3,716	878	3,833	263	—	6,740	3,686	—	26,490
Medical supplies	—	—	—	—	—	433	—	—	—	—	—	433
Depreciation	2,870	—	15,278	—	1,723	—	574	—	—	—	—	20,445
Interest expenses on lease liability	78	—	418	—	47	—	16	—	—	—	—	559
Building services and maintenance expenses	4,982	5,134	3,877	4,428	1,793	2,428	554	—	7,004	6,056	—	36,256
Administrative cost	3,218	576	14,478	14,296	2,473	1,496	1,072	—	1,863	1,544	—	41,016
HO allocation	21,185	4,237	7,227	7,033	12,711	43,863	—	—	11,766	11,197	—	119,219
Other operating expenses	638	685	501	12,657	491	21	—	—	20,025	9,375	—	44,393
Total resources expended	<u>386,677</u>	<u>63,356</u>	<u>137,608</u>	<u>117,871</u>	<u>192,860</u>	<u>383,566</u>	<u>24,031</u>	<u>—</u>	<u>158,954</u>	<u>182,851</u>	<u>—</u>	<u>1,647,773</u>
Net surplus / (deficit)	80,373	(14,007)	(75,042)	(55,305)	72,289	(37,593)	(5,177)	2,700	52,382	28,485	40,509	89,617
Balance at beginning of the year	<u>756,308</u>	<u>(150,496)</u>	<u>(169,109)</u>	<u>(388,722)</u>	<u>246,687</u>	<u>109,989</u>	<u>5,597</u>	<u>2,025</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>412,279</u>
Balance at end of the year	<u>836,684</u>	<u>(164,503)</u>	<u>(244,151)</u>	<u>(444,027)</u>	<u>318,976</u>	<u>72,396</u>	<u>420</u>	<u>4,725</u>	<u>52,382</u>	<u>28,485</u>	<u>40,509</u>	<u>501,896</u>

SINGAPORE ANGLICAN COMMUNITY SERVICES

16. Deferred government grant/donations

	Community Silver Trust \$	CareNShare \$	Building Fund – Hillv2 \$	Building Fund – Simei Care Centre \$	Government grant for capital expenditure \$	Pre-operations cum ramp up grants \$	Medifund and Medifund Silver \$	President Challenge Fund \$	Others \$	Total \$
At 1 January 2021	3,900,791	206,761	4,025,000	4,090,290	1,573,836	12,421	2,390,371	(4,619)	1,560,881	17,755,732
Grant/ donation received	2,360,410	–	–	–	313,569	–	1,487,350	198,464	1,037,575	5,397,368
Amortisation of government grants/donations – depreciation	(423,983)	(61,503)	(75,000)	(292,152)	(578,278)	–	–	(8,239)	(20,116)	(1,459,271)
Utilisation of deferred grants/donations – operating expenses	(1,392,214)	(260,821)	–	–	(96,922)	(12,421)	–	(121,179)	(953,999)	(2,837,556)
Utilisation of Medifund	–	–	–	–	–	–	(2,766,749)	–	–	(2,766,749)
At 31 December 2021	4,445,004	(115,563)	3,950,000	3,798,138	1,212,205	–	1,110,972	64,427	1,624,341	16,089,524
Grant/ donation received	1,397,766	–	–	–	9,860	–	2,742,395	–	204,691	4,354,712
Amortisation of government grants/donations – depreciation	(584,759)	(43,330)	(75,000)	(292,152)	(533,951)	–	–	–	(21,810)	(1,551,002)
Utilisation of government grants – operating expenses	(567,940)	(37,407)	–	–	–	–	–	(170,793)	(315,876)	(1,092,016)
Utilisation of deferred donations – operating expenses	–	–	–	–	–	–	–	–	(734,506)	(734,506)
Utilisation of Medifund	–	–	–	–	–	–	(2,918,385)	–	–	(2,918,385)
At 31 December 2022	4,690,071	(196,300)	3,875,000	3,505,986	688,114	–	934,982	(106,366)	756,840	14,148,327

Presented in statement of financial position as:

	2022 \$	2021 \$
Current	4,061,763	4,870,696
Non-current	10,086,564	11,218,828
	14,148,327	16,089,524

- (a) Community Silver Trust – The objective of the CST is to encourage donations and provide additional resources for the service providers in the Intermediate and Long Term Care (“ILTC”) sector to enhance their capabilities, provide value-added services to achieve higher quality care, and enhance the affordability of step-down care for service users and patients. The CST grant includes resources expended for the acquisition of plant and equipment and renovation work. These are amortised over a period of 3 to 5 years to match the estimated useful lives of the plants and equipment and renovation work.
- (b) Care N Share – \$1 for \$1 matching by NCSS for eligible donations raised between 1 December 2013 to 31 December 2014. The matching grant is to be used to develop social service related Voluntary Welfare Organisations (“VWOs”) and their programmes to better serve their beneficiaries. VWOs are allowed to utilise the grant by 31 March 2022. All claims have been submitted to NCSS and reimbursement is expected to be in 2023.
- (c) Building Fund (Hillv2) – This fund relates to the donated leasehold building and related renovation cost and for which the use of the premise is restricted to only charitable purposes (as defined in the Charities act 1994. – See Note 9.
- (d) Building Fund (Simei Care Centre) represents government grant from Ministry of Health and funds raised for building of Anglican Care Centre (Simei) and acquisition of plant and equipment at the Centre. For funds raised for the building of Anglican Care Centre (Simei), it is amortised over a period of thirty years to match the estimated useful lives of the property. For funds raised for the acquisition of plant and equipment, it is amortised over a period of five years to match the estimated useful lives of the plant and equipment.
- (e) Government grants for capital expenditure represents funds from the government and donations to finance the purchase of plant and equipment for 3 new centres (Anglican Care Centre (Farrer Park), Anglican Senior Centre (Hillview), Anglican Cluster Operator (Jurong East), Anglican Family Centre and St. Andrew’s Nursing Home (Taman Jurong). The grant is amortised over a period of three to five years.
- (f) The pre-operation cum ramp-up grants from Ministry of Health is to provide funding support to cover costs incurred in the initial transition period for hiring management, support and care staff before centres stabilise their operations at the target capacity. The balance at 2022 of \$Nil (2021: \$12,421) represents amount of grant deferred to be recognised as incoming resources when utilised.
- (g) Medifund and Medifund Silver are endowment funds set up by the Government to help needy clients who are unable to pay for their fees. Half-yearly, SACS Medifund Committee reviews and approves amount that is to be disbursed for individual clients. Upon approval, the full sum will then be disbursed out to the Fund for offsetting to the clients’ receivables. The amount of cash and cash equivalents held by Medifund and Medifund Silver as at 31 December 2022 is \$934,982 (2021: \$ 1,110,972).
- (h) President Challenge Fund mainly consist of President Challenge 2021 – Empowering for Life Fund. This grant is for the transitional employment and work integration programme of our psychiatric services. Expenses incurred for reimbursement is submitted on yearly basis in June each year.

SINGAPORE ANGLICAN COMMUNITY SERVICES

17. Fund account balances

	UNRESTRICTED				RESTRICTED				
	Accumulated fund \$	Building and renovation fund \$	Big Fund BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	Other restricted funds \$	Sub total \$	Total \$
2022:									
Non-current assets									
Property, plant and equipment	10,159,983	–	–	10,159,983	–	393,396	–	393,396	10,553,379
Right-of-use assets	4,657,554	–	–	4,657,554	–	360,623	–	360,623	5,018,177
	14,817,537	–	–	14,817,537	–	754,019	–	754,019	15,571,556
Current assets									
Trade and other receivables	3,920,476	–	–	3,920,476	–	370,642	–	370,642	4,291,118
Other non-financial assets	661,200	–	–	661,200	–	72,034	–	72,034	733,234
Cash and cash equivalents	36,220,934	3,071,513	102,153	39,394,600	352,362	6,044,812	44,735	6,441,909	45,836,509
	40,802,610	3,071,513	102,153	43,976,276	352,362	6,487,488	44,735	6,884,585	50,860,861
Total assets	55,620,147	3,071,513	102,153	58,793,813	352,362	7,241,507	44,735	7,638,604	66,432,417
Non-current liabilities									
Deferred government grants/ donations	9,747,196	–	–	9,747,196	–	339,368	–	339,368	10,086,564
Lease liabilities, non-current	2,404,397	–	–	2,404,397	–	153,285	–	153,285	2,557,682
	12,151,593	–	–	12,151,593	–	492,653	–	492,653	12,644,246
Current liabilities									
Deferred government grant/ donations	3,842,984	–	–	3,842,984	–	218,779	–	218,779	4,061,763
Trade and other payables	2,582,013	–	–	2,582,013	–	1,162,393	–	1,162,393	3,744,406
Lease liabilities, current	2,298,156	–	–	2,298,156	–	211,017	–	211,017	2,509,173
	8,723,153	–	–	8,723,153	–	1,592,189	–	1,592,189	10,315,342
Total liabilities	20,874,746	–	–	20,874,746	–	2,084,842	–	2,084,842	22,959,588
Net assets	34,745,401	3,071,513	102,153	37,919,067	352,362	5,156,665	44,735	5,553,762	43,472,829

SINGAPORE ANGLICAN COMMUNITY SERVICES

17. Fund account balances (cont'd)

	UNRESTRICTED				RESTRICTED				
	Accumulated fund \$	Building and renovation fund \$	Big Fund BIG fund \$	Sub total \$	Chaplaincy fund \$	Programmes funds \$	Other restricted funds \$	Sub total \$	Total \$
2021:									
Non-current assets									
Property, plant and equipment	10,407,027	—	—	10,407,027	—	469,764	—	469,764	10,876,791
Right-of-use assets	5,201,413	—	—	5,201,413	—	587,872	—	587,872	5,789,285
	15,608,440	—	—	15,608,440	—	1,057,636	—	1,057,636	16,666,076
Current assets									
Trade and other receivables	4,061,393	—	—	4,061,393	—	450,158	—	450,158	4,511,551
Other non-financial assets	589,037	—	—	589,037	—	69,968	—	69,968	659,005
Cash and cash equivalents	33,521,986	3,057,934	104,612	36,684,532	337,005	5,090,084	53,249	5,480,338	42,164,870
	38,172,416	3,057,934	104,612	41,334,962	337,005	5,610,210	53,249	6,000,464	47,335,426
Total assets	53,780,856	3,057,934	104,612	56,943,402	337,005	6,667,846	53,249	7,058,100	64,001,502
Non-current liabilities									
Deferred government grants/ donations	10,732,824	—	—	10,732,824	—	486,004	—	486,004	11,218,828
Lease liabilities, non-current	2,768,426	—	—	2,768,426	—	384,067	—	384,067	3,152,493
	13,501,250	—	—	13,501,250	—	870,071	—	870,071	14,371,321
Current liabilities									
Deferred government grant/ donations	4,698,241	—	—	4,698,241	—	172,455	—	172,455	4,870,696
Other payables	2,679,993	—	—	2,679,993	—	647,516	—	647,516	3,327,509
Lease liabilities, current	2,474,739	—	—	2,474,739	—	206,793	—	206,793	2,681,532
Transfer between funds	9,852,973	—	—	9,852,973	—	1,026,764	—	1,026,764	10,879,737
Total liabilities	23,354,223	—	—	23,354,223	—	1,896,835	—	1,896,835	25,251,058
Net assets	30,426,633	3,057,934	104,612	33,589,179	337,005	4,771,011	53,249	5,161,265	38,750,444

SINGAPORE ANGLICAN COMMUNITY SERVICES

18. Lease liabilities

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

	<u>2022</u>	<u>2021</u>
	\$	\$
Lease liabilities, current	2,509,173	2,681,532
Lease liabilities, non-current	<u>2,557,682</u>	<u>3,152,493</u>
	<u>5,066,855</u>	<u>5,834,025</u>

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

	<u>2022</u>	<u>2021</u>
	\$	\$
Total lease liabilities recognised at beginning of reporting year	5,834,025	3,746,820
Additions	2,000,164	4,835,200
Accretion of interest	77,310	58,531
Lease payments	<u>(2,844,644)</u>	<u>(2,806,526)</u>
Total lease liabilities at end of reporting year	<u>5,066,855</u>	<u>5,834,025</u>

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

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

The weighted average incremental borrowing rate applied to lease liabilities recognised was ranged from 1.63% to 1.96% (2021: 1.63% to 1.96%) per annum.

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

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

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

Assets:	<u>2022</u>	<u>2021</u>
Property	<u>—</u>	<u>74,016</u>

SINGAPORE ANGLICAN COMMUNITY SERVICES

18. Lease liabilities (cont'd)

Other disclosures on leases:

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

	<u>2022</u> \$	<u>2021</u> \$
Expense relating to short-term leases included in operating lease expenses	<u>225,088</u>	<u>210,065</u>
Total commitments on short-term leases at year end date	<u>–</u>	<u>1,872</u>

19. Trade and other payables

	<u>2022</u> \$	<u>2021</u> \$
<u>Trade payables:</u>		
Outside parties and accrued liabilities	766,882	287,328
Related parties (Note 3)	<u>267,778</u>	<u>147,062</u>
Sub-total	<u>1,034,660</u>	<u>434,390</u>
<u>Other payables:</u>		
Related parties (Note 3)	123,971	171,700
Outside parties	<u>2,585,775</u>	<u>2,721,419</u>
Sub-total	<u>2,709,746</u>	<u>2,893,119</u>
Total trade and other payables	<u>3,744,406</u>	<u>3,327,509</u>

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>2022</u> \$	<u>2021</u> \$
<u>Financial assets:</u>		
Financial assets at amortised cost	50,127,627	46,676,421
At end of the year	<u>50,127,627</u>	<u>46,676,421</u>
<u>Financial liabilities:</u>		
Financial liabilities at amortised cost	8,811,261	9,161,534
At end of the year	<u>8,811,261</u>	<u>9,161,534</u>

Further quantitative disclosures are included throughout these financial statements.

SINGAPORE ANGLICAN COMMUNITY SERVICES

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 are principally from cash balances with banks, cash equivalents, receivables and other financial assets at amortised cost. They are potentially subject to credit risk due to failures by counterparties to discharge their obligations in full or in a timely manner. The maximum exposure to credit risk is the total of the fair value of the financial assets at the end of the reporting year. Credit risk on cash balances and any other financial instruments with banks and other financial institutions is limited because the counter-parties are entities with acceptable credit ratings. For expected credit losses (ECL) on financial assets, the general approach (three-stage approach) in the financial reporting standard on financial instruments is applied to measure the ECL allowance. Under this general approach the financial assets move through the three stages as their credit quality change. On initial recognition, a day-1 loss is recorded equal to the 12 month ECL unless the assets are considered credit impaired. However, for trade receivables that do not contain a significant financing component or when the reporting entity applies the practical expedient of not adjusting the effect of a significant financing component, the reporting entity applies the simplified approach in calculating ECL as is permitted by the financial reporting standard on financial instruments. Under the simplified approach, the reporting entity does not track changes in credit risk, but instead recognises the loss allowance at an amount equal to lifetime ECL at initial recognition and throughout its life at each reporting date. For the credit risk on the financial assets an ongoing credit evaluation is performed on the financial condition of the debtors and any loss is recognised in profit or loss. Reviews and assessments of credit exposures in excess of designated limits are made. Renewals and reviews of credits limits are subject to the same review process.

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

SINGAPORE ANGLICAN COMMUNITY SERVICES

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

20E. Liquidity risk – financial liabilities maturity analysis

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

	Less than 1 year US\$	2 – 5 years US\$	Total US\$
<u>Non-derivative financial liabilities:</u>			
<u>At 31 December 2022:</u>			
Gross lease liabilities	2,598,095	2,607,539	5,205,634
Trade and other payables	3,744,406	–	3,744,406
At end of the year	<u>6,342,501</u>	<u>2,607,539</u>	<u>8,950,040</u>
<u>Non-derivative financial liabilities:</u>			
<u>At 31 December 2021:</u>			
Gross lease liabilities	2,758,052	3,199,236	5,957,288
Trade and other payables	3,327,509	–	3,327,509
At end of the year	<u>6,085,561</u>	<u>3,199,236</u>	<u>9,284,797</u>

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

The liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be settled at their contractual maturity. The average credit period taken to settle trade payables is about 30 days (2021: 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>2022</u> \$	<u>2021</u> \$
Financial assets:		
Fixed rates	<u>29,647,345</u>	<u>24,756,782</u>

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

20G. Foreign currency risk

The Society has insignificant exposure to foreign currency risk.

SINGAPORE ANGLICAN COMMUNITY SERVICES

21. Changes and adoption of financial reporting standards

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

<u>SFRS No.</u>	<u>Title</u>
SFRS 16	Property, Plant and Equipment: Proceeds before Intended Use – Amendments to SFRS 16
SFRS 37	Onerous Contracts – Costs of Fulfilling a Contract – Amendments to SFRS 37
SFRS 109	Financial Instruments – Fees in the “10 per cent” test for derecognition of financial liabilities (Annual Improvement Project)
SFRS 116	Covid-19 Related Rent Concessions beyond 30 June 2021 – Amendments to SFRS 116
Various	Annual Improvements to FRS 2018-2020 - Amendments to FRS 101 First-time Adoption of FRS; FRS 109 Financial Instruments; SFRS 116 Leases; and FRS 41 Agriculture

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

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

<u>SFRS No.</u>	<u>Title</u>	<u>Effective date for periods beginning on or after</u>
SFRS 1	Presentation of Financial Statements- amendment relating to Classification of Liabilities as Current or Non-current	1 Jan 2024
SFRS 1	Disclosure of Accounting Policies - Amendments to SFRS 1 and FRS Practice Statement 2 Making Materiality Judgements	1 Jan 2023
SFRS 8	Definition of Accounting Estimates - Amendments to SFRS 8	1 Jan 2023



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

SENIOR SERVICES

7. **ANGLICAN CLUSTER OPERATOR (JURONG EAST)**
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Singapore 600374
8. **ANGLICAN SENIOR CENTRE (HAVELOCK)**
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9. **ANGLICAN SENIOR CENTRE (HILLVIEW)**
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10. **ANGLICAN SENIOR CENTRE (JURONG WEST)**
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11. **ANGLICAN SENIOR CENTRE (TAMPINES)**
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14. **ANGLICAN CLUSTER OPERATOR (PEACE-CONNECT) AND ANGLICAN SENIOR CENTRE (PEACE-CONNECT@5)**
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FAMILY AND CHILDREN SERVICES

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