



ANNUAL
REPORT
2021

NEW LIFE
COMMUNITY SERVICES

CONTENTS

04 ABOUT US

05 CHAIRMAN & EXECUTIVE DIRECTOR'S MESSAGE

06 TOTAL IMPACT IN A GLANCE

07 SUMMARY OF FINANCIAL PERFORMANCE

08 HIGHLIGHTS OF THE YEAR

10 ORGANISATION CHART

11 OUR SERVICES

CHILDCARE **12**

CHILDREN PROGRAMMES **14**

STUDENT CARE **16**

YOUTH SERVICES **18**

CASEWORK & COUNSELLING **20**

SILVERCARE **22**



24	COMMUNITY EVENTS: BLESSED2BLESS
26	CORPORATE SERVICES INTERNAL KEY PROJECTS 26 VOLUNTEER MANAGEMENT 27 PARTNERSHIPS 29
32	YEARS AHEAD
34	NEW LIFE BOARD MEMBERS
36	COMMITTEES & EXECUTIVE MANAGEMENT
38	DISCLOSURE REPORT
44	CONTACT US
45	CORPORATE DATA
47	FINANCIAL STATEMENTS

ABOUT US

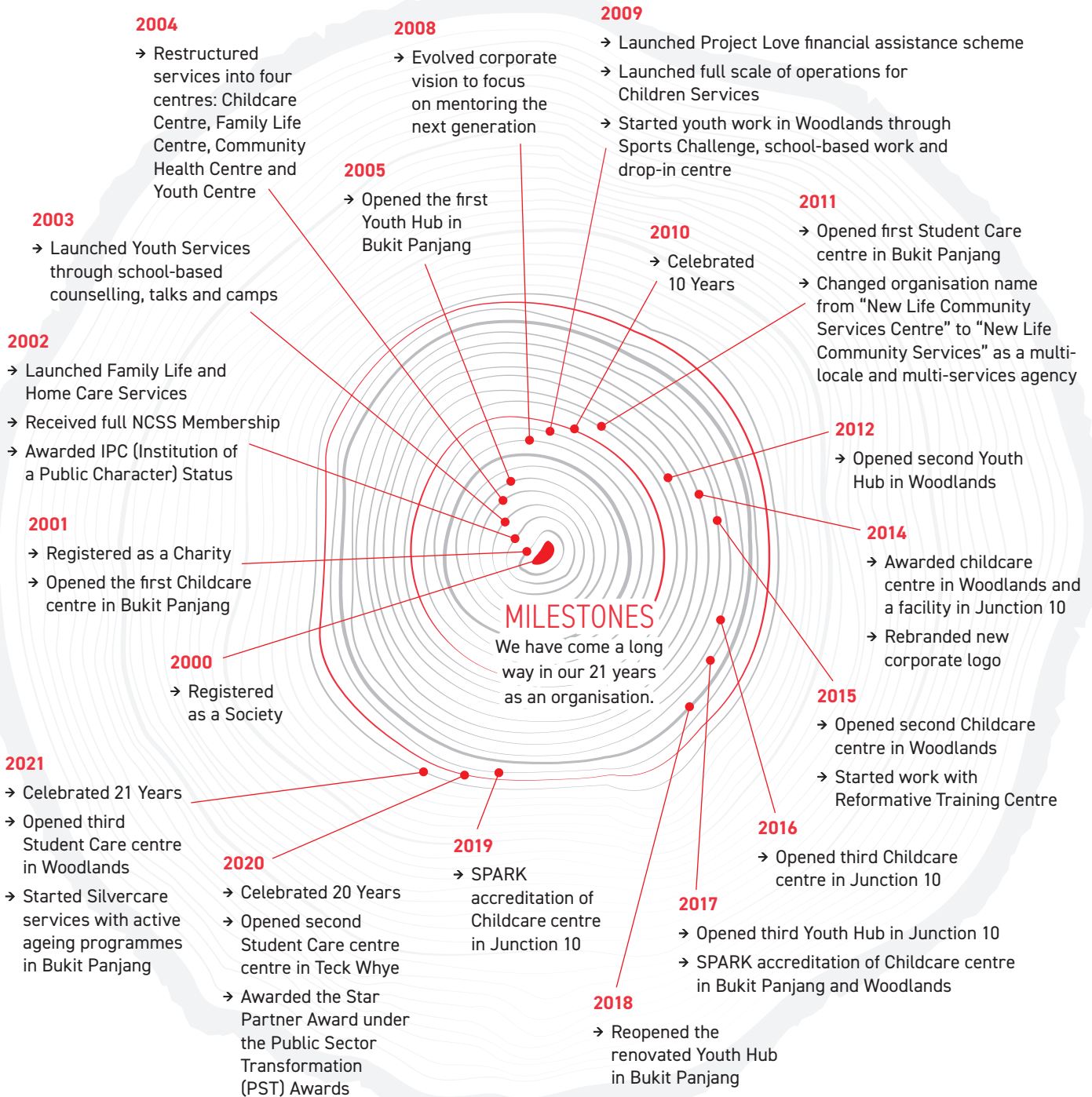
New Life Community Services (New Life or NLCS) is a social service agency passionate about serving children, youth and seniors in the community.

We operate three childcare centres, three student care centres and two youth hubs with an emphasis on imparting life skills and character values to the next generation. We conduct literacy and character mentoring programmes for disadvantaged children, as well as after-school engagement programmes for youths.

We provide marginalised families with financial assistance, casework management and counselling to address financial and social issues, so that their schooling children will be adequately supported.

We are currently pioneering active ageing programmes to support the needs of the elderly.

Our faith-based ethos motivates us to love and care for each person with the love that our God shows to us. Over the years, we have reached out to thousands of individuals from different religions and races – with absolutely no strings attached.



VISION

New Life seeks to **MENTOR THE NEXT GENERATION** of youths and children to **MASTER LIFE'S TRANSITIONS** so they may be able to make a positive contribution to their homes, communities and society.

MISSION

Love the Community for Christ

CHAIRMAN & EXECUTIVE DIRECTOR'S MESSAGE



BLESSED2BLESS



Two years into the Covid-19 pandemic, New Life Community Services (NLCS) continues to be the silver lining of hope to the community we serve. We are touched by the efforts of our staff going the extra mile to equip Amy*, the transnational girl who could not read English, and by our mentoring work bearing fruit with Belle*, a youth hub beneficiary becoming a befriender and older sister to Amy while volunteering at Student Care.

The deepening of synergies across New Life services and collaborations with community partners and Institutes of Higher Learning (IHL) have enabled programmes such as Steady Readers (SR) to grow and benefit more children. Similarly, NLCS' youth work has expanded into running mental wellness workshops and equipping IHL students to organise youth hub programmes.

In collaboration with Covenant Evangelical Free Church (CEFC), we started Blessed2BLESS, a Christmas outreach programme where volunteers from CEFC befriended and brought 169 low-income families, some of whom were referred to us by Zhenghua Constituency, Fei Yue Family Service Centre, and CEFC Comm Bless team, to shop for back-to-school supplies and groceries. Other milestones included pioneering HAPPY Seniors @ Blk 419, with a variety of active ageing programmes happening at our Fajar Youth Hub. The twice-weekly activities organized

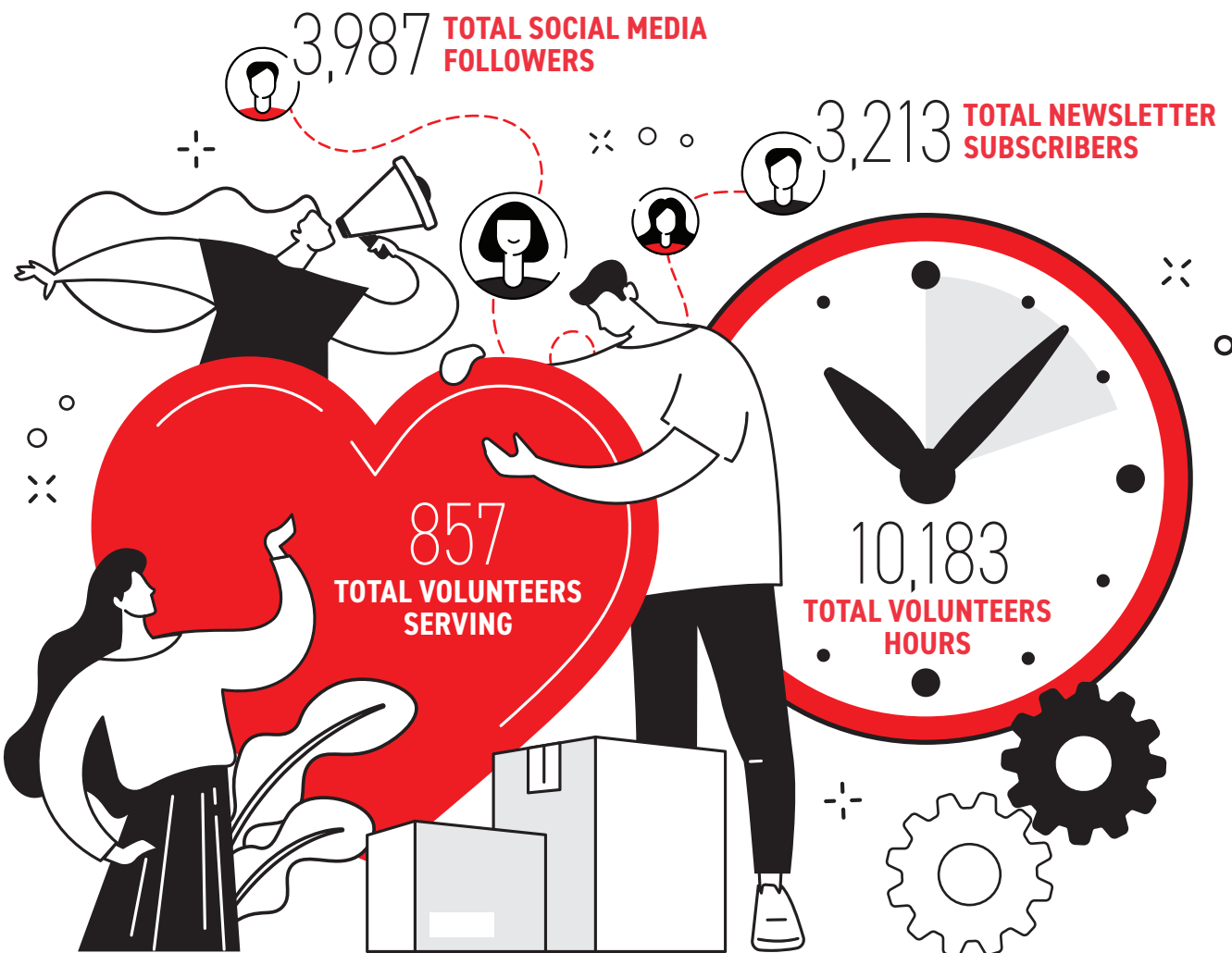
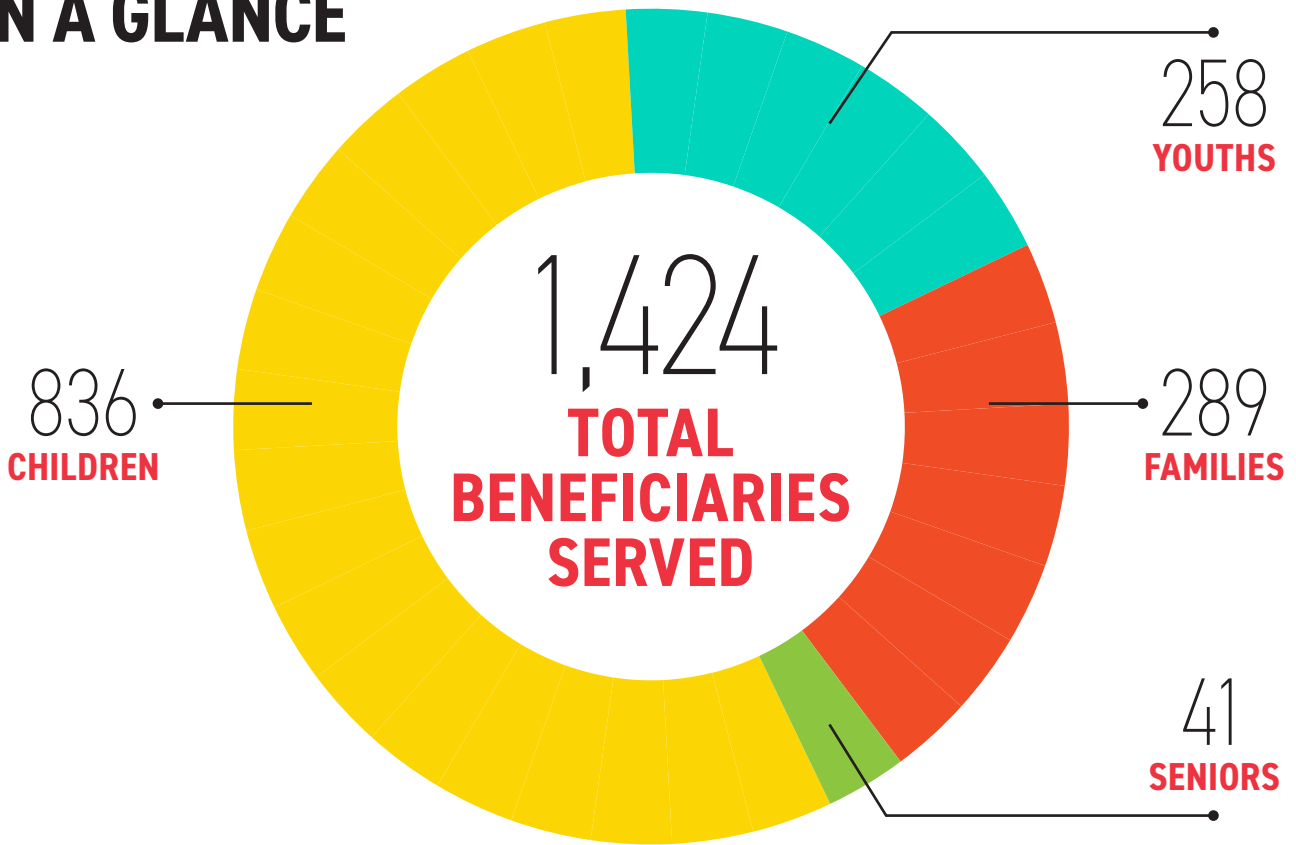
by NLCS Silvercare give community seniors something to look forward to and creates opportunities for them to make new friends.

Our work would not have been possible without donors who gave sacrificially and participated in our fundraising events. New Life Charity Golf returned after a one-year hiatus and was met with an overwhelming response. The Covid-19 pandemic also spurred us to be more creative in organizing our 21st Anniversary charity gala, as we adopted new ways of raising funds with online auctions and redemption of movie tickets and meal vouchers. At the movie premiere night, we had the privilege of hosting Senior Minister of State, Ms Sim Ann, as our Guest of Honour. Our youth hub beneficiaries and mentors also had a unique mentoring-bonding experience over the movie, thanks to movie tickets sponsored by donors. In partnering with Soul Food for the meal voucher redemption, we also brought greater community awareness to persons with disabilities.

The Steadfastness of God upon NLCS and our beneficiaries never ceases. Through His Provision of faithful co-labourers, like-minded partners, and generous resources entrusted to us, we endeavor to be faithful stewards and grow in our compassion and competencies so that the Love of Christ continues to be evident in the work that we do. To God be the glory!

PATRICK LIM & STEVE KON
CHAIRMAN & EXECUTIVE DIRECTOR
NEW LIFE COMMUNITY SERVICES

TOTAL IMPACT IN A GLANCE



SUMMARY OF FINANCIAL PERFORMANCE

\$9,565,052
TOTAL INCOME

\$8,567,063
TOTAL EXPENDITURE

DONATIONS FROM FUNDRAISING

\$261,028 **CHARITY GOLF**

\$106,210 **CHARITY RUN**

\$181,455 **21ST ANNIVERSARY**
(Deepening Roots, Sowing Seeds)

\$3,985,553 **TOTAL DONATIONS RECEIVED***

DONATION TREND

1.7%



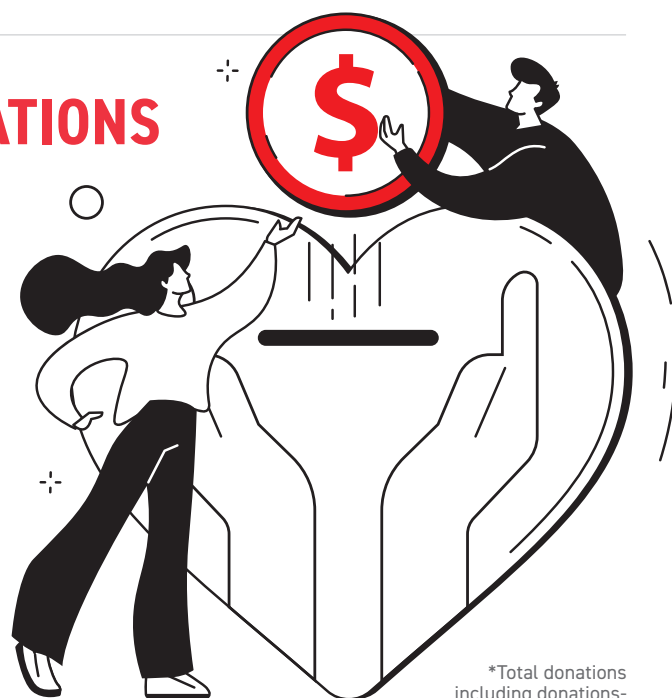
Decrease in donations from 2020 (\$4,055,600) largely due to a 32% reduction in corporate donations.

2,285
INDIVIDUAL DONORS

8 **GRANTS**

Capital Group
Community Foundation of Singapore
Early Childhood Development Agency
Ministry of Social and Family Development

National Council of Social Service
National Volunteer and Philanthropy Centre
North West Community Development Council
South West Community Development Council



*Total donations including donations-in-kind: \$4,156,153

35 **CORPORATE DONORS**

Acclaim Systems (Asia) Pte Ltd
Acclaim Systems Pte Ltd
Amare Engineering Pte Ltd
B & I Capital Pte Ltd
B-MECH Engineering Pte Ltd
BNL Services Pte Ltd
CBL Aircon Engineering Pte Ltd
Changi-Light Pte Ltd
Equinix, Inc.
Fire-Guard Engineering Pte Ltd
Fuji SMBE Systems Pte Ltd
Google

Heitman Wellness Centre Pte. Ltd.
Horse Can Listen Pte Ltd
Hy Building & Maintenance Services Pte Ltd
Irawady Investment Pte Ltd
Kairos Corporate Advisory Pte Ltd
Keng Photography (Anonymous)
Keppel Care Foundation
Kungfu Physics Education Hub Pte. Ltd.
Loomis Sayles Investments Asia Pte. Ltd.
LS 2 Asia Pte. Ltd.
Mitsubishi Electric Asia Pte Ltd

Nomura Singapore Limited
NTUC Fairprice Foundation Limited
Perun Consultants (Singapore) Pte Ltd
Pet Lovers Centre Pte Ltd
Progreso Networks & Security Pte Ltd
Skyde Engineering Pte Ltd
Tee Up Dormitory Pte Ltd
Tong Loong Engineering Pte Ltd
Univac Precision Engineering Pte Ltd
Vanguard Fire Systems Pte Ltd
Visa Worldwide Pte Ltd
YM Holdings Pte Ltd

HIGHLIGHTS OF THE YEAR



4 JAN
Woodlands Student Care Centre opens



19 MAR
Satis and Shing Kai receive WeCare & Special Recognition Awards at North West CDC Volunteers' Appreciation



23 APR
Space @ Woods Square Official Opening & visit by Minister Lawrence Wong



1 SEP
Charity Golf @ Tanah Merah Country Club

3 - 12 SEP
Charity Run
as part of Run
As One SG



**20 NOV -
20 DEC**
Blessed2BLESS
community
event

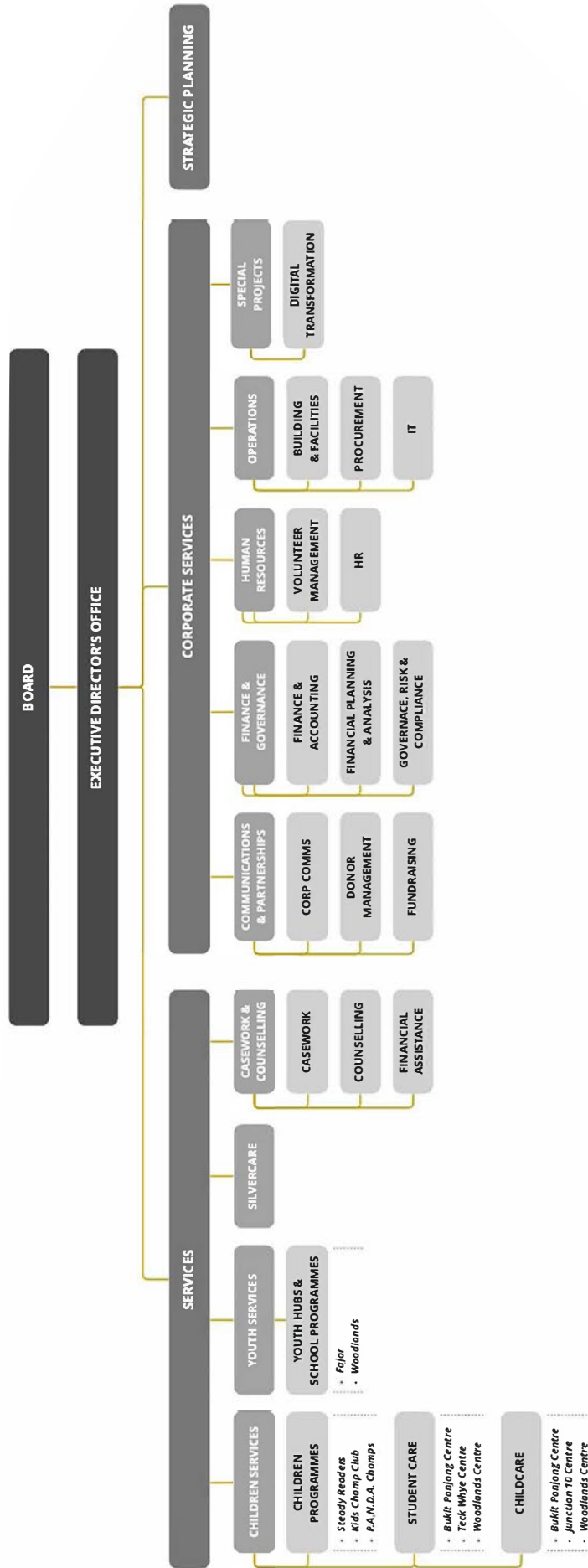


26 NOV
21st Anniversary
Celebration &
Movie Premiere
(Deepening Roots,
Sowing Seeds)



1 DEC
Launch of Silvercare
active ageing programmes

ORGANISATION CHART





OUR SERVICES

OUR SERVICES

CHILDCARE

“

Whatever people teach you between 0 to 7 years old forms part of your long-lasting values... [so] I prioritise the children's well-being and growth over smooth operations.

”

GLORILEE
SENIOR ENGLISH TEACHER



356
CHILDREN



7
COMMUNITY PARTNERSHIPS



A child is not an empty vessel to be filled, but a seed to be nurtured into bloom. At New Life Childcare, we believe that every child is a unique individual, gifted with strengths and talents to be discovered and developed. We love and nurture every child to become a wholesome, life-long learner with good character.

Character-building is at the heart of what we do. We are committed to impart Christian values to all children in the strengthening of their character development. Our teachers role model and impart the character qualities of love, joy, patience, kindness and self-control so that children will receive a strong foundation of character to face the challenges of the future.

We enable each child to grow and develop through exploration within an educational and play-based curriculum and through trust-filled relationships. Relationships and inquiry are foundational to our pedagogy because of our model of the child as a Competent, Communicative and Community-based learner. We also believe in taking a bilingual approach to teaching and learning. We prepare every child to make the transition to primary school life with character, competence and confidence.

All our centres have achieved SPARK accreditation, an assurance of the quality of the excellent pre-school programme that we provide.

OUR SERVICES
CHILD CARE



LOOKING BACK AT 2021

Encouraged growth in knowledge, skills and good values

- Republic Polytechnic's (RP) School of Applied Science taught 20 K1 students about food wastage and food sustainability, instilling values of contentment and gratitude
- RP Youth Entrepreneurship & Co-op Interest Group (YEC) conducted financial literacy workshop where 25 K2 children learnt good financial principles

Encouraged creativity and inquiry

- 15 K2s learnt to make DIY robots at a Digital Technology Workshop conducted by Keith from New Life Youth Services
- 14 K2s explored creative writing by publishing their first class booklet "Nurturing the Fruit of the Spirit within Me!"

Served the community

- 59 children participated in community walkathon ("Walk with Me") organised by Thye Hua Kwan Family Service Centre to fundraise for vulnerable families
- 40 K1 and K2 children presented songs and handmade gifts to seniors at Pacific Activity Centre's 5th anniversary celebration

Participated in national projects and competitions to gain more exposure

- Finalist for Preschool Chinese Language Storytelling Aid Competition 2021 organized by Committee to Promote Chinese Language Learning (CPCLL)
- Finalist for Abbot GROW Show You Can Drama Competition 2021



Watch the children's performance for the Abbot GROW Drama Competition here!

MOVING FORWARD – 2022 AND BEYOND

Support children requiring early intervention for developmental needs

- Embark on Developmental Support and Learning Support (DS-LS) Programme

Create comfortable and inviting learning environment

- Undertake cyclical maintenance and renovation for Woodlands & Junction 10 centres

Form deeper partnerships with community

- Develop deeper collaborations with Institutes of Higher Learning (IHLs) to create learning opportunities for children
- Establish regular intergenerational activities with New Life Silvercare and other eldercare partners

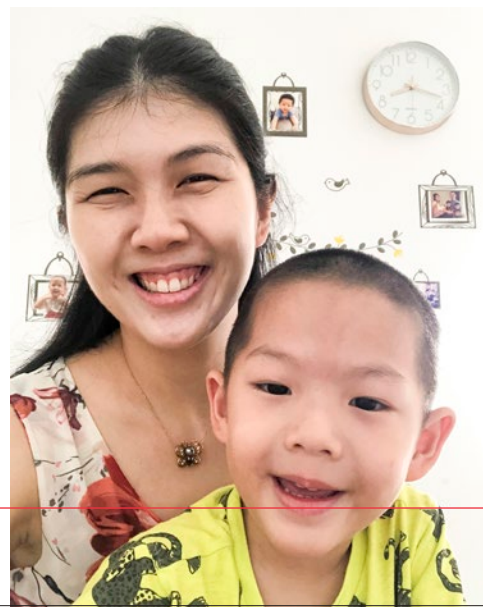
STORY: MEI FOONG & ZHENYU

My family moved to Bukit Panjang in 2018, and I was searching for a childcare that would take in my three boys. At that time, New Life Childcare's Junction 10 centre had an open house. Their facilities were very new and the environment looked clean and inviting. Even though my family is not religious, I was attracted by New Life's faith-based focus on imparting good values, as I believe it is important for children to learn these values when young. My youngest boy Zhenyu is K1 and currently attending childcare at J10, while his two brothers have graduated from the centre.

What I like about New Life Childcare, aside from the fact that it is faith-based, is that their bilingualism is very strong; they even teach math lessons in Chinese! Over time I have observed that my children's proficiency with the Chinese language has

improved greatly. I also appreciate the structured routines, which teach my children discipline. I am thankful for the teachers who have accompanied my children through their kindergarten years, providing consistent support – Teacher Emmarie and Zhou Lao Shi, and Teacher Glorilee and Ma Lao Shi who are teaching my youngest boy. When I look at how he has developed these past few months, I'm very happy that he's on track.

MEI FOONG
MOTHER OF ZHENYU



OUR SERVICES

CHILDREN PROGRAMMES



“

For some children that lack confidence, even reading is scary. Mentoring shows them that reading can be fun, which hopefully sparks their interest in learning.

”

NGUEN CHENG
STEADY READERS VOLUNTEER



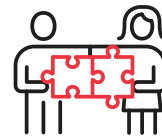
294

BENEFICIARIES
(172 SR, 26 KCC,
96 P.A.N.D.A.)

86% (147)

OF SR STUDENTS

demonstrated improvement in reading, confidence in speaking, and interest in learning



5

COMMUNITY PARTNERS

22% (37)

OF SR STUDENTS

graduated reading at their academic level



We mentor children to become champions in life by building character, supporting their holistic development and intervening for children with needs. We accomplish this through enriching and engaging mentoring programmes specially tailored for K2 to P4 children.

Steady Readers (SR), our flagship children's literacy programme running for over fifteen years, aims to help children reading below their academic level build a strong foundation in the English language. Children gain confidence in oral expression, improve their reading and comprehension skills, and grow their love for learning through guided reading, phonics and enrichment activities.

Kids Champ Club (KCC) aims to impart good character values to children and provide opportunities to put these values into practice, such that they become good role models at home and in school. Children develop positive self-esteem and cope with socio-emotional issues through intentionally designed activities under the guidance of adult mentors.

P.A.N.D.A. Champs is our holiday programme for New Life Student Care (SCC) children focused on building their socio-emotional skills, self-awareness and character values. Through fun and experiential activities, children learn how to foster good relationships, take on responsibilities, set goals and make good decisions.



OUR SERVICES
CHILDREN PROGRAMMES

LOOKING BACK AT 2021

Expanded programmes to more children

- Started SR @ Teck Whye SCC in January for 5 children, with volunteers from Hwa Chong Institution and Singapore Management University
- Started KCC @ Woodlands in July for 8 children with 6 volunteers
- Expanded SR online curriculum to cater to P4 students

Formed new partnerships

- Provided literacy support to 6 students from Choa Chu Kang Primary School from January to May
- Volunteers from NUS Taekwondo Club brainstormed and conducted hybrid onsite/online activities for PANDA Champs

- KCC received \$15,000 in funding under iShine programme run by EDISCares to be used for hands-on, exploratory learning experiences. Under this programme, 26 children learned perseverance through making their own Lego stop-motion animation

Developed deeper relationships and celebrated milestones

- 10 parent-child pairs from Woodlands SR & SCC participated in shadowbox-building bonding activity
- 20 KCC children and 15 parents made terrariums and played games during KCC Christmas celebration and showcase
- 44 SR children presented live during SR graduation amid COVID-19 safety measures in May. The graduation theme was Discovery Series with Steady Readers – Around the World!



MOVING FORWARD – 2022 AND BEYOND

- Expand our programmes for SCC children in Woodlands and Jelapang
- Improve and review our programme curriculum by putting evaluation tools in place
- Digitalise our trainings or conducting them in a hybrid format so that learning process is efficient for all involved

STORY: SIRUI

Three years ago, my daughter Sirui could only speak Mandarin and was very shy in expressing herself. We only speak Chinese at home, so by the time she reached K2, she really couldn't speak fluent English. I worried that she might not be ready for primary

school. She was attending New Life Childcare at Woodlands at the time, and the centre staff told me that based on a reading assessment, Sirui qualified for SR.

At first, I hesitated to register her for SR because I found the timing a bit too late. But I saw that most of her friends went and seemed to have a lot of fun. I previously sent her to another phonics class at the CC, but she just went once and even cried. I thought of giving SR a shot since her friends who went liked it, so probably she would like it too.

After going for SR, Sirui would tell me that she liked the stories shared during the class as well as their drawing activities. After a while, whenever her classmates didn't

know the answer or made mistakes, Sirui would offer to help. That's when I realised that she has truly improved. Before, she could barely speak for herself, but now, she expresses herself very well. She used to be very shy, but now she's much more comfortable with English, in listening, comprehension and asking questions. She also loves her teachers Satish and Cindy because they are kind, friendly and gentle.

SR is more effective than the usual phonics class. With the twice-weekly frequency of teaching English, the children can learn better. The \$40 cost per term is truly affordable and has greater value than the usual tuition class. To all the volunteers and staff, I truly appreciate all the time and effort you've invested in my child.

MDM XU YANNA
MOTHER OF SIRUI



OUR SERVICES

STUDENT CARE

“

To the children, I am more like a friend – some children have stories to share with me that they don't share with their parents. They come up to me for advice, they trust me to guide them... I have to counsel them, help them discern right from wrong.

”

MIKAELA
STUDENT CARE TEACHER-MENTOR



Character values are the heart of what we do at New Life Student Care (SCC). We want children to have a strong moral core which informs their choices, habits and attitudes. We help children develop strong foundations in all areas of life so that they become disciplined, confident and well-rounded individuals able to use their unique gifts to care for their community.

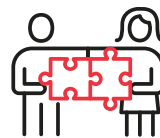
We do this through vibrant, holistic programmes as well as mentorship. Our P.A.N.D.A. values framework (Perseverance, Acts of Love, eNcouragement, Discipline, Accepting Differences) undergirds how we run the various programmes at our centres such that we impart good character values while developing the children's physical, psychological, intellectual and aesthetic capacities. Our nurturing teacher-mentors seek to build positive and affirming relationships with every child, so that they will be encouraged to grow yet receive careful guidance in the process.



186
CHILDREN ENROLLED



75
LESSONS OF LOVE



25
COMMUNITY PARTNERSHIPS



9
BURSARIES
given to students from low-income families

OUR SERVICES
STUDENT CARE

LOOKING BACK AT 2021

Sparked curiosity and love of learning

- Collaborated with Photon Robotics to teach 30 P3-P6 children simple coding functions, with support from North West CDC's WeCare Fund
- Collaborated with NTU College of Science to bring science to life through fun activities, videos and the arts for 30 P3-P6 children



Celebrated holidays meaningfully

- Easter celebration for all centres organised by youths from Covenant Evangelical Free Church
- Children's Day E-Carnival organised by Keppel Cares where 74 children practiced perseverance and teamwork to solve puzzles related to Singapore's history

Gave back to the community

- 129 children performed dances, sung carols and made Christmas cards for seniors at Fei Yue SAC, Care Corner SAC and Pacific Health SACs at Fajar and Sunshine Gardens



MOVING FORWARD – 2022 AND BEYOND

Enhance our internal capabilities

- Build our staff's competency in supporting children from different socio-economic and family backgrounds, and with different learning needs
- Embark on digitalising processes for operational efficiency, so as to free up time to focus on the children and their families

Extend impact on children and families

- Reach maximum enrolment of 186 children across all our centres
- Develop Theory of Change-based programmes that will increase beneficiaries' socio-emotional competency, resilience and empathy

STORY: AMY & BELLE

Eight years old and born into a transnational family, Amy* could not even read the alphabet. Her father left her mother in Singapore with a \$15,000 debt on top of rent and living expenses. Amy's mother works long hours at an F&B job to make ends meet, leaving Amy at home alone without any formal schooling.

When Amy took the pre-assessment for Steady Readers (SR), we discovered that she had no exposure to the English language. SR would not have been able to provide the sustained help she needed, so we suggested to place her in SCC. Our Casework and Counselling team made sure she got the financial assistance necessary for her to enrol.

The SCC team stepped up to support Amy. Even though student care only starts at 1.30pm, the staff agreed to come at 10am every day to help her settle into centre life. Being with so many children was a culture shock for Amy at first, but over time she grew her socio-emotional capacity, and now she even has a best friend at the centre. To get Amy the help she needed with learning English, our volunteer management executive matched her with a volunteer tutor who has 20 years of experience.

Meanwhile, a mentee from our Youth Services, Belle*, had been struggling



with mental health issues for some time. She shared with her mentor of five years, Joyce, that she finds it overwhelming to go to school, so she has dropped out. Our Executive Director suggested that Belle could intern in one of our SCC centres, which might provide a positive and less stressful alternative to the school environment. Belle gave it a shot, and started interning at the centre that Amy enrolled in.

Taking care of the younger children gave Belle a sense of purpose and confidence, and she has really taken a shine to Amy. Just as Joyce mentored her, now Belle is mentoring Amy. On the other hand, Amy blossomed in SCC, learning how to interact with others even as she learned English. She has since passed the MOE entrance exams and is adapting to life in primary school. We are heartened to have helped these two girls find hope and purpose in life.

*Not her real name



Listen to Amy and Belle's story here:

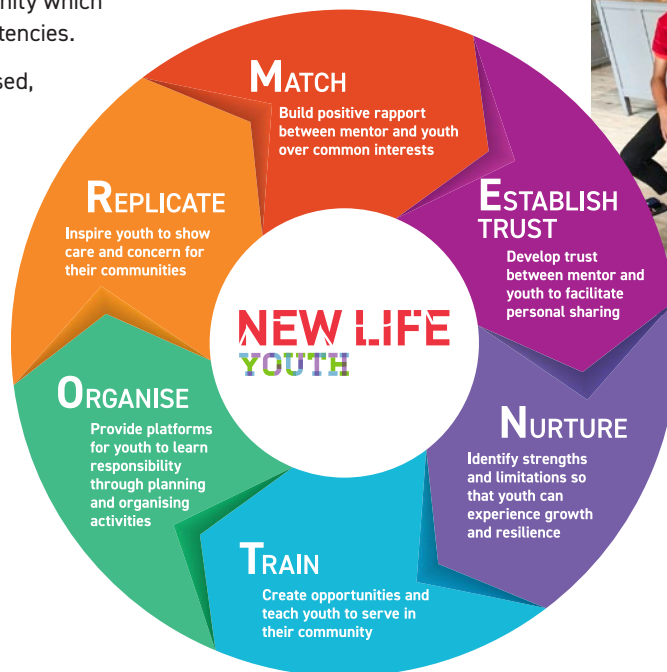
OUR SERVICES

YOUTH SERVICES

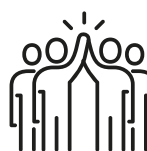


New Life Youth Services mentors youths by developing their resilience and empowering them to initiate change within their communities. Our youth hubs provide a positive, pro-social environment for mentoring through fun-filled activities, camps and building relationships. We also run after-school engagement programmes in the community which focus on youths' socio-emotional competencies.

Our mentoring model is relationship-based, where mentors role-model positive values and mindsets to develop youths biologically, psychologically, socially and emotionally. We adopt a unique and intentionally designed framework called M.E.N.T.O.R to track each youth's progress through the following six stages:



 **237**
YOUTHS IMPACTED
- 146 Hub youths
- 91 School youths

 **5,466**
ENGAGEMENTS
- 4,768 Hub engagements
- 698 School engagements

 **480**
1-TO-1 MENTORING SESSIONS

 **151**
SCHOOL PROGRAMME SESSIONS



“

Being a mentor means that I am like an older brother... I believe in giving the youths space to make their own decisions, which empowers them to take ownership of their growth.

”

NATHAN
YOUTH WORKER

OUR SERVICES
YOUTH SERVICES

LOOKING BACK AT 2021

Developed new and existing partnerships

- Provided safe environment for 36 youths to experiment, fail and learn from mistakes in mentoring-via-tinkering programmes with NIE
- Trained and mentored 14 RP students in partnership with Youth Corps Singapore (YCS) to plan and execute hub programmes for 2022

Created a safe space for youths

- Hosted mental wellness workshop for 12 youths in partnership with North West CDC and Campus Impact covering topics such as emotional resilience and peer support

MOVING FORWARD – 2022 AND BEYOND

Strengthen our core values and capabilities

- Develop Theory of Change with evidence-informed practices for youth programmes
- Equip staff with youth work competencies under Skills Framework for Social Service



STORY: JIA XIN & JIRAD

Jia Xin and Jirad are two good friends with a shared dream: to become a pilot. When their mentor Nathan found out, he brought the boys to a flight simulator where they could experience what it was like to fly a plane. Jia Xin shares, "I was touched by how Nathan paid more than half the cost of the flight simulator himself. He often does this, treating us to food or sponsoring things for us out of his own pocket." Nathan also arranged for the boys to meet a pilot, so that they would hear first-hand what pilots do. Jirad said of this, "I really appreciate what Nathan did, because he gave me a clearer picture of my goal, which motivates me to achieve it."

The trio have many fond memories together. Jia Xin recalled how they once went to East Coast Park to cycle and ended up talking about life lessons – how to save up for the

future, discover their strengths and understand their values. Meanwhile, Jirad recounted that from Secondary 1 to Secondary 2, Nathan would meet him to study his weak subjects (Chinese and science) every week in the J10 youth hub. The boys think of Nathan as their older brother, an encourager and caring presence in tough times.

Both boys appreciate Nathan's willingness to listen and understand their struggles. Jia Xin shares, "I used to be impulsive in my speech, often saying something hurtful without thinking or using vulgarities. As a mentor, Nathan would sometimes be on the receiving end of my thoughtless words, but he patiently listens to me without being offended. Through his guidance, I have learnt to be less temperamental and more self-controlled and respectful with my

words." Jirad adds, "Not many people would be as patient and supportive with us. What I treasure most about this group mentoring relationship is the trust we share, so that I can tell them how I feel without being judged." Because of the faithful support of their mentor, both Jia Xin and Jirad have been empowered to grow in maturity and achieve their dreams.

OUR SERVICES

CASEWORK & COUNSELLING

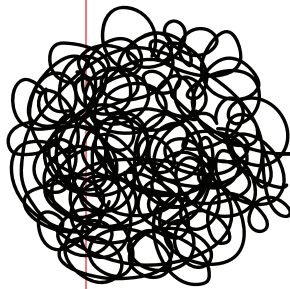


“

Our work is about stopping for the one. We ask ourselves, “What can I do to make this person’s situation better than it was before they met us?”

”

SHUQIN
SENIOR COUNSELLOR



141
CASES

We empower disadvantaged and low-income families to better face the future with hope and resilience, by mitigating the crises they face and supporting them through life transitions. We accomplish this through financial counselling and holistic help, as well as community partnerships.

We believe in creating inspiring and nurturing environments for children and youth so that they can fulfil their potential. Hence, we partner with families to facilitate communication and parenting approaches such that children and youths are supported by positive and fulfilling relationships. We also help to rehabilitate at-risk youths and youth offenders through different initiatives, giving them new hope and purpose.

Project Love is our direct financial assistance scheme to ensure that no child is deprived of basic education due to financial hardship. In 2020, Project Love expanded its reach to vulnerable individuals, elderly and families that have been affected by financial difficulties as result of the COVID-19 pandemic.

Project Hope aims to bring hope for a better future to primary school children in New Life Student Care centres by providing subsidised after-school care programmes and holistic assistance. We provide integrated physical, academic, psychological & socio-emotional, character development and counselling support for disadvantaged children and their families.



\$168,516
**DISBURSED
IN FINANCIAL
ASSISTANCE**

OUR SERVICES
CASEWORK & COUNSELLING



MOVING FORWARD – 2022 AND BEYOND

Create deeper and more sustainable impact on families

- Review and restructure existing programmes and interventions to better equip families to attain financial literacy and achieve independence with upward mobility through asset building
- Pilot Project Empower to help 10 families improve their skills and attain financial independence after a period of support

Expand scale of impact on children, youths and families

- Financially assist at least 50 families and counsel 10 additional families to deal with deeper issues
- Counsel 50 youths across our youth intervention programmes and referrals
- Provide parenting intervention and children's counselling for at least 10 families
- Expand scope of Hope Tuition Programme to reach more children

LOOKING BACK AT 2021

Empowered families to overcome financial challenges

- Processed 105 Project Love applications and approved 69 of these cases for financial support
- Provided beneficiaries from 69 cases with case management, financial management skills and counselling support
- Disbursed \$38,915 to 235 beneficiaries in the form of grocery & stationery vouchers or in-kind care packs of necessities and school supplies during NLCS' community event Blessed2BLESS

Intervened to support at-risk youths, youth offenders and underprivileged children

- Provided group work and individual counselling to 19 at-risk youths in MOE pilot programme with West Spring Secondary School and New Life Youth Services
- Counselling 27 youths and children across our counselling services, Uplift programme and Early Engagement for Youth Under 21 (EE21) in partnership with the State Courts
- Piloted Hope Tuition Programme with volunteer tutors for beneficiaries from single-parent households

STORY: MDM CHANG & QI YONG

Mdm Chang's story shows the commitment of our staff to go the extra mile for someone in the community, and the difference our programmes are making in the lives of children with disadvantaged backgrounds. We want to help more people like Mdm Chang to overcome their circumstances and be empowered to live better lives.

"It was an extremely tough and uncertain period for us to get through, but New Life really helped us get through that critical season of difficulty.

My ex-husband had violent tendencies. He has a gambling habit and owes a lot of money, so every day when he gets home he would start to beat us up. For my children's safety, I divorced him and we moved out when my son Qi Yong was in Primary 2. That year, we moved house ten times. That gave my two children a lot of stress and unhappiness. New Life staff [from Children Programmes] found out about our situation and helped us apply for Project Love's financial assistance. They eventually helped us move into a temporary sheltered home.

During the COVID-19 period, the first thing the New Life teachers did was to raise funds among themselves for my family. They also helped me apply to Project Love again for my daughter's polytechnic school fees. Project Love sponsored about eight months of her tuition fees, as well as assisted with living expenses. I'm truly grateful to New Life to have so many people helping and caring for us along the way.

Having witnessed his father's violent outbursts from young, Qi Yong became very aggressive not long after school started in 2020. After attending KCC for half a year, he still has trouble regulating his emotions, but he no longer has violent outbursts and has learned to accept the teachers' suggestions and reminders. Recently he told me, "Mama, I am trying to be a good boy. Let me see if I can go one week without losing my temper or getting angry." I was pleasantly surprised by his suggestion.



I want to say a big thank you to all the staff of New Life. My deep gratitude cannot be expressed in words, it comes straight from the heart. Because of New Life, we have such a blessed and warm home today."

MDM CHANG
MOTHER OF QI YONG

OUR SERVICES SILVERCARE

“

We don't just want to run programmes, we want to engage seniors meaningfully such that they feel a sense of being wanted and loved.

”

CINDY
STRATEGIC PLANNING LEAD



Our vision is for every senior to be empowered to age with dignity and to develop a sense of purpose in their old age. We aim to do this by helping seniors to build relationships and self-worth, engage in active learning and stay healthy, and get connected to community support.

Because social isolation is a key factor affecting seniors' quality of life, mental health and even physical wellness, facilitating relationship-building is a priority in our initiatives. We provide opportunities for seniors to learn new skills and try new activities in community, which helps them feel that they are growing and learning purposefully with others. Finally, we hope to establish a sense of belonging and community through active ageing programmes, where members are empowered to use their skills to help one another.

The outcome we hope for is that through our services, seniors will be HAPPY:

HEALTHY

In mind, body, heart and relationships

ACTIVE

Engaged in lifelong learning

PURPOSEFUL

Rediscovering identity and purpose

PREPARED

To face challenges of ageing

YOU-NIQUELY LOVED

Supported and affirmed in community

OUR SERVICES
SILVERCARE



41 **BENEFICIARIES**



19 **ACTIVITY SESSIONS IN DECEMBER 2021**

HEAR FROM OUR SILVERCARE STAFF!

In planning for New Life Silvercare, the mission I have is simple: I want to help seniors be happy and find lasting joy. Seniors face many challenges: some have mobility issues, some are isolated or neglected, and many of them pass their days alone at home, doing nothing. We don't just want to run programmes, we want to engage seniors meaningfully such that they feel a sense of being wanted and loved.

I'm thankful for how Silvercare has developed in such a short time. Not only do we have seniors coming in and enjoying the activities, but they are making new friendships and telling their neighbours about our programmes. I really love seeing the pride and joy on their faces when they finish making a craft at our interest classes. I've also noticed the seniors' growing concern for each other and their willingness to bless one another, which encourages me that lively personal relationships are being built.

My mother is one of the volunteers here, she teaches the bead-making class. She is not well-educated and has never taught bead-making before, but being able to impart skills to others has encouraged and empowered her. She's now getting these students of hers to train other people as well. I hope that others will join in the work we are doing in Silvercare – to create a place where seniors can learn together, make friends, affirm each other's strengths and find a renewed purpose in their lives.

CINDY
STRATEGIC
PLANNING LEAD



MOVING FORWARD - 2022 AND BEYOND

Expand active ageing services to reach more seniors

- Increase HAPPY Seniors @ Fajar programme frequency to four half-days a week to provide more activities and contact time for seniors
- Search for sites to open other active ageing centres in Bukit Panjang

Deepen engagement with seniors

- Explore opportunities for intergenerational activities in collaboration with other NLCS services
- Develop framework and curriculum for "Community School for Seniors" to prepare seniors for life transitions and help them discover unique strengths



COMMUNITY EVENTS BLESSED2BLESS



Children's Fest, our annual community event for children and families since 2011, had to be cancelled in 2020 in light of the prevailing COVID-19 restrictions. This year, we wanted to reimagine a pandemic-friendly community event that would still meet the needs of our beneficiaries.

Blessed2BLESS filled that gap. Over the Christmas season, volunteers would take beneficiary children and families on shopping trips or visit beneficiaries' households. Our goal was not just to provide materially for our beneficiaries, but to also spark off befriending relationships between volunteers and beneficiaries for social support, with some maintaining relationships over the long term.

Blessed2BLESS brought much-needed joy during the Christmas season to families who were in need and saw the start of many warm and friendly relationships. Many beneficiaries were grateful for the NTUC and Popular vouchers, which covered expenses for daily necessities and school supplies for their children. Working parents especially appreciated the friendly attention volunteers gave to their children on the shopping trips.

We are thankful that there was an outpouring of responses to our call for volunteers. Because of this, we were able to meet the needs of 235 beneficiaries, which was more than expected. We are also grateful to have been able to partner with Covenant Evangelical Free Church and Fei Yue Community Services in reaching various individuals and families in the community.

HEAR FROM OUR BENEFICIARIES



354
VOLUNTEERS



235
BENEFICIARIES



1327
VOLUNTEER
HOURS



\$38,915
USED TO PURCHASE
VOUCHERS AND
IN-KIND CARE PACKS

I would like to say a very big thank you to New Life for giving us this opportunity. This is our first time receiving this kind of service. It is very helpful and we save a lot, especially for the kids as there are lots of new things they need as they are getting ready for school. Seeing them happy will make us more happy. I hope New Life will organise this event again. Thank you once again, our family really appreciates it a lot.

MDM FATIMAH*



COMMUNITY EVENTS
BLESSED2BLESS



HOW THEY HAVE BEEN BLESSED!

My daughter Melissa* and I really appreciated the special arrangements [for the shopping trip], as I told her what New Life does, bringing hope to the disadvantaged. A big Thank You to the volunteers Kasey and Charmaine for spending time with Melissa to choose her favourite Young Scientist books and toys, and to New Life for your generosity which allowed her to buy these items which I could not otherwise afford. We ended the day with a special moment, as Melissa was elated when [the volunteers] bought her a rainbow cookie. She whispered to me, "Yummy, she knows what I wanted". Thank you for the memorable outing.

MDM SHI HUI*

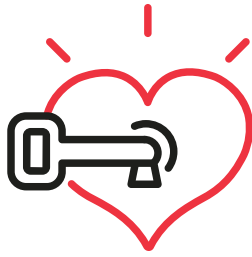
We appreciate New Life for organising this event. This is the first time that my children have gone shopping with so-called 'strangers' to them. At first, they were shy but soon the friendliness of both volunteers Daniel and Jing Yi made them feel comfortable. Throughout the trip, the children were able to choose the things that they wanted to buy either for school or for play. This helped to reduce the parents' burden during this pandemic period. Really thankful to the team for the efforts and times.

MDM PEI LIN*



CORPORATE SERVICES

INTERNAL KEY PROJECTS



Our corporate services worked hard to transform our internal capabilities over the past year.

HR

With funding from NCSS, NLCS implemented a new Human Resource Information System (HRIS) to improve the efficiency of HR by automating and digitising HR processes and enhance employee productivity through self-service.

In partnership with Make Health Connect (MHC), NLCS also introduced a new outpatient medical programme. The programme allows employees a cashless experience with their panel GPs at a preferential rate.

NLCS participated in the Transformation Support Scheme (TSS) under NCSS, which provides funding to SSAs to recruit manpower for capability-building projects leading to organisational transformation. NLCS utilised the funding to hire four employees to strengthen our capability in the areas of Digital Transformation, Governance, Risk & Compliance (GRC), Human Resources and Strategic Planning.

OPERATIONS

NLCS' operations team supported the running of NLCS' various essential service centres for the second year of the pandemic. The team is grateful for an operational accident rate of 0% amongst its staff.

After taking over the premises from Fei Yue Community Services, Teck Whye SCC completed its cyclical maintenance and major renovation, with partial funding from MSF. NLCS also received \$23,000 under the Tech & Go initiative to purchase and implement temperature screening and hardware solutions for all our centres and corporate headquarters. This tech solution is scalable for future upgrading, should ministry requirements for COVID-19 change.

GOVERNANCE, RISK & COMPLIANCE

As part of NLCS' aim to have strong governance and internal controls, we engaged external consultants to

perform a comprehensive review of areas like finance, volunteer management, programmes, facilities and IT management, PDPA and code of governance. Such regular audits give all our stakeholders confidence that we have the internal rigour to deliver quality services.

NLCS also introduced systematic policy and document management processes, to improve information flow and facilitate reviewing and revision of policies. This enables us to adapt to a changing environment as we prepare to become a large IPC with gross annual receipts of more than \$10 million in each of the last 2 financial years.

DIGITAL TRANSFORMATION

NLCS is preparing to launch several digital transformation initiatives in 2022, to improve our processes, empower our people and open new opportunities to serve the community.

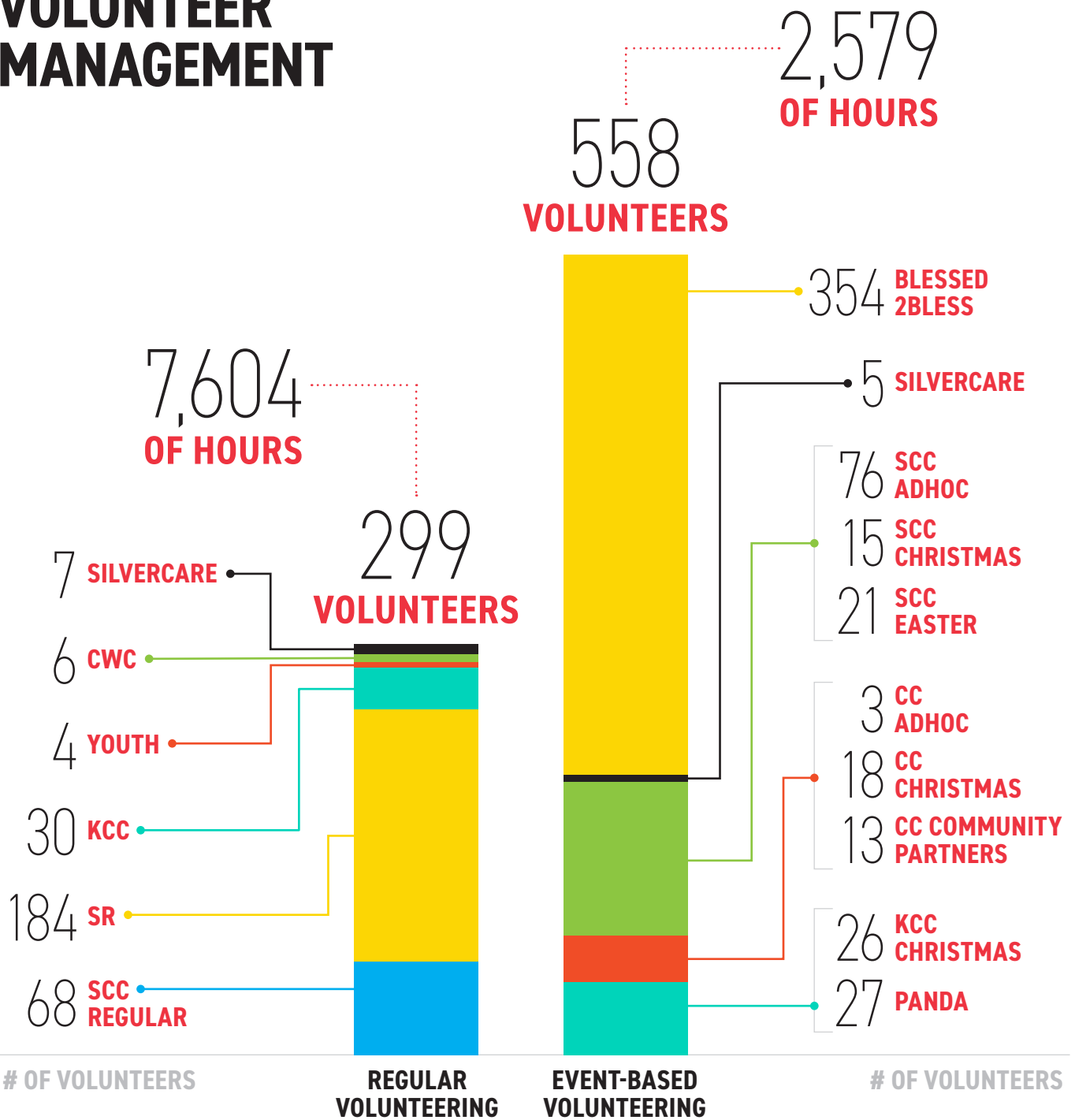
We will launch a new Student Care centre management system in March which allows parents to register their children, communicate with teachers and monitor their children's progress from one integrated and mobile-friendly online portal.

NLCS will also launch an integrated CRM system in 2022. This will improve our volunteer management, donor management and casework management systems to be more secure, rule-based and efficient.

COMMUNICATIONS & PARTNERSHIPS

NLCS organised various corporate events to raise awareness of and funds for our causes, such as Charity Golf, Charity Run and our 21st Anniversary celebration (Deepening Roots, Sowing Seeds). In total, these events raised \$548,693. NLCS also engaged stakeholders in CEFC through events such as New Life Day and New Life Friends Day, encouraging a fresh influx of volunteers and donors.

CORPORATE SERVICES VOLUNTEER MANAGEMENT



KEY HIGHLIGHTS

- 262% increase from 335 volunteers in 2020 to 882 volunteers in 2021, due to flexibility and accessibility of online and hybrid volunteer opportunities amidst the pandemic
- Increased collaborations with Institutes of Higher Learning (IHLs) resulted in greater opportunities to engage pool of younger volunteers
- Volunteer numbers decreased towards the end of 2021 as work-from-office restrictions opened up
- Blessed2BLESS oversubscribed by volunteers from Covenant Evangelical Free Church (CEFC), with volunteers going above and beyond for the beneficiaries
- Volunteers from CEFC stepped in to fill urgent needs during September's tightening of restrictions
- Steadfast year-end support from CEFC as they provided volunteers to serve at Kids Champ Club (KCC) and Childcare Christmas celebrations

CORPORATE SERVICES
VOLUNTEER STORIES



This is my tenth year volunteering in Steady Readers (SR). The children I've seen face many challenges, their parents might work multiple jobs or not speak English, so they don't get much academic support. I have come across a Primary 3 kid who didn't know the alphabet. For children like him, the gap keeps on widening over the years and it's very hard to catch up.

Yet many of these kids are smart. SR is a chance for me to give them that sustained, one-on-one attention that they need to excel. I have seen kids do complete turnarounds within three to six months of being in the programme. One of my current students comes from a family where nobody speaks English. Through SR, she got curious about reading English books, and now she finishes three to four library books in a week. It makes me very proud of how far she's come.

Before volunteering with SR, I thought that nobody would ever need such a literacy programme. The Singapore education system is very strong, very advanced. But I have seen these children and what they struggle with. I wasn't exposed before but after seeing this for the last ten years, I know this programme needs to be done, it cannot stop.

SATISH
STEADY READERS VOLUNTEER MENTOR

SATISH'S
STORY

At the North West CDC 2021 Volunteers' Appreciation virtual ceremony, our long-time volunteers Satish and Shing Kai received the WeCare (Volunteers) Award and Special Recognition Award respectively. Hear from them below about their experiences serving with NLCS!

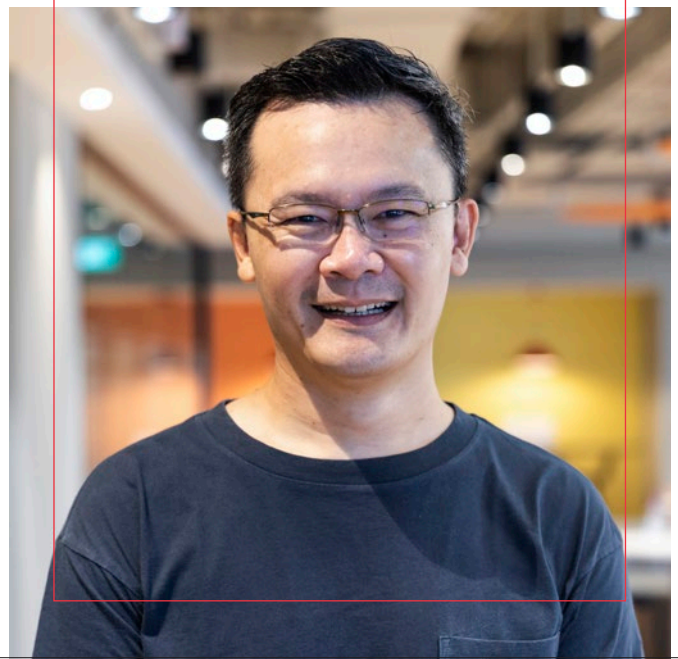
I think it's really challenging to be a youth these days. I have seen kids fall by the wayside without the right guidance. They get in trouble in school, their parents are too busy for them, some of them are from broken families. And I felt that maybe I can be a listening ear, to fill the gap where they lack a caring, attentive adult presence.

Back in 2009 I volunteered at the Fajar Youth Hub as a Befriender – playing games with the youths, helping with homework, discussing their future plans. More recently I've been tutoring a Casework & Counselling beneficiary over Zoom. Her family cannot afford private tuition, but I can provide her with the one-on-one attention that she's lacking, to help clarify her doubts on the subject. We were both very happy last year when she passed her exams for the first time. I hope to continue helping her as long as I can.

I never knew it could be so simple to make a difference. Even small things like listening to youths, helping to improve their grades, can leave a great impact in their lives. I have been blessed to bless, so I will continue to do so, and hopefully that will make a difference to somebody's life.

SHING KAI'S
STORY

SHING KAI
CASEWORK & COUNSELLING VOLUNTEER TUTOR



Listen to more
volunteer stories here:



CORPORATE SERVICES PARTNERSHIPS

We are thankful for the support of our partners and sponsors in the following initiatives:

FUNDRAISING EVENTS

CHARITY GOLF 2021

Loving The Community, One Tee At A Time

SPONSORS

Amos Leong



Eddie Tan Cheng Soo

Haren Shah & Jenny Chong



X T R A



CHARITY RUN 2021

PARTNERS



20 YEARS OF DEEPENING ROOTS, SOWING SEEDS: ANNIVERSARY FUNDRAISER

PARTNERS

Art Dimension Studio

Keng Photography



SPONSORS



Aw Mui Mui

Eddie Tan

Koh Hui Hiang

Margaret Yeo

Sophie Lee

Wen Shan

Caroline Low

Irene Beh

Lin Michelle

Si Yu

Tan Eng Keng

Ui Nena

Cynthia Chua

Jephew Ho

Lina Poh

Siang Hon Tan

Tan Lay San

CORPORATE SERVICES PARTNERSHIPS

SERVICES COLLABORATIONS

CHILDCARE



Senior Activity Centre



Family Service Centre @ Bukit Panjang

STUDENT CARE



Senior Activity Centre



Senior Activity Centre



Laniakea Culture Collective



Regina Gowindah & Andrey Gorbunov

CORPORATE SERVICES
PARTNERSHIPS

CHILDREN PROGRAMMES



**Economic Development
Innovations Singapore**



YOUTH SERVICES



SILVERCARE



COVENANT EFC



Zhenghua Cares

**COMMUNITY
EVENTS**

YEARS AHEAD

DEEPENING AND BROADENING SERVICES

Explore inclusive support for children and youths with developmental needs

As at Dec 2018, there were about 32,000 students with reported Special Educational Needs (SEN), with 80% in mainstream schools and 20% in SPED schools. The proportion of students with SEN has increased from about 5% in 2014 to 7% in 2018. As this rise in percentage is a worldwide trend, we see an opportunity to support the social and learning needs of these children and their families.

NLCS is in a unique position to offer a continuum of inclusive support from infants to children and youths in the Bukit Panjang and Woodlands regions. Research has also shown that both typical and atypical children benefit from a well-developed and inclusive environment. A taskforce with experts in inclusion and special needs will be set up to guide NLCS in exploring the possibilities of growing in this area.

Develop socio-emotional competencies of children and youths, especially those from at-risk backgrounds

Beyond supporting the basic material and educational needs of children and youths who are at risk of failing academically or dropping out of school, we recognize the need to develop their socio-emotional competencies (e.g. their self-concept, their relationships with

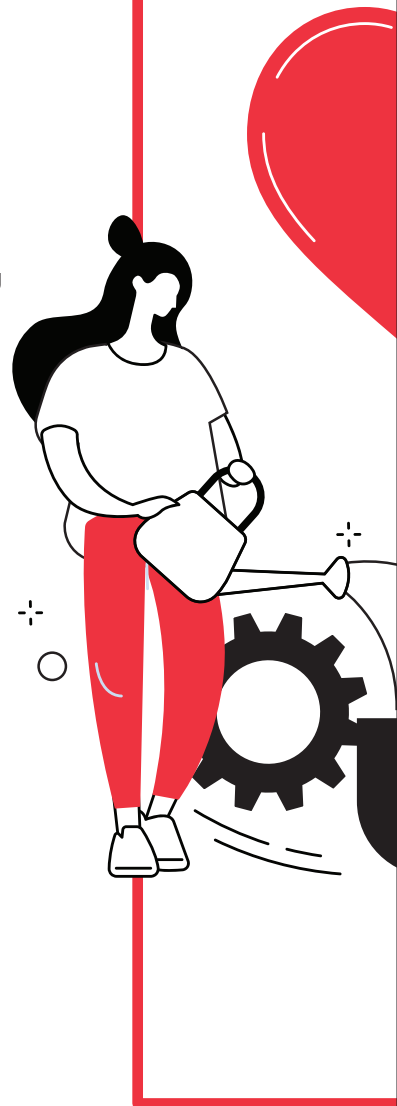
others, responsible decision-making, etc.) to influence their life outcomes. NLCS will review and strengthen all our programmes using the Theory of Change and move towards evidence-based and evidence-informed practices.

Helping seniors find purpose and meaning

Having started our Silvercare services in 2021, NLCS' focus in 2022 is to begin by addressing seniors' socio-emotional needs and active ageing concerns, before we build our capability to address specialised needs and care. NLCS also aims to establish partnerships with like-minded elderly services providers to complement our existing approaches.

Enhancing financial support for those caught in the gaps

NLCS' financial assistance programme has been an integral part of our support to the vulnerable in our community since 2009. For 2022, NLCS aims to improve our financial intervention programmes to be more structured, evidence-based and progressive. We are working to expand our current programmes to include interventions for financial management as well as early education in the form of tuition. NLCS also hopes to extend financial assistance to transnational spouses and their children, and pilot our financial intervention programme, Project Empower, with 5 to 10 cases.



STRENGTHENING ORGANISATIONAL CAPABILITIES

Develop evidence-based and evidence-informed practices

We will be starting a strategy and research department in 2022 to strengthen NLCS beginning with two headcounts to develop capabilities for strategic planning, research and evaluation of NLCS' services. We aim to be evidence-informed in our practices and to improve the effectiveness and efficiency of our services to impact our beneficiaries.

Harnessing digital technology for efficiency and governance

In 2021, NLCS started to intentionally harness technology to enhance operational efficiency. We will continue this digitalisation process in 2022 and beyond to optimise our service delivery to our beneficiaries and clients through better stewardship of our limited resources. We are working on solutions to improve the administration and governance of our childcare, student care, centre management, casework, volunteer and donor management.

Maintaining good governance

After a comprehensive review by external consultants, NLCS implemented the recommended policies, process and procedures and has attained compliance to the Advanced Tier of the Code of Governance for Charities and IPCs in FY2021.

The Board will continue its commitment to good governance and ensure the

continued integrity, transparency and effectiveness of the organisation. In this aspect, the Audit and Governance Committee will assist the Board to review, develop and implement governance, risks and compliance policies and guidelines.

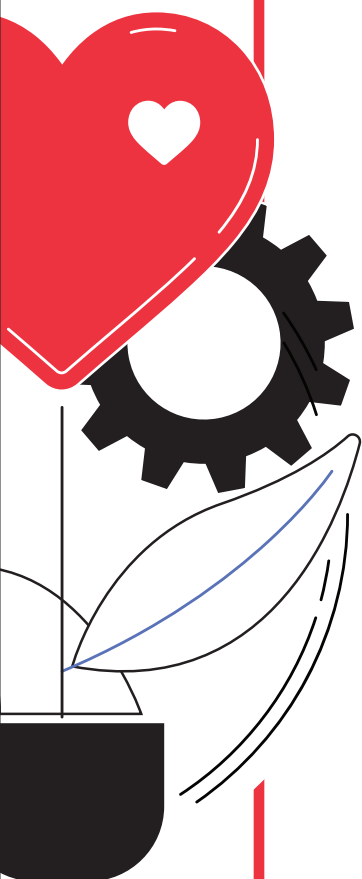
Strategising fundraising

Fundraising is a key pillar in enabling NLCS to deliver services to our beneficiaries on a wide scale and with deep impact. To meet the 2022 donation target of \$4.92M, NLCS aims to fundraise through in-person, hybrid and virtual events and campaigns, including but not limited to Charity Cycle, Charity Golf, Charity Run or Walk, New Life Day and online giving platforms. NLCS will also actively participate in the application of grants from corporates, foundations, and government agencies.

To support our fundraising efforts, NLCS will continue to expand the capability and capacity of our fundraising committee through the recruitment of volunteers and hiring of a dedicated fundraiser. In tandem with this, NLCS intends to implement a new donor management platform to better engage donors and carry out fundraising strategies.

Deepening competencies of staff

We will be deepening the competencies of our staff in line with our goals, especially in the areas of Theory of Change, digitalisation, governance, and inclusion.



NEW LIFE BOARD MEMBERS



PATRICK LIM KAH HOCK
CHAIRMAN

Patrick is a Commercial Director in a European chemical distribution company. An MBA holder from Imperial College, he is currently a deacon on the board of Covenant EFC. Within NLCS, he has served as Vice Chairman, Assistant Treasurer, Honorary Secretary and Chairpersons of several committees.



ELDER JOHNNY TAN CHEOW HOCK
VICE-CHAIRMAN

Elder Johnny served for 30 years in the Singapore Armed Forces (SAF), doing project management, training development, commanding battalions and training institutes. He both retired from SAF and stepped down as the Chairman of Covenant EFC's board in 2015, to assume the role of CEFC's Missions Director. He holds an MBA from the University of Western Australia.



JEREMIAH LO TUCK SENG
SECRETARY

Jeremiah works in the Ministry of Defence. A former Fulbright Scholar, he holds a master's in International Public Policy from Johns Hopkins University. He got interested in philanthropic service after helping the homeless in Washington DC, and has also served in CEFC's Community Blessing Homework Corner initiative.



ADELYN TEO WEI LIN
TREASURER

Adelyn is the Regional CFO of a global multinational business and IT consulting firm. Adelyn holds a Bachelor's degree in Accountancy (Honours) from Nanyang Technological University and a Master of Arts in Counselling from the Singapore Bible College. Adelyn currently volunteers as a Counsellor in Covenant EFC.



PAMELA LEE HUIYING
ASSISTANT TREASURER

Pamela has served in various positions in the Singapore Public Service since 2005 and is currently a Director in the Monetary Authority of Singapore. She holds a Degree in Economics from the University of Cambridge and an Executive Masters in Business Administration from INSEAD.



EDDIE TAN CHENG SOO
BOARD MEMBER

Eddie has recently retired from Citigroup as the Asia Pacific Regional Corporate Treasurer. He was also the Regional President of Association Cambiste Internationale Asia and Chair of the Disciplinary Committee for Singapore Exchange. He holds a Bachelor of Arts from the National University of Singapore.

The following director stepped down during May 2021: Nicholas Lee Jin Kian

NEW LIFE
BOARD MEMBERS



ADRIENNE SNG HWI CHENG
BOARD MEMBER

Adrienne is a Clinical Psychologist trained in James Cook University and Birbeck College who works with children, youth and their families. An NCSS Social Service Fellow, she holds the role of Director (Clinical Services) at Boys' Town. She occasionally conducts sessions for SSAs, schools and churches on topics like mental health, youth issues and mentoring.



CHEAH SIN HEAN
BOARD MEMBER

Sin Hean has 40 years of experience in the building industry: three years in the former Public Works Department, nine years as a project manager with property developers and 28 years as a director in Goodrich Global Pte Ltd, a company that supplies interior furnishings. He holds a B. Sc. (Building) (Honours) from the National University of Singapore.



MICHAEL MOK AIK CHIN
BOARD MEMBER

Michael is one of the Founding and Executive Directors of Acclaim Systems, a leading player in the fire detection & suppression industry in Southeast Asia and East Asia. He actively serves as a council member in The Institution of Fire Engineers, and as a member of Covenant EFC's Business As Mission team.



SIM CHOON SIONG
BOARD MEMBER

Choon Siong is Executive Director, Quality & Excellence at Enterprise Singapore. He has served in the public sector for over 25 years, holding positions in Ministry of Trade & Industry, Ministry of Transport, and National Environment Agency. Choon Siong serves on the National Youth Fund Advisory Committee and has also served on the NLCS Board from 2006 to 2017.



DARRELL TAN CHUN LOONG
BOARD MEMBER

Darrell is currently an in-house legal counsel in a technology company. Prior to that, he was an associate in one of the largest and leading law firms in Singapore. He holds a Bachelor of Law (Honours) from the National University of Singapore.



ELIAS TOH CHEE WEI
BOARD MEMBER

Elias is an Assistant Director, Planning & Acquisitions at Far East Organization. He holds a Masters in Architecture from the National University of Singapore and has been working in several MNCs in the real estate industry for the past 20 years.

COMMITTEES & EXECUTIVE MANAGEMENT

BOARD COMMITTEES (FY2021/2022)

STRATEGY COMMITTEE

Chairperson:
Patrick Lim

Members:
Elder Johnny Tan
Jeremiah Lo
Adelyn Teo
Cheah Sin Hean
Eddie Tan
Adrienne Sng
Pamela Lee
Darrell Tan
Elias Toh

CHILDREN & CHILDCARE COMMITTEE

Chairperson:
Pamela Lee

Members:
Jeremiah Lo
Elias Toh
Sim Choon Siong

YOUTH COMMITTEE

Chairperson:
Adrienne Sng

Members:
Adelyn Teo
Darrell Tan
Michael Mok
Oliver Loke (Co-Opted)

CASEWORK & COUNSELLING COMMITTEE

Chairperson:
Adrienne Sng

Members:
Adelyn Teo
Jeremiah Lo
Sim Choon Siong

HUMAN RESOURCE COMMITTEE

Chairperson:
Jeremiah Lo

Members:
Patrick Lim
Elder Johnny Tan
Cheah Sin Hean
Joey Lam (Co-Opted)

FINANCE & INVESTMENT COMMITTEE

Chairperson:
Adelyn Teo

Members:
Pamela Lee
Elder Sherman Chow (Co-Opted)

FUNDRAISING & OUTREACH COMMITTEE

Chairperson:
Eddie Tan

Members:
Cheah Sin Hean
Michael Mok
Caleb Gau (Co-Opted)

AUDIT & GOVERNANCE COMMITTEE

Chairperson:
Elder Johnny Tan

Members:
Eddie Tan
Darrell Tan
Teo Guozheng (Co-Opted)
Joshua Tan (Co-Opted)

BUILDING & INFRASTRUCTURE COMMITTEE

Chairperson:
Elias Toh

Members:
Cheah Sin Hean

NOMINATION COMMITTEE

Chairperson:
Patrick Lim

Members:
Elder Johnny Tan
Jeremiah Loh
Eddie Tan

COMMITTEES' TERMS OF REFERENCE

Strategy Committee

- Develop long-term Mission and Vision of the Society.
- Define the core competencies and community services of the Society.
- Review the strategies put forward by the Executive Director and his/her leadership team.

Children & Childcare Committee

- Develop long-term Vision for Children & Childcare services.
- Develop and review strategies for Childcare, Student Care and Community Children services.

Youth Committee

- Develop long-term Vision for Youth services.
- Develop and review strategies for Youth Hub, School Programmes and Community Youth services.

- Review tender submissions for School and Community projects.

Casework & Counselling Committee

- Develop long-term Vision for Casework & Counselling services.
- Develop and review strategies for Casework & Counselling services.
- Review policies and procedures for Financial Assistance.
- Review tender submissions for external Counselling projects.

COMMITTEES & EXECUTIVE MANAGEMENT

Human Resource Committee

- Determine Code of Conduct for board members, staff and volunteers.
- Review HR policies.
- Review and update enumerations and benefits of staff to ensure staff are retained and motivated.
- Review staff development policies.
- Approve documented volunteer management policies.
- Establish process for board members and staff to declare potential conflict of interest to the board.
- Review extraordinary staff support issues as and when they arise, e.g. loans made to staff for objectives unrelated to organisation's Mission and Vision.

Finance & Investment Committee

- Provide oversight for financial reporting systems and risk management.
- Develop and review financial policies with clear and specific guidelines and procedures.
- Provide guidance to management in annual budgeting.
- Oversee the short- and long-term investments of the Society annually.
- Review and approve investment proposals prepared by management.

Fundraising & Outreach Committee

- Develop strategy to ensure sufficient funds to meet annual budget and future capital requirements.
- Ensure that money raised is properly accounted and safeguarded
- Provide oversight over the Society's fundraising initiatives.
- Develop donor relationship policies.
- Organise fundraising events.
- Ensure that any fundraising events adhere to regulatory requirements.

Audit & Governance Committee

- Review system of internal controls, including procedures for proper financial reporting and regulatory compliance.
- Review financial statements and make recommendations for audited accounts to be approved by the Board.
- Review appointment of external auditors.
- Ensure Code of Conduct, Conflict of Interest and Whistle-blowing Policy are communicated annually to Board members and staff.

Building & Infrastructure Committee

- Review building projects and budgets.
- Ensure proper tendering of building projects.
- Review and recommend selection of building service vendors.

Nominations Committee

- Identify potential board members for Board's approval.
- Review Board composition annually.
- Oversee and facilitate a formal and transparent Board renewal process.
- Plan for the succession of board members (Chair, Treasurer, Secretary and the Executive Head).
- Review policies for Board members' development.

EXECUTIVE MANAGEMENT

Steve Kon Executive Director

Date of Service 1 Feb 2018

Date of Appointment 1 Jan 2021

Steve has 20 years of experience in the chemicals industry, holding various commercial and management roles in MNCs such as Dow Chemical, HB Fuller, Rohm & Haas. Prior to joining NLCS, he was the Business Director for South-East Asia for HB Fuller. Steve graduated with a Bachelors of Technology from the Science University of Malaysia in 1997.

Eddy Neo Deputy Executive Director

Date of Service 6 Jan 2020

Date of Appointment 6 Jan 2020

Eddy spent the bulk of his 20 years' career in the private sector where he has worked in Keppel Shipyard, Singapore Management University, WR Grace and Ingersoll Rand. Before joining NLCS, he was the Head of HR, APAC for National Instruments. Eddy holds a Master's degree in HR & Global Leadership and BA in Southeast Asian Studies from National University of Singapore.

DISCLOSURE REPORT

New Life Community Services was registered under the Registry of Society in Singapore on 03/03/2000 and registered under the Charities Act on 13/08/2001. The Society is governed by its Constitution.

The Society is a full member of the National Council of Social Service, has an Institution of a Public Character (IPC) status and is in full compliance with the Charity Code of Governance.

Unique Entity Number (UEN)

T00SS0057E

Registered Address

6 Woodlands Square #03-01, Woods Square Tower 2, Singapore 737737

Executive Director

Mr Steve Kon
(appointed on 1 January 2021)

Independent Auditor

Baker Tilly TFW LLP

Banker

Overseas-Chinese Banking Corporation Ltd Bank of Singapore

Purpose

1. To initiate and organise programmes and social services to fulfil the needs of the community, irrespective of race and religion.
2. To strengthen and enhance individual, family, and community life.

BOARD TENURE AND ATTENDANCE

NAME	DESIGNATION	BOARD MEMBER SINCE	DATE OF CURRENT APPOINTMENT	STEP DOWN FROM CURRENT APPOINTMENT	BOARD MEETINGS ATTENDED	YEARS
Patrick Lim Kah Hock	Chairman	Feb-04	May-16	-	11/11	18
Johnny Tan Cheow Hock	Vice-Chairman	May-13	May-16	-	11/11	9
Jeremiah Lo Tuck Seng	Secretary	May-14	May-21	-	11/11	8
Adelyn Teo Wei Lin	Treasurer	May-17	Jul-20	-	11/11	5
Pamela Lee Huiying	Asst Treasurer	May-19	May-21	-	7/11	3
Nicholas Lee Jin Kian	Asst Treasurer	May-19	Jul-20	May-21	3/5	3
Cheah Sin Hean	Board Member	May-08	May-21	-	11/11	14
Eddie Tan Cheng Soo	Board Member	May-10	May-14	-	11/11	12
Adrienne Sng Hwi Cheng	Board Member	May-16	May-16	-	8/11	6
Darrell Tan Chun Loong	Board Member	Jul-20	Jul-20	-	8/11	2
Elias Toh Chee Wei	Board Member	Jul-20	Jul-20	-	11/11	2
Michael Mok Aik Chin	Board Member	May-21	May-21	-	5/5	1
Sim Choon Siong	Board Member	May-21	May-21	-	4/5	1

DISCLOSURE REPORT

BOARD MEMBERS WHO ARE SERVING FOR MORE THAN TEN YEARS

Patrick Lim Kah Hock

Patrick Lim has played a critical role in sharpening the strategic focus and governance attention of the Board. He has ensured that the Board provides macro long-term guidance for NLCS. He is also proactively working on board renewal with several new board members joining the Board over the past few years. He continues to lead the Board in these critical initiatives.

Cheah Sin Hean

Cheah Sin Hean has been actively involved in overseeing, in his capacity as Chairman of the Building Committee, NLCS' key infrastructure developments and renovation, including new childcare centres, student care centre, youth hubs, and new headquarters. This has been critical as NLCS expands its work and its workforce. Sin Hean has also played a key role in NLCS' fundraising efforts in recent years as a member of the fundraising committee. He continues to advise the organisation in these two key areas.

Eddie Tan Cheng Soo

Eddie Tan leads two important pillars of NLCS' work. As Fundraising Chairman, Eddie plays a pivotal role in ensuring that NLCS has the financial resources needed to continue serving our beneficiaries (more than 90% of NLCS' annual income comes from donations and other fundraising activities). Eddie's experience and influence have enabled him to lead the fundraising committee and staff effectively to engage individual and corporate donors to continue supporting NLCS' work. Secondly, Eddie chairs the Silver Generation Steering Committee. In this capacity, he is pioneering NLCS' new work to minister to the needs of the seniors in the community. His dedication and credibility have been critical in engaging and mobilising various stakeholders towards the foundational work in this ministry.

BOARD SELECTION AND RECRUITMENT

- The Nominations Committee reviews the composition of the board and continues to identify people with the calling and competencies to meet the current and future needs of the organisation.
- This Committee will also oversee and facilitate a formal and transparent Board renewal process as well as plan for the succession of board members.

TRAINING AND EVALUATION OF BOARD EFFECTIVENESS

New board members are given a comprehensive induction to ensure that they are fully apprised of their roles and obligations as board members.

The board has conducted a self-evaluation exercise for its performance in 2021 and will follow-up on the necessary enhancement for the board. Going forward, the Nominations Committee will annually evaluate the effectiveness of the Board and identify areas of improvement.

REMUNERATION

- No board members are remunerated for their Board services in the financial year.
- No staff are involved in setting their own remuneration.

→ Two of the charity's staff receives salaries between \$100,000 and \$200,000 in annual remuneration each.

→ The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receive total remuneration of more than \$50,000 during the year.

CONFLICT OF INTEREST POLICY

In compliance with the Charities Act 1994, Section 40C, NLCS, being an approved Institution of a Public Character, is required to disclose its policy relating to the management and avoidance of conflicts of interest.

NLCS' conflict of interest policy is based on and adapted (with permission) from the sample provided to member VWOs by the National Council of Social Service.

The policy is applicable to NLCS' board members, members of committees established by the board, staff and volunteers.

It specifically addresses, for example, contracts with vendors, other organisations that have dealings with NLCS, joint ventures, employment of staff who are related, remuneration for voluntary service, and staff as board members. The above list, however, is non-exhaustive, and in any other situations or matters whereby an actual, potential or perceived conflict of interest is or

may be encountered, affected parties are to adhere to the general principles stipulated therein, and to act accordingly.

For details of the policy, please refer to <https://www.newlife.org.sg/conflict-of-interests/>.

WHISTLE-BLOWING POLICY

In keeping with NLCS' interest in promoting open communication, NLCS provides a whistle-blowing policy as a means through which employees and volunteers could, in good faith, report any activity that infringes on the organisation's code of conduct or violates the law. Reports of whistle-blowing concerns are kept confidential to the extent possible to meet the needs of the investigation. NLCS is committed to protect a person who reports in good faith from intimidation, retaliation, or adverse employment consequence.

The policy covers serious concerns that could have a significant impact on NLCS. These include:

- Fraudulent activity;
- Incorrect financial reporting;
- Unlawful activities; and
- Misconduct or unethical conduct.

For details of the policy, please refer to <https://www.newlife.org.sg/whistle-blowing/>.

DISCLOSURE REPORT

VOLUNTEER MANAGEMENT

Volunteers are key members of NLCS' community and valuable partners in the work that we do. They play a vital role as authentic mentors to our children, youths and seniors. We have established a 10-step Volunteer Empowerment Framework to guide services in how we Envision, Establish, Engage and Encourage our volunteers to find fulfilment while fulfilling needs. Our Volunteer Empowerment Framework is comprised of the following areas:

1. Volunteer Philosophy
2. Needs Analysis
3. Policy Establishment
4. Risks Management
5. Strategic Planning
6. Recruitment
7. Onboarding
8. Training & Evaluation
9. Feedback & Review
10. Recognition & Progression

INTERNAL CONTROLS

There are policies and Standard Operating Procedures for purchase requisitions and appropriate financial approving authority limits for expenditure:

- In 2020-21, an independent Internal Auditor (IA) was appointed by the Audit & Governance Committee to ensure that a robust system of internal controls are in place, and that financial policies and the code of governance for charities are adhered to. The scope of the IA extends to cover fundraising activities, as well as Human Resource Management policies, procedures and funding checks.
- Budget Planning and Financial Oversight: the Finance & Investment Committee scrutinises yearly budgets to ensure that expenses and incoming funds are prudently projected. Audited financial statements are made available on our website to provide full disclosure for the benefit of all our stakeholders.

- Enterprise Risk Management Framework: NLCS is embarking on a process of reviewing overall risk management and setting up a Risk Management Policy incorporating compliance, operational, reputation and strategic risks. The framework will formalise risk management activities across NLCS.

CONDUCT OF FUNDRAISING

- NLCS has conducted its fundraising activities based on best practices set out by the National Council of Social Service and the Charity Council.
- Total fundraising expenses for 2021 did not exceed 30% of the total receipts from fundraising and sponsorships.
- NLCS did not engage the services of commercial fundraisers in FY 2021/2022.
- Donations are allocated to the General Fund unless donors specify an intended purpose for their donations.
- Any donor's intent to donate to specific programmes or services is strictly adhered to, where the funds involved will be used exclusively for the purpose of the nominated programme or service. In the event that NLCS wishes to redirect the usage of such funds to the General Fund or to a specific programme or service, NLCS will obtain the donor's consent first before administering the funds.
- NLCS ensures donations received are duly recorded in the accounting system and IRAS IPC Link System.

FUNDRAISING EVENTS

- **Charity Golf 2021** was held on 1 September 2021 at Tanah Merah Country Club. A total of \$261,028 was raised for the general fund through sponsorship packages and cash donations. With the expense of \$67,806 incurred in organising the event, the fundraising efficiency ratio was 26%.

- **Charity Run 2021** was a campaign which rode on the RunAsOne SG race held during the period of 3 Sep 2021 to 12 Sep 2021 at the Singapore Stadium Riverside Walk. A total of \$106,210 was raised for the general fund through online donations garnered from peer-to-peer fundraising. With the expense of \$4,235 incurred in organising the event, the fundraising efficiency ratio was 4%.

- **New Life's 21st Anniversary Fundraising Campaign**, "Deepening Roots, Sowing Seeds", was an online fundraiser which raised \$181,455 for the general fund through donations, auctions and sales of movie and meal vouchers. With the expense of \$45,061 incurred in organising the event, the fundraising efficiency ratio was 25%.

RESERVES POSITION AND POLICY

NLCS' policy is that the reserve ratio, defined as General Funds over Total Expenditure, should not exceed 5 times.

Reserve Ratio: 1.17 times

General Reserve \$10.2M over Total Expenditure \$8.7M

The reasonable period for NLCS to meet its payroll and OPEX without any income is estimated to be 1 year and 2 months.

DISCLOSURE
REPORT

GOVERNANCE EVALUATION CHECKLIST 2021

S/N	CODE GUIDELINE	CODE I.D.	RESPONSE
BOARD GOVERNANCE			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Compiled
	Are there governing board members holding staff' 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	N/A
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	N/A
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	Compiled
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Compiled
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	Compiled
	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	Compiled
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Compiled
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	Compiled
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Compiled
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
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

**DISCLOSURE
REPORT**

S/N	CODE GUIDELINE	CODE I.D.	RESPONSE
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS			
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.	5.1	Complied
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")		No
26	No governing board member is involved in setting his own remuneration.	2.2	N/A
27	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	N/A
	Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")		Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	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
30	The charity discloses the number of paid staff who satisfies all of the following criteria: a. the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; b. the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
PUBLIC IMAGE			
31	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

**DISCLOSURE
REPORT**

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:
 - (a) the child or spouse of the Executive Head or governing board member;
 - (b) the stepchild of the Executive Head or governing board member;
 - (c) the dependant of the Executive Head or governing board member.
 - (d) 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.

CONTACT US

HEADQUARTERS

Woods Square Tower 2
6 Woodlands Square
#03-01, Singapore 737737
TEL 6892 7191
email@newlife.org.sg

STAY CONNECTED

 www.newlife.org.sg



New Life Community Services

OUR CENTRES

CHILDCARE CENTRES

BUKIT PANJANG
10 Jelapang Rd
Singapore 677740
TEL 6892 0179
enquiry.bpjcc@newlife.org.sg

JUNCTION 10
The Tennery
1 Woodlands Road
#04-02 Singapore 677899
TEL 6892 0084
enquiry.j10cc@newlife.org.sg

INFANT & CHILDCARE CENTRE

WOODLANDS
Blk 580 Woodlands Drive 16
#01-582 Singapore 730580
TEL 6892 0013
enquiry.wdlcc@newlife.org.sg

STUDENT CARE CENTRES

BUKIT PANJANG
Blk 507 Jelapang Road
#01-14 Singapore 670507
TEL 6892 8040
FAX 6892 8038
bpjstudentcare@newlife.org.sg

TECK WHYE
Blk 6 Teck Whye Ave
#01-110 Singapore 680006
TEL 6762 7321
FAX 6764 0464
twystudentcare@newlife.org.sg

WOODLANDS
90 Woodlands Drive 16
Level 4 Singapore 737878
TEL 8332 2684
wldstudentcare@newlife.org.sg

CHILDREN PROGRAMMES

Blk 419 Fajar Road
#01-449 Singapore 670419
TEL 6892 8020
children@newlife.org.sg

YOUTH SERVICES

FAJAR YOUTH HUB
Blk 419 Fajar Road
#01-449 Singapore 670419
TEL 6892 4419
fyh@newlife.org.sg

WOODLANDS YOUTH HUB
Blk 540 Woodlands Drive 16
#01-79 Singapore 730540
TEL 6892 7102
wyh@newlife.org.sg

CASEWORK & COUNSELLING

Blk 540 Woodlands Dr 16
#01-79 Singapore 730540
TEL 6892 7116
projectlove@newlife.org.sg

SILVERCARE

Blk 419 Fajar Road
#01-449 Singapore 670419
silvercare@newlife.org.sg

CORPORATE DATA

Registered Society registered under The Societies Act on 3 March 2000

Registration No.
305/99 WEL

Unique Entity No.
T00SS0057E

Registered Charity registered under The Charities Act on 13 Aug 2001

Registration No.
1518

Full Member of National Council of Social Service since 16 Sep 2002

Institution of a Public Character under the sector administration of the Ministry of Social and Family Development since 18 November 2002

Reference No.
2002-122 NLC

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FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED
31 DECEMBER 2021

FINANCIAL STATEMENTS CONTENTS

STATEMENT BY THE BOARD MEMBERS	49
INDEPENDENT AUDITOR'S REPORT	50
STATEMENT OF COMPREHENSIVE INCOME	53
BALANCE SHEET	54
STATEMENT OF CHANGES IN FUNDS	55
STATEMENT OF CASH FLOWS	56
NOTES TO THE FINANCIAL STATEMENTS	57

NEW LIFE COMMUNITY SERVICES
(Registered in Singapore under the Societies Act)

STATEMENT BY THE BOARD MEMBERS

On behalf of the Board, we, Patrick Lim Kah Hock and Adelyn Teo Wei Lin, being the Chairman and Treasurer of New Life Community Services (the “Society”) respectively, do hereby state that in our opinion, the financial statements of the Society as set out on pages 5 to 29 are properly drawn up in accordance with the Societies Act 1966, Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore so as to present fairly, in all material respects, the financial position of the Society as at 31 December 2021 and the financial performance, changes in funds and cash flows of the Society for the financial year then ended on that date.

On behalf of the Board



Patrick Lim Kah Hock
Chairman

21 May 2022



Adelyn Teo Wei Lin
Treasurer

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NEW LIFE COMMUNITY SERVICES

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of New Life Community Services (the "Society") as set out on pages 5 to 29, which comprise the balance sheet as at 31 December 2021, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the Societies Act 1966 (the "Societies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the financial position of the Society as at 31 December 2021 and the financial performance, changes in funds and cash flows of the Society for the financial 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

The Board is responsible for the other information. The other information comprises Statement by the Board Members as set out on page 1 and information included in the Annual Report, but does not include the financial statements and our auditor's report thereon.

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NEW LIFE COMMUNITY SERVICES (cont'd)

Report on the Audit of the Financial Statements (cont'd)

Responsibilities of the Board and Those Charged with Governance for the Financial Statements

The Board is responsible for the preparation and fair presentation of these financial statements in accordance with the Societies Act, Charities Act and Regulations and FRSs, and for such internal control as the Board 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, the Board 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:

- 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.
- 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
NEW LIFE COMMUNITY SERVICES (cont'd)**

Report on the Audit of the Financial Statements (cont'd)

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

- Conclude on the appropriateness of the Board'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.
- 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.

In our opinion,

- (i) 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
- (ii) the fund raising events held during the financial year ended 31 December 2021 have 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 events.

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

- (i) 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
- (ii) the Society has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

Baker Tilly

Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

21 May 2022

NEW LIFE COMMUNITY SERVICES
(Registered in Singapore under the Societies Act)

STATEMENT OF COMPREHENSIVE INCOME
For the financial year ended 31 December 2021

	Note	Unrestricted fund \$	Restricted funds \$	Total 2021 \$	Unrestricted fund \$	Restricted funds \$	Total 2020 \$
Income							
School fees from Childcare and Student care	2b	3,404,090	–	3,404,090	3,091,726	–	3,091,726
Interest income		22,826	–	22,826	82,783	–	82,783
Donations	3	3,977,282	8,271	3,985,553	3,320,432	735,168	4,055,600
Donation-in-kind	15, 16a	170,600	–	170,600	99,950	2,150,000	2,249,950
Amortisation of deferred capital grants	11	231,483	–	231,483	399,201	–	399,201
Other Programmes income	2b	185,377	–	185,377	357,418	–	357,418
Government grants and subsidies	4	1,073,200	417,067	1,490,267	1,273,535	–	1,273,535
Others		74,856	–	74,856	47,501	–	47,501
Total income		9,139,714	425,338	9,565,052	8,672,546	2,885,168	11,557,714
Less expenses							
Staff costs	5	6,080,760	106,286	6,187,046	5,648,061	79,580	5,727,641
Charities expenses	6	1,458,709	1,229	1,459,938	1,358,344	1,006	1,359,350
Amortisation of intangible asset	8	19,737	–	19,737	–	–	–
Depreciation	7	406,384	228,678	635,062	497,953	153,551	651,504
Financial assistance		–	168,516	168,516	–	100,826	100,826
Programmes costs		110,133	5,557	115,690	96,557	1,101	97,658
(Reversal of)/allowance for impairment of receivables	10	(21,321)	–	(21,321)	10,260	–	10,260
Interest expense on lease liability	9, 12	2,395	–	2,395	3,068	–	3,068
Total expenses		8,056,797	510,266	8,567,063	7,614,243	336,064	7,950,307
Net surplus/(deficit) and total comprehensive income/(loss) for the financial year	14, 15	1,082,917	(84,928)	997,989	1,058,303	2,549,104	3,607,407

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

NEW LIFE COMMUNITY SERVICES
(Registered in Singapore under the Societies Act)

BALANCE SHEET
At 31 December 2021

	Note	2021 \$	2020 \$
Non-current assets			
Property, plant and equipment	7	4,533,790	4,968,763
Intangible asset	8	105,989	–
		4,639,779	4,968,763
Current assets			
Other receivables	10	156,010	410,155
Fixed deposits		9,095,315	7,591,067
Bank and cash balances		2,015,199	2,178,811
		11,266,524	10,180,033
Total assets		15,906,303	15,148,796
Non-current liabilities			
Deferred capital grants	11	55,978	66,658
Lease liability	9, 12	26,416	41,264
		82,394	107,922
Current liabilities			
Deferred capital grants	11	94,426	181,259
Accruals and other payables	13	1,246,873	1,375,701
Lease liability	9, 12	14,848	14,141
		1,356,147	1,571,101
Total liabilities		1,438,541	1,679,023
Net assets		14,467,762	13,469,773
Funds			
Unrestricted fund - General Fund	14	10,443,623	9,360,706
Restricted funds	15	4,024,139	4,109,067
Total funds		14,467,762	13,469,773

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

NEW LIFE COMMUNITY SERVICES
(Registered in Singapore under the Societies Act)

STATEMENT OF CHANGES IN FUNDS
For the financial year ended 31 December 2021

	Unrestricted fund - General Fund \$	Restricted funds \$	Total funds \$
Balance at 1 January 2020	8,302,403	1,559,963	9,862,366
Net surplus and total comprehensive income for the financial year	1,058,303	2,549,104	3,607,407
Balance at 31 December 2020	9,360,706	4,109,067	13,469,773
Net surplus/(deficit) and total comprehensive income/(loss) for the financial year	1,082,917	(84,928)	997,989
Balance at 31 December 2021	10,443,623	4,024,139	14,467,762

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

NEW LIFE COMMUNITY SERVICES
(Registered in Singapore under the Societies Act)

STATEMENT OF CASH FLOWS
For the financial year ended 31 December 2021

	2021 \$	2020 \$
Cash flows from operating activities		
Net surplus for the financial year	997,989	3,607,407
Adjustments for:		
(Reversal of)/allowance for impairment of receivables	(21,321)	10,260
Amortisation of deferred capital grants	(231,483)	(399,201)
Interest expense on lease liability	2,395	3,068
Depreciation	635,062	651,504
Interest income	(22,826)	(82,783)
Donation-in-kind - Leasehold property	-	(2,150,000)
Amortisation of intangible asset	19,737	-
Property, plant and equipment written off	351	-
Operating cash flows before working capital changes	1,379,904	1,640,255
Receivables	276,608	487,423
Payables and deferred capital grants	242,649	303,368
Net cash generated from operating activities	1,899,161	2,431,046
Cash flows from investing activities		
Purchase of property, plant and equipment (Note A)	(511,003)	(771,269)
Interest received	21,684	108,292
Addition of intangible asset	(52,670)	-
Net cash used in investing activities	(541,989)	(662,977)
Cash flows from financing activities		
Repayment of lease liability	(14,141)	(13,468)
Interest paid	(2,395)	(3,068)
Net cash used in financing activities	(16,536)	(16,536)
Net increase in cash and cash equivalents	1,340,636	1,751,533
Cash and cash equivalents at beginning of the financial year	9,769,878	8,018,345
Cash and cash equivalents at end of the financial year	11,110,514	9,769,878
Cash and cash equivalents comprise:		
Bank and cash balances	2,015,199	2,178,811
Fixed deposits	9,095,315	7,591,067
	11,110,514	9,769,878
<u>Note A</u>		
Property, plant and equipment purchased during the financial year (Note 7)	273,496	3,183,542
Add: Amount outstanding at beginning of financial year	278,788	16,515
Less: Amount outstanding at end of financial year	(41,281)	(278,788)
Less: Donation-in-kind - Leasehold property	-	(2,150,000)
Net cash paid for purchase of property, plant and equipment	511,003	771,269

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

NEW LIFE COMMUNITY SERVICES
(Registered in Singapore under the Societies Act)

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2021

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. General information

The principal activities of the Society are to assist and organise family development activities, to operate childcare centres, to provide student care and to run programs for youths and seniors. The Society's registered office is at 6 Woodlands Square, Woods Square Tower 2, #03-01, Singapore 737737.

2. Summary of significant accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with the Societies Act 1966, Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore ("FRSs"). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The Society adopts fund accounting in these financial statements. The financial activities of the Society are organised by separate individual funds for accounting purposes, each of which is a separate account segregated to carry on specific activities or attain certain objectives in accordance with specific regulations, restrictions, or limitations. Each fund has its own income and expenditure. Each fund is also independently maintained from other funds. Income and expenditure relating to the funds are accounted for directly in the funds to which they relate.

The financial statements are presented in Singapore Dollar ("S\$"), which is the Society's functional currency.

The preparation of these financial statements in conformity with FRSs requires management to exercise its judgement in the process of applying the Society's accounting policies. It also requires the use of certain critical accounting estimates and assumptions that affects 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 income and expenses during the financial period. Although these estimates are based on Management's best knowledge of current events and actions, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There were no significant judgements made in applying accounting policies and no estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period.

The carrying amounts of fixed deposits, bank and cash balances, other receivables and accruals and payables approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

2. Summary of significant accounting policies (cont'd)

a) Basis of preparation (cont'd)

New and revised standards that are adopted

In the current financial year, the Society has adopted all the new and revised FRSs and Interpretations of FRSs (“INT FRSs”) that are relevant to its operations and effective for the financial year. The adoption of these new and revised FRSs did not have any material effect on the financial statements of the Society.

New and revised standards not yet effective

New standards, amendments to standards and interpretations that have been issued at the balance sheet date but are not yet effective for the financial year ended 31 December 2021 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Society.

b) Income recognition

Revenue from services - child care centres and children & student care

The Society provides child care, children & student care and education services to children aged from 2 months to 6 years old. The Society has the right to school fees (including other related fees) from the children for an amount that corresponds directly with the provision of child care and other incidental services on a monthly basis.

Revenue from services - children programmes

The Society provides specialised services catered to children aged from 7 years old to 12 years old in the community. The Society has the right to programme income (including other related fees) from the children for an amount that corresponds directly with the provision of services over the period of the programme.

Accordingly, programme income is recognised as income over the period of the programme as services are rendered.

Revenue from youth school program

The Society provides specialised after-school programme to youths in secondary schools. The Society has the right to programme income (including other related fees) from the schools for an amount that corresponds directly with the provision of services over the period of the programme.

Accordingly, youth school programme income is recognised as income over the period of the programme as services are rendered.

Donations

Donations are recognised when received in cash.

Donation in kind is recognised at the fair value of the donated item if the value can be estimated reliably.

Interest income

Interest income is recognised on a time proportion basis over the period of placement of deposits with banks.

2. Summary of significant accounting policies (cont'd)

b) Income recognition (cont'd)

Government grants and subsidies

Grants and subsidy claims are recognised when there is reasonable assurance that the grant or subsidy will be received, and all attaching conditions are expected to be complied with. When the grant relates to an expense item, it is recognised in income or expenditure over the period necessary to match the costs that it is intended to compensate. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the balance sheet and is amortised to income or expenditure over the expected useful life of the relevant asset by equal instalments.

c) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment loss. Depreciation is calculated on a straight-line basis so as to write off the cost of the assets over their estimated useful lives as follows:

	Years
Leasehold properties	5.5 to 30
Furniture and fittings	5
Kitchen equipment	5
Playgroup equipment	5
Renovation	5
Computer	3
Office equipment	3

No depreciation is provided on assets under construction until it is completed and ready for their intended use.

On disposal of a property, plant and equipment, the difference between the net disposal proceeds and its carrying amount is taken to income or expenditure.

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in income or expenditure when the changes arise.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

d) Intangible asset

Acquired and developed IT system costs are capitalised as intangible asset when it is probable that the expected future economic benefits that are attributable to the asset will flow to the Society, the cost or value of the asset can be measured reliably and the asset does not result from expenditure incurred internally on an intangible item.

Intangible asset is stated at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised using the straight-line method over their estimated useful lives of 3 years.

The amortisation period and amortisation method of intangible asset is reviewed at least at each balance sheet date. The effects of any revision are recognised in income or expenditure when the changes arise.

2. Summary of significant accounting policies (cont'd)

e) Impairment of non-financial assets

At each balance sheet date, the Society assesses the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Society estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing 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.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in income or expenditure.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in income or expenditure.

f) Cash and cash equivalents in the statement of cash flows

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash on hand, bank balances and deposits with financial institutions which are subject to an insignificant risk of change in value.

g) Income tax

The Society is a registered charity under the Charities Act and is exempted from income tax under the provisions of the Income Tax Act.

h) Financial assets

Recognition and derecognition

Regular purchases and sales of financial assets are recognised on trade-date - the date on which the Society commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Society has transferred substantially all risks and rewards of ownership.

Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets (other than financial assets at fair value through profit or loss) are added to the fair value of the financial assets on initial recognition. Transaction costs directly attributable to acquisition of financial assets at fair value through profit or loss are recognised immediately in income or expenditure.

2. Summary of significant accounting policies (cont'd)

h) Financial assets (cont'd)

Classification and measurement

All financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets. The Society classifies its financial assets based on the Society's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets. The Society's financial assets are classified at amortised cost which comprise other receivables (excluding prepayments), fixed deposits and bank and cash balances.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in income or expenditure when the asset is derecognised, modified or impaired. Interest income from these financial assets is included in interest income using the EIR method.

Impairment

The Society recognises an allowance for expected credit losses ("ECLs") for financial assets carried at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Society expects to receive, discounted at an approximation of the original effective interest rate.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a "12-month ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a "lifetime ECL").

The Society recognises an impairment gain or loss in income or expenditure for all financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

Offset

Financial assets and liabilities are offset and the net amount presented on the balance sheet when, and only when the Society has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

i) Financial liabilities

Financial liabilities include accruals and other payables (exclude contract liabilities, GST payables, staff's unconsumed leave and deferred grant income) and lease liability. Financial liabilities are recognised on the balance sheet when, and only when, the Society becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

A financial liability is derecognised when the obligation under the liability is extinguished. Gains and losses are recognised in income or expenditure when the liabilities are derecognised and through amortisation process.

2. Summary of significant accounting policies (cont'd)

j) Provisions

Provisions are recognised when the Society has a legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made. Where the Society expects a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain.

k) Asset Capitalisation Reserve

Property donated is capitalised as part of the property, plant and equipment and the corresponding credit is reflected in the Asset Capitalisation Reserve account. The depreciation is charged to the Asset Capitalisation Reserve account.

l) Employee benefits

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Society pays fixed contributions into separate entities such as the Central Provident Fund, and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee service in current or preceding year. Contributions to national pension schemes are recognised as an expense in the period in which the related service is performed.

Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for unutilised annual leave as a result of services rendered by employees up to the balance sheet date.

m) Leases

The Society assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Where the Society is the lessee:

The Society applies a single recognition and measurement approach for all contracts that are, or contain, a lease, except for short-term leases (i.e. for leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option) and leases of low-value assets (e.g. leases of tablet and personal computers, small items of office equipment and telephones). For these exempted leases, the Society recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Society uses its incremental borrowing rate.

2. Summary of significant accounting policies (cont'd)

m) Leases (cont'd)

Lease liabilities (cont'd)

Lease payments included in the measurement of the lease liability comprise fixed lease payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Society and payments of penalties for terminating the lease, if the lease term reflects the Society exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease liability is presented as a separate line in the balance sheet.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability using the effective interest method, and reducing the carrying amount to reflect the lease payments made.

The Society remeasures the lease liability and makes a corresponding adjustment to the related right-of-use asset whenever there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Right-of-use assets

The Society recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement date, initial direct cost, less any lease incentive received.

Whenever the Society incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37 *Provisions, Contingent Liabilities and Contingent Assets*. To the extent that the cost relates to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are subsequently measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter period of the lease term and useful life of the underlying asset. If ownership of the leased asset transfers to the Society at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The depreciation starts at the commencement date of the lease. The Society's leasehold property is depreciated over its remaining lease term of 68 months.

The right-of-use assets (except for those which meets the definition of an investment property) are presented within "Property, plant and equipment".

The Society applies FRS 36 *Impairment of Assets* to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 2(e).

2. Summary of significant accounting policies (cont'd)

n) Funds

Fund balances restricted by outside sources (“restricted funds”) are so indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the Board Members. Externally restricted funds may only be utilised in accordance with the purposes for which they are established. Unrestricted funds represent funds received by the Society that are expendable for any activity of the Society at the discretion of the Board Members in furtherance of the Society’s objectives.

Unless specifically indicated, fund balances are not represented by any specific accounts, but are represented by all assets of the Society.

3. Donations

	Unrestricted fund \$	Restricted funds \$	2021 \$	Total funds 2020 \$
Tax-deductible donations	3,632,744	8,271	3,641,015	3,712,489
Non-tax-deductible donations	344,538	–	344,538	343,111
	3,977,282	8,271	3,985,553	4,055,600

4. Government grants and subsidies

	Unrestricted fund \$	Restricted funds \$	2021 \$	Total funds 2020 \$
Bicentennial Community Fund	400,000	–	400,000	–
Youth Programme Fund	–	252,545	252,545	–
Jobs Support Scheme [Note 13(b)]	210,454	–	210,454	997,774
Cyclical maintenance	–	164,522	164,522	–
Care & Share Grant [Note 13(a)]	156,030	–	156,030	–
Wage Credit Scheme/Special Employment Credit	113,634	–	113,634	133,676
IA and HR Grants	42,158	–	42,158	79,998
Jobs Growth Incentive and Other Grants	36,558	–	36,558	–
Digitalisation Grant	23,369	–	23,369	–
Others	90,997	–	90,997	62,087
	1,073,200	417,067	1,490,267	1,273,535

5. Staff costs

	Unrestricted fund \$	Restricted funds \$	2021 \$	Total funds 2020 \$
Salaries and bonus	5,091,966	106,150	5,198,116	4,843,865
Contributions to CPF	685,100	–	685,100	615,729
Other staff benefits	303,694	136	303,830	268,047
	6,080,760	106,286	6,187,046	5,727,641

6. Charities expenses

	Unrestricted fund \$	Restricted funds \$	2021 \$	Total funds 2020 \$
Centres' operating costs	431,789	67	431,856	541,882
Repair and maintenance	389,508	–	389,508	346,005
Lease expense - short-term leases (Note 9)	193,820	900	194,720	117,556
Fund-raising costs	79,606	–	79,606	941
Utilities	78,534	–	78,534	70,000
Event costs	50,650	–	50,650	11,899
Third party service costs	85,778	–	85,778	84,172
Audit fees	17,048	–	17,048	12,000
Communication/internet	22,392	–	22,392	25,387
Irrecoverable GST expenses	20,024	–	20,024	34,366
Rental of equipment	10,027	–	10,027	14,994
Professional fees	9,905	–	9,905	27,278
Others	69,628	262	69,890	72,870
	1,458,709	1,229	1,459,938	1,359,350

7. Property, plant and equipment

	Leasehold properties \$	Furniture and fittings \$	Kitchen equipment \$	Playgroup equipment \$	Renovation \$	Computer \$	Office equipment \$	Asset under construction \$	Total \$
2021									
Cost									
Balance at 1.1.2021	4,162,200	415,757	19,867	26,665	3,978,984	238,174	203,171	96,566	9,141,384
Additions	-	-	-	-	221,443	23,552	28,501	-	273,496
Reclassifications	-	-	-	-	20,909	-	-	(20,909)	-
Written off	-	-	-	-	-	-	-	(351)	(351)
Transfers to intangible asset (Note 8)	-	-	-	-	-	-	-	(73,056)	(73,056)
Balance at 31.12.2021	4,162,200	415,757	19,867	26,665	4,221,336	261,726	231,672	2,250	9,341,473
Accumulated depreciation									
Balance at 1.1.2021	500,615	289,950	9,265	26,665	2,981,577	201,923	162,626	-	4,172,621
Depreciation charge	183,730	36,326	2,879	-	365,851	24,609	21,667	-	635,062
Balance at 31.12.2021	684,345	326,276	12,144	26,665	3,347,428	226,532	184,293	-	4,807,683
Net carrying value									
At 31.12.2021	3,477,855	89,481	7,723	-	873,908	35,194	47,379	2,250	4,533,790

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

	Leasehold properties \$	Furniture and fittings \$	Kitchen equipment \$	Playgroup equipment \$	Renovation \$	Computer \$	Office equipment \$	Asset under construction \$	Total \$
2020									
Cost									
Balance at 1.1.2020	1,861,700	332,886	11,656	26,665	3,315,085	238,174	163,809	8,151	5,958,126
Additions	2,300,500	82,871	8,495	—	663,899	—	39,362	88,415	3,183,542
Write-off	—	—	(284)	—	—	—	—	—	(284)
Balance at 31.12.2020	4,162,200	415,757	19,867	26,665	3,978,984	238,174	203,171	96,566	9,141,384
Accumulated depreciation									
Balance at 1.1.2020	326,050	243,634	7,438	26,665	2,590,493	173,073	154,048	—	3,521,401
Depreciation charge	174,565	46,316	2,111	—	391,084	28,850	8,578	—	651,504
Write-off	—	—	(284)	—	—	—	—	—	(284)
Balance at 31.12.2020	500,615	289,950	9,265	26,665	2,981,577	201,923	162,626	—	4,172,621
Net carrying value									
At 31.12.2020	3,661,585	125,807	10,602	—	997,407	36,251	40,545	96,566	4,968,763

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

(a) In 2020, the Society received a donation-in-kind in the form of a lease from a thirty party to co-share a community space with two non-profit organisation at rent-free. The initial lease is for a term of 20 years 11 months from the date of the receipt of the vacant possession. One year prior to the expiry of the initial lease period, the Society can opt to renew or to cease the lease. The fair value of the donation-in-kind was based on a valuation carried out by an independent professional valuer using the Replacement Cost Approach. The fair value of the property was determined by an independent professional valuer to be \$2,150,000 as at 5 February 2020 (based on temporary occupation permit) and adding incidental costs.

(b) During the financial year, depreciation was charged as follows:

	2021	2020
	\$	\$
General Fund	406,384	497,953
Restricted Fund - Asset Capitalisation Reserve (Note 15)	162,117	153,551
Restricted Fund - Youth Programme Fund	44,625	–
Restricted Fund - Cyclical Maintenance	21,936	–
	<hr/>	<hr/>
Statement of comprehensive income	635,062	651,504
	<hr/>	<hr/>

(c) One of the leasehold properties at 1 Woodlands Road, #04-02, The Tannery, Singapore 677899 is held in trust by a board member and a board advisor of the Society.

(d) Included in property, plant and equipment is right-of-use asset of \$38,447 (2020: \$52,864) (Note 9).

8. Intangible asset

	HR system \$	HR system (in progress) \$	Total \$
2021			
Cost			
At 1.1.2021	–	–	–
Transfer from property, plant and equipment (Note 7)	73,056	–	73,056
Additions	32,564	20,106	52,670
	<hr/>	<hr/>	<hr/>
At 31.12.2021	105,620	20,106	125,726
	<hr/>	<hr/>	<hr/>
Accumulated amortisation			
At 1.1.2021	–	–	–
Amortisation charge	19,737	–	19,737
	<hr/>	<hr/>	<hr/>
At 31.12.2021	19,737	–	19,737
	<hr/>	<hr/>	<hr/>
Net carrying value			
At 31.12.2021	85,883	20,106	105,989
	<hr/>	<hr/>	<hr/>
At 31.12.2020	–	–	–
	<hr/>	<hr/>	<hr/>

9. Leases

Nature of the Society's leasing activities

The Society's leasing activities comprise the following:

- (i) The Society leases HDB space for childcare services. The lease has a tenure of 68 months.
- (ii) In addition, the Society leases HDB space with contractual terms of 1 month. These leases are short-term. The Society has elected not to recognise right-of-use assets and lease liabilities for these leases.

The maturity analysis of the lease liability is disclosed in Note 17(b).

Information about leases for which the Society is a lessee is presented below:

Carrying amount of right-of-use asset

The carrying amount of right-of-use asset is included in property, plant and equipment (Note 7) as follows:

	2021	2020
	\$	\$
Leasehold properties	38,447	52,864

Amounts recognised in the Statement of Comprehensive Income

	2021	2020
	\$	\$
<i>Depreciation charge for the financial year</i>		
- Leasehold properties	14,418	14,418
<i>Lease expense not included in the measurement of lease liabilities</i>		
- Lease expense - short-term leases (Note 6)	194,720	117,556
Interest expense on lease liability	2,395	3,068

Total cash flows for leases amounted to \$211,256 (2020: \$134,092).

10. Other receivables

	2021	2020
	\$	\$
Other receivables	103,014	282,170
<i>Less: Allowance for expected credit loss</i>		
Balance at beginning of financial year	(37,548)	(49,416)
Reversal of/(allowance for impairment - lifetime ECL (credit impaired))	21,321	(10,260)
Receivables written off	16,227	22,128
Balance at end of financial year	-	(37,548)
Net	103,014	244,622
Prepayments	25,616	29,174
Deposits	19,169	19,290
Jobs Support Scheme grant receivable [Note 13(b)]	-	110,000
Interest receivable	8,211	7,069
	156,010	410,155

11. Deferred capital grants

	2021 \$	2020 \$
Cost		
Balance at 1 January	2,517,482	2,517,482
Received during the financial year	133,970	–
Balance at 31 December	2,651,452	2,517,482
Accumulated amortisation		
Balance at 1 January	2,269,565	1,870,364
Amortisation during the financial year	231,483	399,201
Balance at 31 December	2,501,048	2,269,565
Net carrying amount		
Balance at 31 December	150,404	247,917
Representing:		
Non-current	55,978	66,658
Current	94,426	181,259
	150,404	247,917
Represented by:		
Care and Share Grants (Note A)	107,321	184,154
ECDA Grant (Note B)	43,083	63,763
	150,404	247,917

Capital grants received and utilised for purchases of property, plant and equipment is recognised as deferred capital grants on the balance sheet and is amortised to income or expenditure over the expected useful life of the relevant asset.

Deferred capital grants relate to:

Note A

Care and Share grants received for the renovation works, purchase of office equipment and furniture and fittings for the childcare centres located at Blk 577, #01-572 Woodlands Drive 16, Singapore 730577, Blk 580, #01-582 Woodlands Drive 16, Singapore 730580 and the childcare, and youth, casework and counselling centres located at 1 Woodlands Road, #04-02 The Tenney, Singapore 677899, Blk 540 Woodlands Drive 16, #01-79, Singapore 730540 and Blk 419, Fajar Road, #01-449, Singapore 670419. The grants received are amortised over the useful lives of the property, plant and equipment between 3 to 5 years.

Note B

ECDA grant received for the renovation works, purchase of office equipment and furniture and fittings for the childcare centres located at Blk 577, #01-572 Woodlands Drive 16, Singapore 730577, Blk 580, #01-582 Woodlands Drive 16, Singapore 730580 and Blk 556, #01-61 Woodlands Drive 53, Singapore 730556. The grants received are amortised over the useful lives of the property, plant and equipment between 3 to 5 years.

12. Lease liability

	2021	2020
	\$	\$
Non-current	26,416	41,264
Current	14,848	14,141
Total	41,264	55,405

Reconciliation of movements of liabilities to cash flows arising from financing activities:

	Lease liability	
	2021	2020
	\$	\$
Balance as at 1 January	55,405	68,873
Changes from financing cash flows:		
- Repayments	(14,141)	(13,468)
- Interest paid	(2,395)	(3,068)
Non-cash changes:		
- Interest expense on lease liability	2,395	3,068
Balance at 31 December	41,264	55,405

13. Accruals and other payables

	2021	2020
	\$	\$
Deposits received	243,280	278,439
Contract liability	16,201	18,457
Accrued operating expenses	827,464	864,516
Sundry payables	159,928	104,289
Deferred grant income - Care and Share Grant (a)	-	-
Deferred grant income - Jobs Support Scheme (b)	-	110,000
	1,246,873	1,375,701

(a) Details of deferred grant income - Care and Share Grant are as follows:

	2021	2020
	\$	\$
Balance as at beginning of the financial year	-	-
Received during the financial year	290,000	-
Expenditure - utilised for purchase of property, plant and equipment transferred to deferred capital grants	(133,970)	-
Grant income recognised in income or expenditure (Note 4)	(156,030)	-
Balance as at end of the financial year	-	-

13. Accruals and other payables (cont'd)

(a) Details of deferred grant income - Care and Share Grant are as follows (cont'd):

Under the Care and Share Grant (“CSG”) given to the Society, by the Ministry of Social and Family Development (“MSF”), the MSF has pledged to allocate up to \$2,900,000 for eligible donations raised by the Society from 1 December 2013 to 31 March 2016, matching \$1.25-for-\$1 for the first \$1,000,000, \$1-for-\$1 for the subsequent \$1,000,000 and \$0.65-for-\$1 for the subsequent \$1,000,000. The Society is one of the CSG eligible Societies who had entered into the MSF funding agreement (the “agreement”) with MSF. Subject to the terms and conditions of the agreement, on submission of an application for the grant together with the necessary information required, MSF would review the application and on approval, disburse the grant to the Society. The grant has been fully utilised during the financial year.

(b) In 2020, deferred grant income of \$110,000 relates to Jobs Support Scheme (“JSS”). The JSS is intended to provide wage support to employers to help retain local employees during the period of economic uncertainty caused by COVID-19 pandemic.

The Society has recorded JSS grant income of \$210,454 (2020: \$997,774) under Government grants and subsidies (Note 4) in the statement of comprehensive income for the financial year ended 31 December 2021, JSS grant receivables of \$Nil (2020: \$110,000) (Note 10) and deferred grant income of \$Nil (2020: \$110,000) on the balance sheet as at 31 December 2021.

14. Unrestricted fund - General Fund

	2021 \$	2020 \$
Balance at beginning of financial year	9,360,706	8,302,403
Surplus for the financial year	1,082,917	1,058,303
Balance at end of financial year	10,443,623	9,360,706

This fund represents the accumulated income for meeting operating expenses of the Society.

15. Restricted funds

	Balance at beginning of year \$	Income \$	Expenditure \$	Net surplus/ (deficit) \$	Balance at end of year \$
2021					
Asset Capitalisation Reserve	3,464,817	–	(162,117)	(162,117)	3,302,700
- Leasehold property (J10)	1,409,040	–	(59,328)	(59,328)	1,349,712
- Community Space (Woods Square)	2,055,777	–	(102,789)	(102,789)	1,952,988
Youth Programme Fund	–	252,545	(114,418)	138,127	138,127
Kids Champ Club Fund	6,729	8,271	(3,028)	5,243	11,972
Project Love Fund	551,202	–	(168,516)	(168,516)	382,686
Children Counselling and Mentoring Fund	56,724	–	(40,251)	(40,251)	16,473
Early Childhood and Training Fund	19,595	–	–	–	19,595
BPJ Silver Fund	10,000	–	–	–	10,000
Cyclical Maintenance	–	164,522	(21,936)	142,586	142,586
	4,109,067	425,338	(510,266)	(84,928)	4,024,139

15. Restricted funds (cont'd)

	Balance at beginning of year \$	Income \$	Expenditure \$	Net surplus/ (deficit) \$	Balance at end of year \$
2020					
Asset Capitalisation Reserve	1,468,368	2,150,000	(153,551)	1,996,449	3,464,817
- Leasehold property (J10)	1,468,368	-	(59,328)	(59,328)	1,409,040
- Community Space (Woods Square)	-	2,150,000	(94,223)	2,055,777	2,055,777
Steady Readers' Fund	-	28,913	(28,913)	-	-
Youth Programme Fund	-	28,732	(28,732)	-	-
Kids Champ Club Fund	-	15,495	(8,766)	6,729	6,729
Project Love Fund	-	652,028	(100,826)	551,202	551,202
Children Counselling and Mentoring Fund	72,000	-	(15,276)	(15,276)	56,724
Early Childhood and Training Fund	19,595	-	-	-	19,595
BPJ Silver Fund	-	10,000	-	10,000	10,000
	1,559,963	2,885,168	(336,064)	2,549,104	4,109,067

Asset Capitalisation Reserve

This represents donation-in-kind, comprising a leasehold property received by the Society in financial year 2014 and the lease of a community space granted at rent-free during the financial year 2020 (Note 7). The depreciation with respect to the aforesaid assets are charged to the Asset Capitalisation Reserve.

Steady Readers' Fund

The Steady Readers' Programme was set up to help children who are not reading at their academic age to improve. In 2020, the expenses related to the Steady Readers' Programme are reflected as Staff Cost in the Statement of Comprehensive Income.

Youth Programme Fund

The Youth Programme Fund was set up to help youths to develop resilience, empower them to build character traits in overcoming adversities and challenges, and acquire leadership skills to succeed in their future endeavours. In 2021, donation of \$242,545 from President's Challenge was received for the renovation works at Woodlands Youth Hub and Early Engagement of Youth and mentor programme. The expenses related to the Youth Programme are reflected as Staff Cost, Charities expenses and depreciation in the Statement of Comprehensive Income.

Kids Champ Club Fund

Kids Champ Club Fund was set up to help children between 7 to 10 years old to live out good character values and cope with socio-emotional issues. The expenses related to the Kids Champ Club programme are reflected as Staff Cost and Other Costs in the Statement of Comprehensive Income.

15. Restricted funds (cont'd)

Project Love Fund

Project Love Fund was set up as a direct financial assistance scheme to ensure no child is deprived of basic education due to financial hardship and to meet the needs arising from the COVID pandemic. The expenses related to the Project Love Fund are reflected as Financial Assistance in the Statement of Comprehensive Income.

Children Counselling and Mentoring Fund

Donation was received from President's Challenge in the year 2019 to set up a Children Counselling Programme and to cover the rental of Children Mentoring Centre. The expenses related to President's Challenge Funds are reflected as Staff Cost and Charities expenses in the Statement of Comprehensive Income.

Early Childhood and Training Fund

A grant was received from the Association of Early Childhood & Training Services ("ASSETS") for the purpose of staff training, equipping for leadership, staff bonding and well-being. There is no expense related to Early Childhood & Training Fund during the financial year.

BPJ Silver Fund

Donation was received from Bukit Panjang Citizens' Consultative Committee ("CCC") to help vulnerable and needy Bukit Panjang Elderly Residents. There is no expense related to BPJ Silver Fund during the financial year.

Cyclical Maintenance

MSF grants received for the cyclical maintenance for the student care centre located at Blk 6, Teck Whye Ave, #01-110, Singapore 680006. The grants received are amortised over the useful lives of the property, plant and equipment between 3 to 5 years.

16. Related party disclosures

(a) Related parties

The Society is the community service arm of Covenant Evangelical Free Church.

Rental and Utilities

The Society used the premises of Covenant Evangelical Free Church for its day-to-day operations. The Society was charged \$150,000 (2020: \$87,600) for rental and \$12,000 (2020: \$12,000) for utilities by Covenant Evangelical Free Church. The value of rental and utilities was mutually-agreed upon and detailed in a Memorandum of Understanding between the two entities, which is renewable annually.

Donation-In-Kind

The Society received from Covenant Evangelical Free Church a donation-in-kind of \$162,000 (2020: \$99,600), the value being the equivalent of rental and utilities due to Covenant Evangelical Free Church. The value of the donation-in-kind was mutually-agreed upon and detailed in a Memorandum of Understanding between the two entities, which is renewable annually.

16. Related party disclosures (cont'd)**(b) Remuneration of key management personnel**

(i) Key management personnel compensation for the financial year was as follows:

	2021	2020
	\$	\$
Salaries, allowance and bonuses	947,585	730,777
CPF contributions	149,570	106,993
	1,097,155	837,770

(ii) The annual remuneration of key management personnel are classified as follows:

	No. of key management staff	
	2021	2020
Remuneration band (\$)		
Between \$0 to \$100,000	11	7
Between \$100,001 to \$200,000	2	3

Key management staff are personnel having authority and responsibility for planning, directing and controlling the activities of the Society, directly or indirectly. Key management staff comprise of the Management Team. The disclosure of the three highest paid staff who has received remuneration exceeding \$100,000, has been included in the above classification.

(iii) Declaration of any staff, being a close member of the family of the Executive Director or Board of Members

There is no paid staff, being a close member of the family belonging to the Executive Director equivalent or members of the Board of the Society, who has received remuneration exceeding \$50,000 during the financial year.

None of the Board members and their close family members have received any form of remuneration and benefits from the Society for the financial years ended 31 December 2021 and 31 December 2020.

17. Financial instruments**(a) Categories of financial instruments**

The financial instruments at their carrying amounts as at the balance sheet date are as follows:

	2021	2020
	\$	\$
<i>Financial assets</i>		
Financial assets at amortised cost	11,240,908	10,040,859
<i>Financial liabilities</i>		
Financial liabilities at amortised cost	958,468	1,011,624

17. Financial instruments (cont'd)

(b) Financial risk management

The Society's activities expose it to minimal financial risks and overall risk management is determined and carried out by the Board.

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting to financial loss to the Society. For other financial assets (including fixed deposits and bank and cash balances), the Society minimises credit risk by dealing with high credit counterparties.

The Society's exposure to credit risk arises from the failure of a student to settle its financial and contractual obligations to the Society, as and when they fall due. The Board manages this risk by limiting the aggregate financial exposure to any individual student.

At the balance sheet date, the Society has no significant concentration of credit risk exposure except that in 2020, the Society's other receivables comprise 1 debtor that individually represented 49% of the other receivables.

The following sets out the Society's internal credit evaluation practices and basis for recognition and measurement of expected credit losses ("ECL"):

Description of evaluation of financial assets	Basis for recognition and measurement of ECL
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Contractual payments are more than 60 days past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
There is evidence indicating that the Society has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings	Write-off

Credit risk exposure in relation to financial assets at amortised cost (except for other receivables) as at 31 December 2021 and 31 December 2020 is not material, accordingly no expected credit loss allowance is provided as at 31 December 2021 and 31 December 2020 except for credit loss allowance of \$Nil (2020: \$37,548) being provided for those other receivables which the amounts are past due and no realistic prospect of recovery.

Movements in credit loss allowance is disclosed in Note 10.

17. Financial instruments (cont'd)

(b) Financial risk management (cont'd)

Interest rate risk

The Society's exposure to the risk of changes in interest rates arises mainly from the bank balances and fixed deposits placed with financial institutions. For interest income from the fixed deposits, the Society manages the interest rate risks by placing fixed deposits with reputable financial institutions on varying maturities and interest rate terms.

Foreign exchange risk

The Society has no significant exposure to foreign exchange risk as all of its transactions are in Singapore Dollar.

Liquidity risk

In the management of liquidity risk, the Society monitors and maintains a level of cash and cash equivalents deemed adequate by the Board to finance the Society's operations and mitigate the effects of fluctuations in cash flows.

The table below summarises the maturity profile of the Society's non-derivative financial liabilities at the balance sheet date based on contractual undiscounted repayment obligations.

	← 2021 →			← 2020 →		
	1 year or less \$	1 to 5 year \$	Total \$	1 year or less \$	1 to 5 year \$	Total \$
Accruals and other payables	917,204	–	917,204	956,219	–	956,219
Lease liability	16,536	27,560	44,096	16,536	44,096	60,632

(c) Fair values of financial instruments

The carrying amounts of the financial assets and financial liabilities recorded in the financial statements of the Society approximate their fair values due to the relatively short-term maturity of these financial instruments.

18. Fund management

The Society's objectives when managing its funds are to safeguard and to maintain adequate working capital to continue as a going concern and to develop its principal activities over the longer term through the fees received from students and significant support in various forms of government funding, subsidies and donations. The Society's capital comprises its total funds as presented on the balance sheet.

The overall fund management objectives remain unchanged from the last financial year.

19. Authorisation of financial statements

The financial statements of the Society for the financial year ended 31 December 2021 were authorised for issue by the Board on 21 May 2022.

VISION

New Life seeks to **MENTOR THE NEXT GENERATION** of youths and children to **MASTER LIFE'S TRANSITIONS** so they may be able to make a positive contribution to their homes, communities and society.

MISSION

LOVE THE COMMUNITY FOR CHRIST