

**NEW LIFE**  
COMMUNITY SERVICES



**ANNUAL  
REPORT  
2022**

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# Bird's Eye View

*the year's dusk settles on sunset leaves. the seeds fling  
themselves down, dreaming of growing rings.  
on birds' wings they see their home from above -  
a gathering of glorious growing things.*

# CHAIRMAN'S MESSAGE



**JEREMIAH LO**  
CHAIRMAN

1.5 years ago, New Life Community Services (NLCS) expanded our work. We went beyond mentoring the next generation to providing active ageing programmes for the silver generation. With this shift in our strategic focus to address Singapore's ageing concerns and seniors' socio-emotional needs, we refreshed our missional purpose from the original mission and vision statement.

NLCS' missional purpose is:

"Loving the community as Christ does, we nurture children to be confident and compassionate, mentor youths to master life's transitions and reach for their highest potential, and enable seniors to be connected and fulfilled, so that they have hope and purpose and go on to create a positive impact in their community."

Collaboration, one of NLCS' core values, is vital in enabling NLCS to fulfil our missional purpose. Hence, NLCS values partnerships with various partners. Directing and referring beneficiaries like Mdm Rahimah\* to NLCS and vice versa enables NLCS to serve the needs of beneficiaries who may have fallen through the cracks. Forming partnerships and consortia with social service agencies of shared values helps to bring together complementary services and programmes to support beneficiaries better. It achieves sustainable, systemic, and significant impact.

Achieving the intended outcomes and impact for beneficiaries requires growth which takes time. For the

next 5 to 10 years, NLCS seeks to:

- Keep growing our capabilities to support children with mild developmental needs and at-risk youth,
- Strengthen existing and develop new services and programmes to be more user-centric and evidence-based,
- Expand and strengthen partnerships to widen our reach and provide more holistic support to beneficiaries, and
- Expand our childcare and student care centres to help more people while improving financial sustainability.

Organisationally, NLCS will continue to:

- Exercise good stewardship of resources and commit to good governance,
- Invest in people development to grow leadership competencies and functional competencies using the 70-20-10 learning model, and
- Enhance operational efficiency and improve management and engagement of our clients, beneficiaries, donors, and volunteers through digitalisation and digital transformation.

NLCS is committed to fulfilling our missional purpose and growing our competency and capacity to keep making a real difference in the lives of the people around us. Amidst various challenges, we look forward to continued and new partnerships to run the good race, giving hope and purpose to more beneficiaries in our community.

\*name changed to protect identity

# EXECUTIVE DIRECTOR'S REPORT



**STEVE KON**  
EXECUTIVE DIRECTOR

The missional purpose of New Life Community Services (NLCS) to give hope and purpose to our beneficiaries so that they go on to create a positive impact in their community has been evident in the life of Jacqueline and Eileen. Once an at-risk youth hub beneficiary, Jacqueline now positively impacts children's lives in our student care centre. Eileen, a senior who struggles with depression, found a new community of support through Silvercare.

We have been able to fulfil our missional purpose by focusing on the following:

### **Collaboration**

Collaboration, one of NLCS' core values, enables NLCS to bring hope and purpose to those in need through partnerships within and outside of the organisation. Within NLCS, our services and programmes complement and collaborate to transform the lives of beneficiaries. The testimony of Mdm Rahimah\* and her daughters in this annual report is one example. Externally, NLCS collaborates with community stakeholders and other Social Service Agencies who refer or direct needy families to NLCS and vice versa.

### **Engagement and Development**

Our donors and volunteers are valuable assets. To improve engagement and relations with them, NLCS implemented a donor and volunteer management system last year as part of our digitalisation roadmap. NLCS rolled out an e-learning platform, Gnowbe, to train and develop the competencies of 40 Steady Readers (SR) volunteers. In addition, to empower our long-serving volunteers and

support new volunteers, NLCS started developing two SR veteran volunteers to become mentors to new volunteers.

### **Relevance and Being User-Centric**

To make our programmes more relevant and user-centric, NLCS started an Early Intervention (EI) team to develop the curriculum to support children in our childcare centres with developmental needs. We are also using the Theory of Change (TOC) to evaluate programmes' effectiveness in achieving the desired outcomes for beneficiaries and overall impact.

### **Stewardship**

To better utilise our space, NLCS organises active ageing programmes for seniors in the morning, youth mentoring programmes in the afternoon, and SR in the evening at our Fajar Youth Hub. By April 2023, the Woodlands Youth Hub will adopt the same "Hub of Hope" model.

Our ability to accomplish all of these while staying on course with our mission is made possible by your steadfast support and faith in us. We are deeply grateful for the 1,191 volunteers and donations totalling \$4.8M in 2022, enabling NLCS to serve 1,841 beneficiaries. Our outreach event Blessed2BLESS and Silvercare programmes also gained significant momentum with beneficiary numbers growing by 37% and 350% in 2022.

We hope you continue to run the race alongside us so that together we can bring hope and purpose to more beneficiaries in our community.

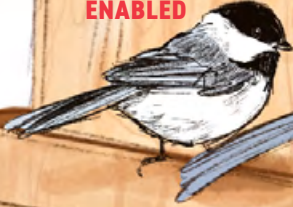
# TOTAL IMPACT IN A GLANCE

**923**  
CHILDREN  
NURTURED



**1,841**  
TOTAL BENEFICIARIES  
SERVED

**185**  
SENIORS  
ENABLED



**325** YOUTHS  
MENTORED



**408**  
FAMILIES &  
INDIVIDUALS  
FINANCIALLY  
ASSISTED

**10,995**  
TOTAL  
VOLUNTEERS  
HOURS



**1,191**  
TOTAL  
VOLUNTEERS  
SERVING



**6,182**  
TOTAL  
SOCIAL MEDIA  
FOLLOWERS



**3,719**  
TOTAL  
NEWSLETTER  
SUBSCRIBERS



# SUMMARY OF FINANCIAL PERFORMANCE



**\$9,544,798**  
TOTAL INCOME

**\$10,033,558**  
TOTAL EXPENDITURE

**\$4,841,415**  
TOTAL DONATIONS RECEIVED\*

DONATIONS:  
**\$111,533**  
CHARITY CYCLE

**\$264,380**  
CHARITY GOLF

**\$227,781**  
NEW LIFE DAY

**\$17,950**  
HUB OF HOPE (GIVING.SG)

**DONATION TREND 21%**

Increase in donations from 2021 (\$3,985,553) largely due to new and recurring major donors whose giving increased by 30-43%.

**MAJOR FINANCIAL TRANSACTIONS**

DISBURSEMENTS:

**\$191,673\*** **\$49,399**  
PROJECT LOVE BLESSED2BLESS  
\*including Blessed2BLESS

**2,598**  
INDIVIDUAL DONORS

**35**  
CORPORATES DONORS

**2**  
GRANTS

Early Childhood Development Agency  
National Council of Social Service

- Acclaim Systems (Asia) Pte Ltd.
- Acclaim Systems Pte Ltd.
- Aetos Investment Management Pte. Ltd.
- Artsynibs Studio
- Avant-Garde Media Arts Pte. Ltd.
- Bernice Management Pte Ltd.
- BlueSnap
- Capital International, Inc
- Centricomp Pte Ltd.
- Covenant Professional Services Pte. Ltd.
- CYS Global Remit Pte Ltd.
- Every Home Asia Pacific Limited

- Fire-Guard Engineering Pte Ltd.
- Football Association of Singapore
- Fuji SMBE Technology Pte Ltd.
- Google
- Heitman Wellness Centre Pte. Ltd.
- Horse Can Listen Pte Ltd.
- ICM Global Funds Pte. Ltd.
- IRMA Insights Pte. Ltd.
- Keppel Care Foundation
- Lion City Sailors Private Limited
- LS 2 Asia Pte. Ltd.
- Lydia Interior Services

- Mitsubishi Electric Asia Pte Ltd.
- Nam Leong Co Pte Ltd.
- NTUC Fairprice Foundation Limited
- PAP Community Foundation
- Pet Lovers Centre Pte Ltd.
- Skyde Engineering Pte Ltd.
- Soul Food Enterprise Private Limited
- The Majurity Trust Limited
- Tong Loong Engineering Pte Ltd.
- Vanguard Fire Systems Pte Ltd.
- Visa Worldwide Pte Ltd.

\*Total donations including donations -in-kind: \$4,993,878

# HIGHLIGHTS OF THE YEAR 2022



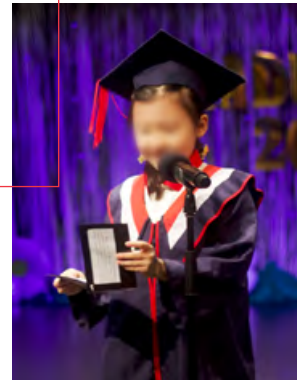
Upgrading of Woodlands Childcare and J10 Childcare centres



Expansion of Silverwork to Fajar community



Started Early Intervention in Childcare Services



**29 MAY**  
New Life Friends' Day



**28 MAY - 6 SEP**  
Charity Cycle



**8 JULY**  
Charity Golf



**1 NOV - 16 DEC**  
Expansion of Blessed2BLESS  
outreach to the community



**27 NOV**  
New Life Day

Watch our New Life Day video, "A Day in the Hub of Hope", here!



# 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 and groupwork for youths.

We also believe in improving the situations of marginalised families with schooling children so that the latter will be adequately supported as they grow up. To that end, we provide families with financial assistance, casework management and counselling to address financial and social issues.

We conduct active ageing programmes to support the needs of the elderly, an often isolated and marginalised group in society.

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.

## MISSIONAL PURPOSE

### LOVING THE COMMUNITY AS CHRIST DOES, WE

**nurture** children to be confident and compassionate,

**mentor** youths to master life’s transitions and reach for their highest potential, and

**enable** seniors to be connected and fulfilled,

so that they have **hope and purpose** and go on to create positive impact in their community.

## ORGANISATIONAL CHART



**ABOUT US**  
**MILESTONES**

# MILESTONES

We have come a long way in our 22 years as an organisation.





*the hurly-burly of life rests compressed under snow.  
love's roots stretch and reach deep into the earth.  
even in the cold, seeds burn with zeal and purpose.  
hope buries itself in hearts, soft and warmed by winter sunshine.*

A watercolor illustration featuring autumn leaves in shades of orange, yellow, and red in the upper left corner. The background is a soft, blurred mix of light blue and yellow. In the lower center, a small brown butterfly is depicted on a light-colored, textured surface. The text 'Out Services' is written in a white, elegant cursive font across the middle of the image.

Out Services

# OUR SERVICES CHILDCARE

“

...the centre's core values matched what we were looking for: caring for every child as a unique individual with talents to be developed, and imparting good values to strengthen children's character development.

”

**TSE-YIN**  
MOTHER OF NATALIE

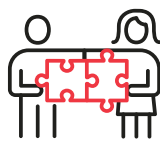


359

**CHILDREN**

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.

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.



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**COMMUNITY  
PARTNERSHIPS**

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.

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 2022**

**Nurturing children to be confident and compassionate**

- Organised K2 post-graduation camp to develop children's independence and life skills as they prepare to transit to Primary One
- 15 K1s performed at public National Day observance ceremony organised by Bukit Panjang Zone 8 RC
- 28 children participated in intergenerational activities with elderly at Fei Yue Senior Activity Centre, giving out goodie bags contributed by centre parents

**Strengthening nurturing of children through positive engagement with stakeholders**

- 9 Republic Polytechnic volunteers organised Christmas celebrations for 50 parents and 95 children to strengthen family bonds
- Staff organised parents' workshop to share parenting tips and strategies to support children's learning
- Started research into Early Intervention & Developmental Support to develop customised inclusive care model



**MOVING FORWARD – 2023 AND BEYOND**

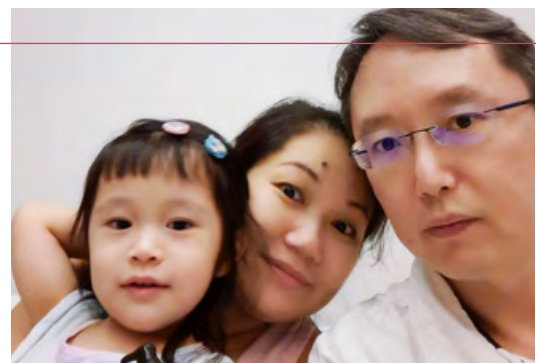
- Reach more children by expanding childcare service into a new suitable site
- Support children with diverse needs by continuing to plan developmental support programmes

**STORY: NURTURING EVERY CHILD UNIQUELY**

"My husband Nelson and I are working full-time, and like any other parents we want to give our only child, Natalie, our best. When Natalie was 1 year old, we started searching for a childcare to take care of her, as our busy work schedules prevented us from keeping her at home. We wanted a preschool within walking distance of our house for convenience, and we visited eligible centres to understand their core values and check out their daily timetables, meal arrangements and cleanliness. We decided on New Life Childcare because the centre's core values matched what we were looking for: caring for every child as a unique individual with talents to be developed, and imparting good values to strengthen children's character development.

At 18 months old, Natalie joined New Life's playgroup for toddlers. Although she had a rough first week, she was able to adapt to the new environment by the second week and eventually even quit her pacifier with help from the teachers. Natalie has been with New Life almost 2 years now. She really enjoys her playtime with classmates and the school programmes teaching arts, English, Mandarin and STEAM activities help her learn a lot. Besides academics, the teachers have trained Natalie to become more independent in her daily activities, such as eating by herself and potty training.

We really appreciate the teachers and staff in New Life Childcare for



all their effort, kindness and patience in nurturing Natalie. Because of their help, we can focus on our work knowing that Natalie is in a loving and safe environment during our working hours. We would definitely recommend New Life Childcare to parents seeking a supportive and enriching environment for their children!"

**TSE-YIN**  
MOTHER OF NATALIE

# OUR SERVICES

## CHILDREN PROGRAMMES



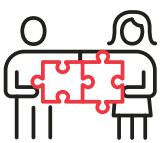
**351**  
**BENEFICIARIES**  
(172 SR, 27 KCC,  
152 P.A.N.D.A.)

**20**

**CHILDREN**  
graduated SR  
reading at their  
academic level

**93**

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



**8**  
**COMMUNITY  
PARTNERSHIPS**

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.

“  
The biggest change I have seen is that Hemen now goes to the library to borrow English storybooks to read by himself. He reads about three books a week.  
”

**MAHENDIRAN**  
STEPFATHER OF HEMENTHIRAN

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 2022

### Nurturing children to be confident and compassionate

- 51 children participated in large-scale SR graduation ceremony with invited guests from Zhenghua Primary School, Woodlands SSO and Youth Corps Singapore
- 11 children and 8 parents celebrated one-year completion of KCC in a combined showcase-cum-Christmas event

### Broadening and deepening our programmes to better nurture children

- Piloted volunteer leaders programme to provide volunteers with opportunities for growth and improve programme delivery
- Expanded PANDA Champs to Woodlands Student Care in June for P1 and P2 children



## MOVING FORWARD – 2023 AND BEYOND

- Review and refine current programmes to be evidence-based, evidence-informed and user-centric by ensuring progress and outcomes are accurately tracked
- Strengthen volunteer management framework to nurture volunteer leaders for centre operations



## STORY: PREPARED TO GO FURTHER

“Before my stepson Hemen came to Singapore last year, he was studying in a Tamil school where English is taught a bit less. When he took the placement test to enter primary school, they put him in P2 instead of P4 because they found that his English is not that good. The school recommended that he enter the Steady Readers programme, which he did.

Hemen has been in the programme for about nine months and I am already seeing great improvement. He’s still very shy to speak, but his homework and spelling have improved a lot. He used to bring his homework back and ask my wife and me for help to complete it. But now he completes it by himself in school. When I ask him, “Are you sure you finished the homework? Did you read everything properly?”, he will say, “Pa, I read everything, I do”. And we check, and it’s really okay, he has done a good job.

The biggest change I have seen is that Hemen now goes to the library to borrow English storybooks to read by himself. He reads about three books a week. Once in a while, I buy newspapers and encourage him to browse through them to see if he can understand them. It’s important that he improves in reading so that he can communicate better with others, especially since English is so widely used all over the world. Steady Readers really gives him foundations in English so that he is prepared for higher levels of education – P5, P6 and even secondary school. I’m very happy at his improvement and I think the programme is very beneficial.”



**MAHENDIRAN**  
STEPFATHER OF HEMENTHIRAN

# OUR SERVICES

## STUDENT CARE

“

However, after enrolling in NLSCC, they slowly learned confidence, independence and socio-emotional skills, eventually going back to their usual bubbly selves.

”



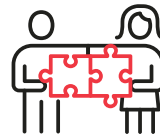
204

CHILDREN



75

LESSONS OF LOVE



27

COMMUNITY PARTNERSHIPS

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.

**OUR SERVICES**  
STUDENT CARE

## LOOKING BACK AT 2022

### Nurturing children to be confident and compassionate through holistic programmes

- Organised 8-session fabric dyeing art programme where 30 children learned perseverance and creativity through art & craft and contributed their finished pieces to seniors at Care Corner AAC
- Enriched 35 children's curiosity and scientific knowledge through explorative play at Botanic Gardens
- Strengthened 54 children's physical coordination and motor skills through play excursion to Bouncy Paradise
- SUSS students brought 34 children on a tour of their campus and round robin of games emphasising PANDA values (Accepting Differences and Acts of Love)

### Strengthening volunteering organisations' partnerships to nurture children

- 24 youth interns from CEFC's Intentional Disciple-Making Church Institute (IDMCi) planned and conducted Easter programmes for 133 children across all centres
- Keppel Corporation sponsored and provided volunteers for Children's Day celebration games, lunch and movie outing for 153 children across all centres



## MOVING FORWARD - 2023 AND BEYOND

- Systematically review internal processes to be more efficient
- Improve services for children and youth-at-risk to be more evidence-based
- Implement support for children and youth with developmental needs
- Drive marketing efforts to raise awareness of services and improve customer engagement

## STORY: HELP FROM ALL SIDES

In 2020, Mdm Rahimah's\* family was facing severe financial difficulties with multiple dependants within the household. Mdm Rahimah is a loyal and diligent staff who has been working under the same employer for over a decade, but was unable to afford the subsidised fees at her twin daughters' student care.

New Life Student Care (NLSCC). While enrolling her twins, Mdm Rahimah shared her financial situation with the staff there and was advised to apply for New Life's financial assistance scheme, Project Love. Project Love assisted the family by meeting their needs for sustenance and the children's development. Through this support, the family was able to pay their utility bills and buy household necessities. In addition, her twins qualified for New Life bursary which paid for their student care fees, enabling them to receive affordable after-school care.

Her daughters were previously deemed "disruptive" by their former student care and became very reserved. However, after enrolling in NLSCC, they slowly learned confidence, independence and socio-emotional skills, eventually going back to their usual bubbly selves. They also grew to love attending Steady Readers, a literacy programme run within NLSCC, which bolstered their confidence in reading and speaking

English. To date, the twins have learnt more about themselves and developed a love of learning through the engaging activities organised by NLSCC.

Three years on, Mdm Rahimah's situation has changed for the better. With Project Love's financial counselling sessions, her husband was able to fully pay off his years-long debt within one year. Mdm Rahimah is now able to regulate her emotions better and manage stressors when faced with challenges in life. She has also learnt the importance of parenting her children together with her husband, rather than managing her children alone. Mdm Rahimah has repeatedly expressed her gratitude to the staff and volunteers of New Life "until I really cannot say any more 'thank you's" for the life-transforming help her family has received.

\*name changed to protect identity

She felt frustrated and anxious at having to shoulder the burdens for the entire household by herself.

A social service agency recommended her to try enrolling her daughters in



# OUR SERVICES

## YOUTH SERVICES



“ I am more mentally resilient now to learn from my mistakes and continue to improve. Taking care of the children gives me a sense of purpose and confidence, and I am glad to be able to mentor them just as Joyce mentored me.

”  
**JACQUELINE**  
 STUDENT CARE TEACHER AIDE

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:



 276  
**YOUTHS**

  
 6  
**COMMUNITY PARTNERSHIPS**

 7,750  
**HUB ENGAGEMENTS**

 150  
**SCHOOL ENGAGEMENTS**

 301  
**MENTORING SESSIONS**

**OUR SERVICES**  
YOUTH SERVICES



**MOVING FORWARD –  
2023 AND BEYOND**

- Improve services to be more client-centric and evidence-based
- Mentor 145 youths to master life transitions and reach for their highest potential
- Build competent and engaged people and leaders by equipping staff with skills to effectively support youths

**LOOKING BACK AT 2022**

**Mentoring youths to master life transitions through social support**

- Conducted June holidays camps for 31 youths to forge friendships and strengthen bonds over team-building activities
- Collaborated with students from Zhenghua Secondary School to organise youth hub programmes and year-end camp (Camp Fortify) to impart values and socio-emotional skills, foster friendships and facilitate mentoring among 65 youths
- Organised June holidays intergenerational craft sessions to facilitate mutual learning and engagement between youths and Silvercare seniors

**Mentoring youths to reach their highest potential through character development**

- Facilitated coding and food science tinkering programmes in collaboration with NIE to inculcate growth mindset, adaptability and creativity among 32 youths
- Collaborated with students from ITE to impart values of teamwork and empathy to 15 youths through station games activities
- Reached out to 28 youths at Zhenghua Secondary School's Champions Festival to grow in social responsibility through volunteering

**STORY: GROWING RESILIENT, FINDING PURPOSE**

"I skipped school a lot in primary school and dropped out of secondary school because I found it emotionally overwhelming to go to school. My ex-secondary school counsellor introduced me to the New Life Youth Hub as a means of social support. I became a hub member in 2017 and was mentored by Joyce, who has journeyed with me until today.

The youth hub was my constant through my teen years. The hub mentors, especially Joyce, were very supportive and made the hub a safe space for me to try new things and make mistakes. They also guided me to become more independent and socio-emotionally aware, which gave me self-confidence. I'm glad for the friends and mentors whom I found at the hub.

In mid-2021, I had been through a bad situation and was feeling lost. Joyce introduced me to the head of New Life Student Care who spoke to me about the possibility of an internship. I took up the offer and was excited to begin my first job.

Working there was a struggle at first. While I loved working with the children, I had panic attacks at work and was not fluent in English. Experiencing mental health problems and having no goals, I felt that life had lost its meaning. My supervisor gave me time to step away from the classroom for a while and helped me create a personal growth plan. I learnt more about



managing my mental health through self-care and improving my English through reading storybooks.

I also sat for the Workplace Literacy and Numeracy Exam. I had exam anxiety and felt that I would fail, but to my surprise I passed with flying colours. I was officially back in the classroom by November, and I progressed from being an intern to a full-time Teacher Aide. I am more mentally resilient now to learn from my mistakes and continue to improve. Taking care of the children gives me a sense of purpose and confidence, and I am glad to be able to mentor them just as Joyce mentored me."

**JACQUELINE**  
STUDENT CARE TEACHER AIDE

# OUR SERVICES SILVERCARE

“

The intergenerational activities make me feel young again. They give me a strong sense of belonging and purpose in my community.

”

**KATHERINE**  
SILVERCARE BENEFICIARY



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:

<b>HEALTHY</b>	In mind, body, heart and relationships
<b>ACTIVE</b>	Engaged in lifelong learning
<b>PURPOSEFUL</b>	Rediscovering identity and purpose
<b>PREPARED</b>	To face challenges of ageing
<b>YOU-NIQUELY</b>	Supported and affirmed in

 **185 SENIORS**

 **43 SENIORS VOLUNTEER**  
23.2% of the seniors at Fajar hub volunteered

**\$6,641 RAISED**  
by seniors' crafts for New Life Day 2022

**OUR SERVICES**  
SILVERCARE



**LOOKING BACK AT 2022**

**Enabling seniors to age healthily and actively**

- Equipped 12 seniors for healthy living through 12-week SHAPESG holistic health programme conducted by Health Concepts & Measurements
- 107 seniors scaled new heights in Go for Your Mountain Challenge (GYM) organised by Empower Ageing

**Empowering seniors to find fulfilment by contributing to the community**

- Seniors raised \$6,641 during New Life Day 2022 through items handmade using skills learnt from centre programmes
- 17 seniors who qualified as HAPPY trainers under NUHS' HAPPY Exercise Training Programme started leading morning mind-body exercises at the centre

**Enabling seniors to be connected with younger generations**

- Co-organised walking trails for active and frail seniors with Community Development students from Ngee Ann Polytechnic
- Organised June holidays intergenerational craft sessions to foster friendships and mutual learning between seniors and New Life youths and children

**MOVING FORWARD - 2023 AND BEYOND**

- Commence active ageing programmes in Woodlands
- Start home befriending for vulnerable and socially isolated seniors

**STORY: FRIENDS ACROSS GENERATIONS**

Prior to retirement, Katherine, 65, travelled frequently for work and found it hard to integrate into a community. "In big cities especially, there's a lack of kampong spirit," she laments. "Everybody's afraid of their neighbours." After retiring in 2021, Katherine discovered the New Life Silvercare active ageing programmes, and has since attended the four-times-a-week activities regularly to keep active and cultivate new interests. "As a retiree I want to do fun things, make myself useful and keep up with the latest trends. It's also part of ageing well to have an active social life."

Katherine enjoys the weekly intergenerational sessions with youths from New Life Student Care and the youth hubs. Conducted over the June holidays, the programmes were intended to provide a platform for youths and seniors to interact. Denise, Silvercare Programme

Executive, shares, "With Singapore's rapidly ageing population, we wanted to create a positive retirement culture in Singapore. Organising intergenerational activities helps to break down the psychological barriers the young might have about interacting with seniors, and creates compassion in wider society for those who are ageing."

When asked what he enjoys about the intergenerational sessions, 14-year-old Pradhan immediately answers, "Mingling with seniors. They're very kind, very [involved]. I actually learn a lot from them." He and Katherine have become fast friends, even making plans to go cycling together. Katherine enthuses,



"The intergenerational activities make me feel young again. They give me a strong sense of belonging and purpose in my community."

**KATHERINE**  
SILVERCARE BENEFICIARY

# OUR SERVICES

## CASEWORK & COUNSELLING



“

She is thankful that her studies were not disrupted and that New Life was the answer to her desperate prayers.

”

**RANI\***  
BENEFICIARIES



**\$191,673** **DISBURSED IN FINANCIAL ASSISTANCE**



**144**  
**BENEFICIARIES**



**521**  
**SESSIONS**

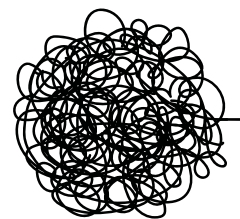


We are committed to bringing out the strengths of our clients through casework and counselling, with a strong conviction that they can create impact in their community. We approach clients with passion and compassion, helping them to move forward with better self-development and disposition in life.

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. Project Love is New Life's direct financial assistance programme, providing interim assistance for immediate needs as well as fee subsidies for our childcare and student care services. Our staff provide casework to help families gain

clarity on their financial situation and equip them with financial management skills, so that they are equipped to escape the vicious cycle of poverty.

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 provide early intervention for at-risk children and youths as well as rehabilitation for youth offenders through counselling and groupwork initiatives, giving them new hope and purpose.



**OUR SERVICES**  
CASEWORK & COUNSELLING

## LOOKING BACK AT 2022

### **Mentoring at-risk children and youth to master life transitions and reach their highest potential through building resilience**

- Completed three runs of groupwork with 22 New Life Student Care children on topics such as anger management, communication, socio-emotional awareness and coping with stress and anxiety
- Partnered with West Spring Secondary School to run second year of E2E Model by MOE UPLIFT for 20 students, a programme comprising after-school engagement, groupwork and case management
- Partnered with Care Community Services Society to run groupwork on motivational priming for 19 inmates of the Reformative Training Centre (RTC)

### **Equipping community stakeholders with knowledge and skills to better nurture, mentor and enable others**

- Conducted one-day mental health awareness programme for 22 Intentional Disciple-Making Church Institute (IDMCi) Uni students
- Conducted mental health and self-care training for New Life Childcare teachers
- Conducted two-part suicide risk assessment training for 10 New Life Youth Services staff

## MOVING FORWARD – 2023 AND BEYOND

- Review and refine financial assistance programme to achieve more holistic outcomes
- Expand scope of counselling services to include community-based cases
- Expand scope of groupwork intervention to cover new issues and include Primary 6 students
- Test and prototype evidence-informed casework & counselling services for parenting support



### STORY: A TIMELY ANSWERED PRAYER

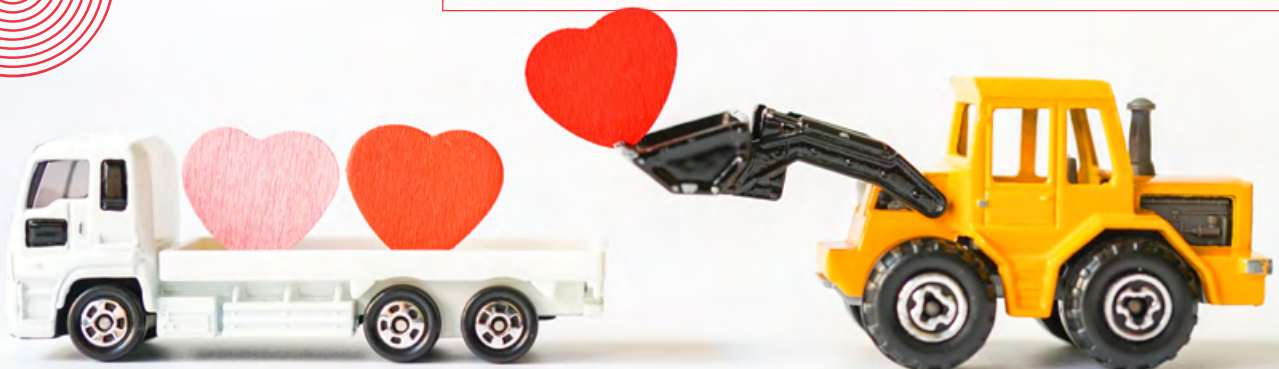
Rani\* came to Singapore in 2022 to study for a diploma in hospitality. Her father worked in Sri Lanka, financially supporting their family and Rani's education. However, Rani's father fell ill and was hospitalised in June 2022. His inability to work negatively affected his income, and paying for medical bills meant that there was little to spare. At the same time, Sri Lanka defaulted on its debt, causing extreme inflation and social unrest. The socio-political situation restricted the outflow of funds from Sri Lanka, meaning that Rani's family was unable to wire her what little money they had for her rent, school fees and living expenses.

Rani's school had sent her a final warning to pay her school fees or face the cancellation of her student pass. Desperate and despondent, she shared her problems with a friend who referred her to New Life. After reviewing her circumstances, New Life Casework & Counselling stepped in to provide interim financial

assistance that enabled her to continue studying in Singapore. New Life provided funds for Rani's semester fees that she was not able to pay and a monthly allowance to tide her over until her father recovered. Rani was grateful that due to this assistance, she was able to continue studying and afford proper meals and transportation despite her family's difficult financial situation.

After six months, Rani's father recovered and was able to return to work. Her family also found workarounds to transfer money to her in Singapore, eventually paying for her second semester. Relieved that her family's crisis was over, Rani described the interim assistance that New Life provided as a miracle. She is thankful that her studies were not disrupted and that New Life was the answer to her desperate prayers.

\*name changed to protect identity



*a web of roots breathes upwards into green-winged buds.  
the seeds' dream has burst into daylight and colour,  
every petal and vein singing in the wind. their song gives voice  
to the unseen hands of earth, who held them up to the light*





Community Projects

&  
Corporate Services

# COMMUNITY EVENTS

## BLESSED2BLESS



In its second run, Blessed2BLESS brought much-needed help to struggling families and sparked off many warm befriending relationships, blessing more beneficiaries than last year. Over the Christmas season, 510 volunteers took 322 beneficiaries on shopping trips for daily necessities, household items or school supplies for their children, and bonded over a meal with them. Many beneficiaries were grateful for the Capitaland vouchers, which allowed them to buy a wider variety of items such as new shoes for their children.

We also connected with many community partners to reach out to the needy in the community, including SSO Choa Chu Kang (UPLIFT), SSO Woodlands (ComLink), and the Bukit Panjang, Admiralty and Zhenghua grassroots. On 12 November, we were pleased to have Mr Liang Eng Hwa supporting our programme at an event arranged by Bukit Panjang grassroots representatives, where volunteers met beneficiaries for the first time before going on their separate outings.



\$49,399

**DISBURSED IN THE FORM OF CAPITALAND VOUCHERS**



510

**VOLUNTEERS**



322

**BENEFICIARIES**



### HEAR FROM OUR BENEFICIARIES HOW THEY HAVE BEEN BLESSED!

The Blessed2BLESS volunteers brought my family out on a trip to buy shoes, stationery and some groceries. They were so kind, generous and helpful towards us, carrying our things and taking care of my small kids while I shopped. I really appreciate and want to thank New Life Community Services for sponsoring my kids' needs to prepare them for the next year of school.

**FARAH\***  
BENEFICIARIES

This is our second year receiving love through Blessed2BLESS, which brought us a sense of joy and being blessed during the school holidays and Christmas season. We managed to buy our children school books, stationery and New Year clothes, and our family received love, care and kindness from the volunteers.

**MAY WONG\***  
BENEFICIARIES

I am happy to be part of this event. Compared to last year, when the vouchers were from Popular, this year's Capitaland vouchers definitely helped a lot, as they were much more useful. My kids were more sensible in choosing gifts using the vouchers, and hearing that the vouchers can be used in the supermarket, they told me to buy daily groceries. The volunteers were very friendly and I was happy to know new friends too.

**PAMELA CHAN\***  
BENEFICIARIES

\*name changed to protect identity

**COMMUNITY EVENTS**  
BLESSED2BLESS

## HEAR FROM OUR VOLUNTEERS ABOUT THEIR EXPERIENCES!

The experience was very meaningful and heartwarming. This initiative helped me see how much it means to the beneficiaries that their expenses on necessities are covered, especially for big families with many young children, where the cost of school items can be a heavy burden. I was worried that it would be awkward or the beneficiaries would fixate on the vouchers and not care about the actual interactions, but those thoughts disappeared the moment I met my beneficiary family. They were very friendly, warm-hearted and genuine, and the afternoon spent shopping with them turned out to be a meaningful time. I felt like I was the one being blessed instead of them.

**JUSTIN TAN**  
VOLUNTEER

It was a wonderful experience. We've gained insights into a certain segment of society that is hit hard economically. Both my family and the beneficiary's are single-income, with five children. Though my own family is not well-off, yet in the uncanny match-up, we learnt that we can be of huge practical impact to the other family. The experience was an important lesson for our children to know it is more blessed to give than to receive. The knowledge that what we do tangibly helps the New Life beneficiaries in practical ways has truly made this Christmas a meaningful one for our family.

**DAVID MAK**  
VOLUNTEER

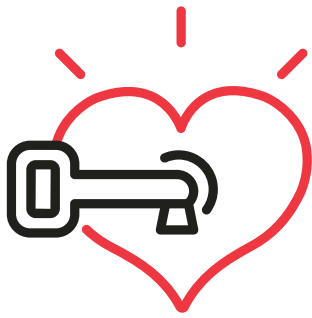


\*name changed to protect identity

# CORPORATE SERVICES

## INTERNAL KEY PROJECTS

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



### HR

NLCS has established its new missional purpose and defined its corporate core values to guide the organisation's strategy in the years ahead. Through the Organisational Development project supported by NCSS, HR also reviewed and determined the inter-functional, functional and leadership competencies required to achieve excellence at NLCS.

Employee satisfaction at NLCS remains above the sector norm. This is due to our emphasis on communicating and collaborating with different stakeholders, the establishment of clear HR guidelines and processes, and improvements to the Employee Value Proposition in the area of staff mental and physical well-being.

The rollout of the HR Management System (HRMS) was completed with significant improvement to work productivity and efficiency. The system's integrated functionalities enabled significant time savings in transaction processing, data traceability, claims and leave approvals and payroll management. The new system comes with a mobile app that is convenient and simple to use, enhancing employees' experience.

### OPERATIONS

After a period of two and a half years, Woodlands Childcare Centre completed its cyclical maintenance and all five bays were renovated and renewed. The delay was due to changes in Childcare's strategic direction, which prompted structural changes in the centre renovation works. Receiving partial funding from ECDA, the renovation and maintenance integrated the centre's structural elements to be inclusive, catering to the needs of diverse children.

J10 Childcare Centre also underwent a ground-up renovation in order to be inclusion-ready and to expand its capacity. Taking over the old premises of the nearby J10 youth hub, the design for the new, inclusive centre was approved, with demolition works and renovation commencing in 2022 Q4. J10 Childcare was moved to Bukit Panjang Childcare Centre in the meantime, with both childcares operating simultaneously under one roof. The project is slated to receive \$100,000 in funding from ECDA.

### GOVERNANCE, RISK & COMPLIANCE

Since 2021, NLCS has continued to comply with the Advanced Tier of the Code of Governance for Charities and IPCs, which enables us to give our stakeholders confidence that we have the internal rigour to deliver quality services.

With the guidance of external consultants, NLCS embarked on an Enterprise Risk Management (ERM) exercise to identify, assess and treat key risks which may impede the achievement of organisational objectives. NLCS now has a ERM framework in place and will continue to update, monitor and address key risks.

### DIGITAL TRANSFORMATION

Our digital transformation team aims to make NLCS a people-focused, technology-enabled, smart organisation that can better serve the community for Christ by 2024/25. This goal is built upon the four pillars of strategy, people, process and technology.

Developing NLCS' digital transformation strategy in 2022 provided us with a road map and checkpoints for reaching our goal. NLCS also expanded its digital transformation skills internally by engaging a coach through NCSS, who introduced us to skills like design thinking, process mapping and change management.

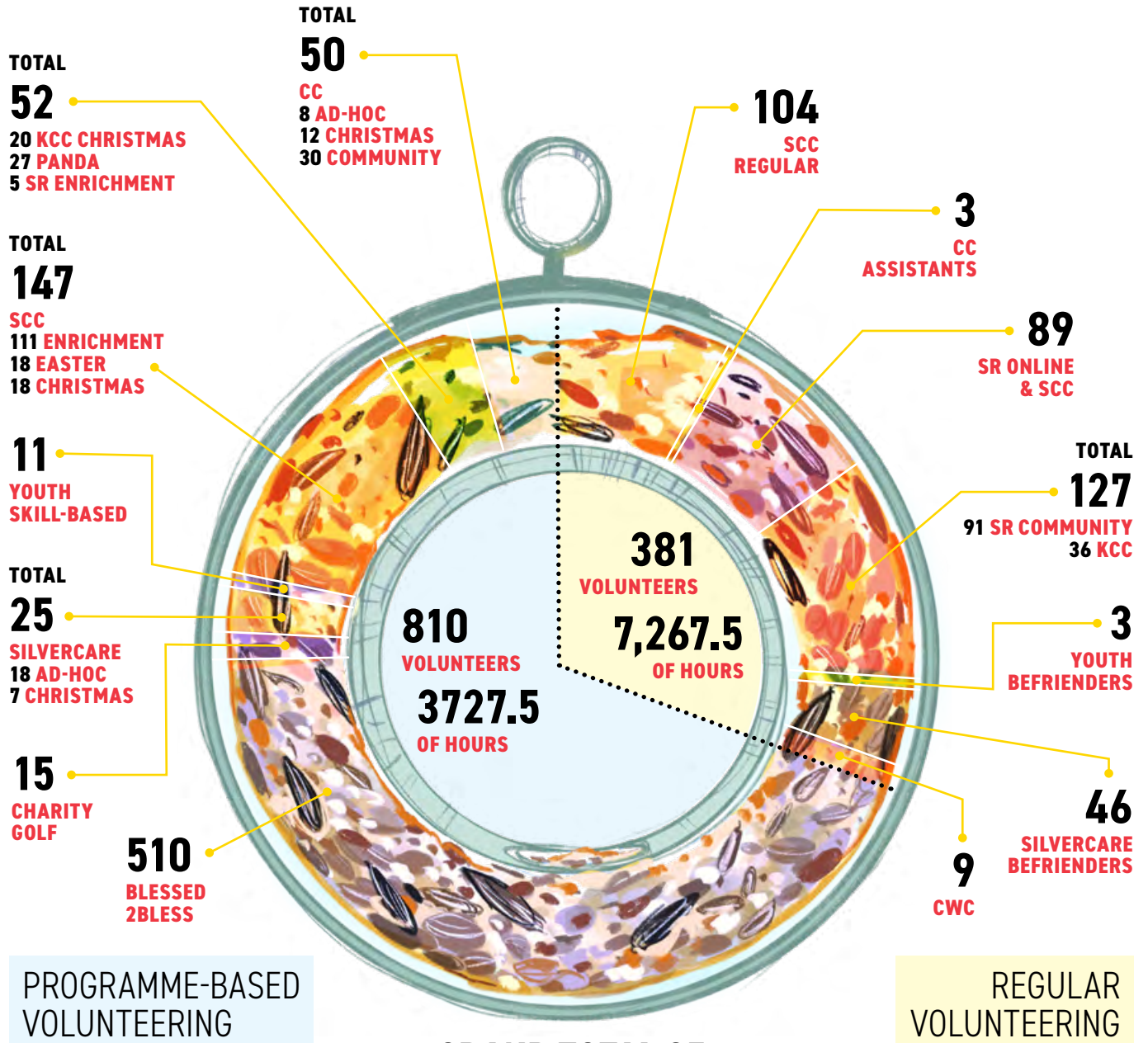
NLCS' digital transformation team began the task of reviewing our processes with the intent of streamlining for efficiency, while keeping our processes people-friendly, secure and in line with our Governance, Risk and Compliance (GRC). This will be an ongoing task to constantly improve our services for both external and internal customers.

In 2022, we were able to look at our needs holistically and incorporate systems and solutions that would build upon one another to become an integrated organisation management system. The solutions we launched in 2022 include:

- Donor Management System
- Volunteer Management System
- Centre Management System for Student Care
- Digital Forms for Childcare, Student Care, and Youths
- Integration between Children Programmes and Finance systems

These solutions easily gave NLCS 10-20% improvements in departments' productivity. As we integrate more solutions that eliminate manual, repetitive processes, we will see a quantum improvement in efficiency across NLCS.

# CORPORATE SERVICES VOLUNTEER MANAGEMENT



**GRAND TOTAL OF  
1,191 VOLUNTEERS & 10,995 HOURS**

**Legend**  
CC: Childcare  
SCC: Student Care  
SR: Steady Readers  
KCC: Kids Champ Club  
CWC: Casework & Counselling

## KEY HIGHLIGHTS

2022 showed us that online and hybrid volunteer programmes are here to stay, as volunteers continued to sign up to serve via online means. In line with making the volunteering experience more accessible for such volunteers, we rolled out an online onboarding and training portal for volunteers to be equipped. We also saw a deepening of partnerships

with Institutes of Higher Learning (IHLs) such as Ngee Ann Polytechnic, SUSS and Republic Polytechnic. Their students organised and served in programmes across many of our services, including Silvercare and Student Care.

Blessed2BLESS once again mobilised the highest number of volunteers out of all our programmes, with an increase

in the number of volunteers compared to last year, which enabled us to reach more beneficiaries. Blessed2BLESS continues to be an avenue for Covenant Evangelical Free Church to partner with us in meeting needs in the community and creating befriending relationships of social support.

# CORPORATE SERVICES

## VOLUNTEER STORIES



### STORY: ONE MORE STARFISH

“As a family we always do things together,” says Voon Kham. “Volunteering together enhances our relationship and gives us common experiences to talk about as a family.” Keen to explore new avenues to serve after the pandemic closed down previous volunteer opportunities, Voon Kham volunteered at Steady Readers (SR) together with her husband Yoong Chow. The experience was eye-opening for them. “The challenge for us was wondering if we could really make a difference. We teach two kids each in an ocean of children,” shares Yoong Chow. “But at the last SR graduation, we heard the starfish story and were reminded that we can still influence the life of each child we spend our time with.” The couple took the story as an encouragement to carry on volunteering in spite of challenges.

An incident during SR made Yoong Chow rethink his role as a volunteer. Struggling with teaching a hyperactive, restless boy, he chose to affirm the boy’s potential and encourage him to put in the effort to achieve his potential.

“He kept quiet and started tearing up. It’s then that I realised that I’m not just teaching English, but I’m guiding and motivating them to believe in themselves, to make them feel loved and cared for as individuals,” Yoong Chow shares.

Ultimately, the couple persevere in volunteering because of their faith. “People who are disadvantaged, like the fatherless or widows mentioned in the Bible, have a special place in God’s heart. Because He cares for them, so do we,” says Yoong Chow. “It’s easy to look inwards at our own problems and needs, but there are others out there with needs whom we should be looking out for.” As parents to two children of their own, Yoong Chow and Voon Kham also hope to lead by example. “We would like to inculcate in them this spirit of volunteerism as we share our volunteering experiences with our children.”

**YOONG CHOW & VOON KHAM**  
STEADY READERS VOLUNTEER MENTORS

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 GO?F

LOVING THE COMMUNITY, ONE TEE AT A TIME

#### SPONSORS

Amos Leong



Eddie Tan Cheng Soo



The Singapore Island Country Club



X T R A



#### PARTNERS



### CHARITY CYCLE

GOING THE EXTRA MILE

#### SPONSORS



#### PARTNERS



# CORPORATE SERVICES PARTNERSHIPS

## SERVICES COLLABORATIONS

### CHILDCARE

Bukit Panjang Primary School  
 Care Corner Senior Activity Centre  
 Fei Yue Senior Activity Centre @ Limbang Green  
 Health Promotion Board  
 Innova Primary School  
 National Library Board  
 New Life Silvercare  
 Ngee Ann Polytechnic (FoodAid Club)  
 Raffles Girls' School  
 Republic Polytechnic  
 Singapore Institute of Management (SIM)  
 Singapore Polytechnic  
 Singapore University of Social Sciences  
 Zhenghua Secondary School

### STUDENT CARE

Anglo-Chinese School (Independent)  
 Care Corner Senior Activity Centre  
 Covenant Evangelical Free Church  
 Fei Yue Senior Activity Centre  
 Happy Beats  
 Hwa Chong Institution  
 Institute of Technical Education (Central & West)  
 International Disciple-Making Church Institute (IDMCI)  
 Joanne Lio  
 Jurong-Pioneer Junior College  
 Keppel  
 Nanyang Junior College  
 National Heritage Board

National Youth Council  
 Ngee Ann Polytechnic (School of Engineering & BA Cares)  
 North West CDC  
 Pacific Health Senior Activity Centre  
 Resonate Project  
 School of the Arts (SOTA)  
 Singapore Polytechnic (BP Mentoring)  
 Singapore University of Social Sciences  
 South West CDC  
 Tabernacle of Joy  
 Thye Hwa Kwan Family Service Centre  
 Tongue In Cheek Productions

### CHILDREN PROGRAMMES

Anglo-Chinese School (Independent)  
 Covenant Evangelical Free Church  
 EDIS Cares (Economic Development Innovations Singapore)

Greenridge Primary School  
 Hwa Chong Institution  
 Ngee Ann Polytechnic

Singapore Management University  
 Zhenghua Primary School

**CORPORATE SERVICES  
PARTNERSHIPS**

**YOUTH  
SERVICES**

Fajar Secondary School  
Institute of Technical Education  
National Institute of Education  
Republic Polytechnic  
West Spring Secondary School  
Zhenghua Secondary School

**SILVERCARE**

Bukit Panjang Zone 9 RC  
Chris Tan & Toh Zhi Han  
Covenant Evangelical Free Church  
Empower Ageing Limited  
Fei Yue Community Services  
(CCMS) and (CREST)  
Health Promotion Board  
IDMCi  
IMDA SG Digital Office  
Jeanette Teo

Ngee Ann Polytechnic  
NUHS  
Odyssey Theatre  
Precious Activity Centre  
SHAPESG  
Tan Tock Seng Hospital  
Tsao Foundation  
U 3rd Age  
Vincent Chia  
Zhenghua Secondary School

**CASEWORK & COUNSELLING**

Care Community Services Society  
IDMCi Uni  
MOE UPLIFT

New Life Childcare  
New Life Student Care  
New Life Youth Services

Reformative Training Centre  
West Spring Secondary School

**COMMUNITY  
EVENTS**

Admiralty Grassroots  
Bukit Panjang Grassroots  
Covenant Evangelical Free Church  
New Life Casework & Counselling

New Life Children Programmes  
New Life Student Care  
New Life Youth Services  
SSO Choa Chu Kang (UPLIFT)

SSO Woodlands (ComLink)  
Zhenghua Grassroots  
Zhenghua Primary School

# YEARS AHEAD



## DEEPENING AND BROADENING SERVICES

### Deepen support and expand footprint

A key differentiator of NLCS is our ability to provide holistic support to our beneficiaries through our wraparound services comprising the Kids Champs Club (KCC) character mentoring programme, Steady Readers (SR) literacy programme, and Project Love financial assistance programme.

NLCS will continue to deepen support for our beneficiaries from Youth Services, Childcare Centres, and Student Care Centres according to their needs through the relevant wraparound service(s). While this is ongoing, NLCS will explore suitable locations to expand our Childcare and Student Care Centre footprint to help more people while improving our economies of scale and financial sustainability.

### Strengthen services through Evidence-Based Practices and Collaboration

NLCS will continue to use the Theory of Change (TOC) to evaluate our programmes' effectiveness in achieving the desired outcomes and overall impact. We will also strengthen our existing services and programmes to be more user-centric and evidence-based. We will review and improve our current youth mentoring framework and financial assistance programme (Project Love) to be more structured, evidence-based, and progressive.

NLCS has strengthened our internal collaboration over the last few years to support our beneficiaries better. We will further expand and enhance our partnership with like-minded partners to improve our continuum of care for our beneficiaries. For example, as NLCS plans to widen our reach to more seniors in the community, we will form strategic partnerships with like-minded elderly services providers, healthcare providers, and community partners to complement our existing approaches and provide more holistic support to beneficiaries.

### Develop inclusion and support for children and youth with developmental needs

With the rise of students with SEN (Special Educational Needs) being a worldwide trend<sup>1</sup>, coupled with our observation of an increasing rate of children in our childcare centres either diagnosed with developmental needs or displaying atypical development, NLCS acknowledges the importance of supporting such children and their families.

Hence, NLCS looks to support children and youth with mild to moderate development needs in an inclusive setting. In 2022, NLCS started an Early Intervention (EI) team to develop the curriculum to support children in our childcare centres with developmental needs. NLCS will expand the EI team and develop the required expertise and competencies in early intervention, including researching how to enhance the childcare centre space to provide an inclusive environment suitable for children with typical and atypical development.

NLCS will ascertain the feasibility of piloting inclusion in one of our childcare centres in 2023. In addition, NLCS will be partnering with a specialised school to pilot the counselling and casework management of youth with development needs.

<sup>1</sup> <https://www.moe.gov.sg/news/parliamentary-replies/20190902-young-persons-with-disabilities>

## STRENGTHENING ORGANISATIONAL CAPABILITIES

### **Deepening competencies of staff**

NLCS will continue to invest in people development to deepen our staff's functional and leadership competencies in line with our strategic goals.

### **Maintaining good governance**

The Board will continue its commitment to good governance and ensure the organisation's continued integrity, transparency, and effectiveness. In this aspect, the Audit and Governance Committee will assist the Board in reviewing, developing, and implementing governance, risks, and compliance policies and guidelines.

### **Harnessing digital technology for efficiency, engagement, and governance**

NLCS will continue our digitalisation process in 2023 and beyond. We will enhance the new donor and volunteer management system to improve our engagement and relations with our donors and volunteers, including rolling out new solutions to enhance operational efficiency and improve the administration and governance of our childcare centres, student care centres, and casework management.



T  
Dear



# The New Life Family

*laden with gold, the fields  
whisper at the sparrow's passing.*

*they know their burden is not  
borne in vain. soon,*

*fruit's rich scent will call  
bright wings to carry seed.*

*the sparrows change, but  
the purposes of plants remain.*

# NEW LIFE BOARD MEMBERS



**JEREMIAH LO TUCK SENG**  
CHAIRMAN

Jeremiah works in the Ministry of Defence. He holds a master's degree in International Public Policy from the School of Advanced International Studies, Johns Hopkins University and a Bachelor's Degree in Social Science from the National University of Singapore. A former Fulbright Scholar, Jeremiah got interested in philanthropic service after helping the homeless in Washington DC. He also served in Covenant EFC's Community Blessing Homework Corner initiative.



**ELDER JOHNNY TAN CHEOW HOCK**  
VICE-CHAIRMAN

Elder Johnny has retired from the Singapore Armed Forces (SAF) in March 2015, after serving the nation for 30 years. In the SAF, he has done project management, training development, as well as commanded battalions and training institutes. Elder Johnny stepped down as the Chairman of the Church Board of Covenant EFC in April 2015 and assumed the appointment of Missions Director in Covenant EFC. He holds an MBA from the University of Western Australia.



**SIM CHOON SIONG**  
SECRETARY

Sim Choon Siong is Executive Director, Quality and 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, covering areas ranging from aviation and enterprise policies, to corporate services and international relations. In his personal capacity, Choon Siong serves on Singapore's National Youth Fund Advisory Committee.



**ADELYN TEO WEI LIN**  
TREASURER

Adelyn is the Regional CFO of a global multinational business and IT consulting firm, responsible for finance leadership across all functions including business and finance controllership as well as driving business growth and profitability for the region's business. 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.



**PATRICK LIM KAH HOCK**  
BOARD ADVISOR

Patrick holds a Chemical Engineering Degree from the National University of Singapore and an MBA from Imperial College, United Kingdom. He works in a US company as their Global Business Director, Specialty Polymers. Patrick is currently an elder in the Covenant EFC board. Within NLCS, he has served in various appointments, including the Chairman and Vice Chairman roles.

**NEW LIFE**  
BOARD MEMBERS



**ADRIENNE SNG HWI CHENG**  
BOARD MEMBER

Adrienne is a Clinical Psychologist by training and holds the role of Director (Clinical Services) at Boys' Town. She has been an NCSS Social Service Fellow and sat on the NCSS Leadership Selection panel. Adrienne has a Masters in Psychology (Clinical) by James Cook University, Singapore and a postgraduate diploma in Marital and Family Therapy. A certified trainer, Adrienne occasionally conducts sessions for SSAs, schools and churches on topics like mental health, youth issues and mentoring.



**CHEAH SIN HEAN**  
BOARD MEMBER

Cheah Sin Hean has 40 years of experience in the building industry, three years as a quantity surveyor 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 graduated with a B. Sc. (Building) (Honours) from the National University of Singapore in 1978.



**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 after he was called to the Singapore Bar. He holds a Bachelor of Law (Honours) from the National University of Singapore.



**EDDIE TAN CHENG SOO**  
BOARD MEMBER

Eddie has retired from Citigroup as the Asia Pacific Regional Corporate Treasurer where he oversaw the Balance Sheet, Funding, Hedging and Capital Management of the group. He was also the Regional President of Association Cambiste Internationale Asia (a professional trade association) and Chair of the Disciplinary Committee for Singapore Exchange. He holds a Bachelor of Arts degree from the National University of Singapore.



**ELIAS TOH CHEE WEI**  
BOARD MEMBER

Elias is an Assistant Director, Planning & Acquisitions at Far East Organization, where he provides leadership in matters pertaining to acquisition, planning and product development for projects in Singapore and overseas. He holds a Master of Architecture degree from the National University of Singapore and has been working in the real estate industry for the past 2 decades. He has worked in several real estate MNCs and is experienced in developing various asset types ranging from mixed commercial development, retail, industrial and logistics.



**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 and fire suppression industry in South East Asia and East Asia. He actively serves as a council member in The Institution of Fire Engineers, Singapore Branch, and as a member of Covenant EFC's Business As Mission team.

# SUB-COMMITTEES & EXECUTIVE MANAGEMENT TEAM

## BOARD COMMITTEES (FY2022/2023)

### STRATEGY SUB-COMMITTEE

**Chairperson:**  
Jeremiah Lo

**Members:**  
Elder Johnny Tan  
Sim Choon Siong  
Adelyn Teo  
Cheah Sin Hean  
Eddie Tan  
Adrienne Sng  
Pamela Lee  
Darrell Tan  
Elias Toh  
Michael Mok  
Patrick Lim (Advisory)

### CHILDREN & CHILDCARE SUB-COMMITTEE

**Chairperson:**  
Pamela Lee

**Members:**  
Jeremiah Lo  
Elias Toh  
Sim Choon Siong

### YOUTH SUB-COMMITTEE

**Chairperson:**  
Adrienne Sng

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

### CASEWORK & COUNSELLING SUB-COMMITTEE

**Chairperson:**  
Adrienne Sng

**Members:**  
Adelyn Teo  
Jeremiah Lo  
Sim Choon Siong

### HUMAN RESOURCE SUB-COMMITTEE

**Chairperson:**  
Jeremiah Lo

**Members:**  
Elder Johnny Tan  
Cheah Sin Hean  
Patrick Lim (Advisory)

### FINANCE & INVESTMENT SUB-COMMITTEE

**Chairperson:**  
Adelyn Teo

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

### FUNDRAISING & OUTREACH SUB-COMMITTEE

**Chairperson:**  
Michael Mok

**Members:**  
Cheah Sin Hean  
Eddie Tan  
Caleb Gau (Co-Opted)

### AUDIT & GOVERNANCE SUB-COMMITTEE

**Chairperson:**  
Elder Johnny Tan

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

### BUILDING & INFRASTRUCTURE SUB-COMMITTEE

**Chairperson:**  
Elias Toh

**Members:**  
Cheah Sin Hean

### NOMINATION SUB-COMMITTEE

**Chairperson:**  
Jeremiah Lo

**Members:**  
Elder Johnny Tan  
Eddie Tan

### DIGITAL TRANSFORMATION TASK FORCE SUB-COMMITTEE

**Chairperson:**  
Darrell Tan

**Members:**  
Elder Johnny Tan  
Errol Yeo (Co-Opted)  
Raymond Chee (Co-Opted)

## SUB-COMMITTEES' AREAS OF GOVERNANCE

### 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.

### 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.

## SUB-COMMITTEES & EXECUTIVE MANAGEMENT TEAM

### 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.

### Digital Transformation Task Force

- To develop vision of NLCS' digital transformation strategy.
- To develop NLCS' digital transformation strategy and road map in consultation with NLCS Board of Directors and management team.
- To review NLCS' current IT landscape and propose suitable systems, processes, programs, plans and measures to achieve the strategy.
- Ensure proper outsourcing of services necessary to achieve the strategy.

## EXECUTIVE MANAGEMENT TEAM

### 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 MNC's 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 – 31 Dec 2022

**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

#### Bankers

→ Overseas-Chinese Banking Corporation Ltd  
→ United Overseas Bank Limited  
→ Bangkok Bank Public Company Limited

#### 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
Jeremiah Lo Tuck Seng	Chairman	May-14	Jun-22	-	11/11	9
Johnny Tan Cheow Hock	Vice-Chairman	May-13	May-16	-	10/11	10
Sim Choon Siong	Secretary	May-21	Jun-22	-	9/11	2
Adelyn Teo Wei Lin	Treasurer	May-17	Jul-20	-	9/11	6
Pamela Lee Huiying	Asst Treasurer	May-19	May-21	-	7/11	4
Adrienne Sng Hwi Cheng	Board Member	May-16	May-16	-	9/11	7
Cheah Sin Hean	Board Member	May-08	May-21	-	9/11	15
Darrell Tan Chun Loong	Board Member	Jul-20	Jul-20	-	6/11	2
Eddie Tan Cheng Soo	Board Member	May-10	May-14	-	10/11	13
Elias Toh Chee Wei	Board Member	Jul-20	Jul-20	-	9/11	2
Michael Mok Aik Chin	Board Member	May-21	May-21	-	10/11	2

## DISCLOSURE REPORT

### BOARD MEMBERS WHO ARE SERVING FOR MORE THAN TEN YEARS

#### 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

Before stepping down as Fundraising Chairman, Eddie Tan played a pivotal role in ensuring that NLCS has the financial resources needed to continue serving our beneficiaries. 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, prior to passing the baton to Michael Mok. Eddie continues to lead an important pillar of NLCS' work by chairing 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.
- Annual remuneration for each of the organisation's three highest paid key executives is between \$100,000 and \$200,000.
- 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 Charity Act 1994 (Chapter 37, Section 40C: Charities (Institutions of A Public Character) Regulations (revised 2008), Paragraph 18), 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 is 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 2022 did not exceed 30% of the total receipts from fundraising and sponsorships.
- NLCS did not engage the services of commercial fundraisers in FY 2022/2023.
- 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.

### FUNDRAISING EVENTS

- **Charity Golf 2022** was held on 8 July 2022 at Singapore Island Country Club. A total of \$264,380 was raised for the general fund through sponsorship packages and cash donations. With the expense of \$67,100 incurred in organising the event, the fundraising efficiency ratio was 25%.

- **Charity Cycle 2022** was a virtual cycling challenge held from 28 May to 6 September 2022. A total of \$111,533 was raised for the general fund through online donations garnered from peer-to-peer fundraising. With the expense of \$13,194 incurred in organising the event, the fundraising efficiency ratio was 12%.
- **New Life Day**, "Hope & Purpose", was held on 27 November 2022 at CEFC. A total of \$227,781 was raised for the general fund through donations. An additional \$17,950 was raised for the general fund through a related online campaign, "Help to Build a Hub of Hope", from 28 November to 31 December 2022, for a grand total of \$245,731. With the expense of \$1,824 incurred in organising the event and online campaign, the fundraising efficiency ratio was 1%.

### 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: 1.04 times

General Reserve \$10.4M over  
Total Expenditure \$10.0M

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

DISCLOSURE  
REPORT

## GOVERNANCE EVALUATION CHECKLIST 2021

S/N	CODE GUIDELINE	CODE I.D.	RESPONSE
<b>BOARD GOVERNANCE</b>			
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Compiled
	<b>Are there governing board members holding staff' appointments? (skip items 2 and 3 if "No")</b>		No
2	Staff does <b>not chair</b> the Board and <b>does not comprise more than one third</b> 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) <b>can only serve a maximum of 4 consecutive years.</b>  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 <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Compiled
6	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Compiled
	<b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")</b>		Yes
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>	1.1.13	Compiled
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Compiled
<b>CONFLICT OF INTEREST</b>			
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Compiled
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Compiled
<b>STRATEGIC PLANNING</b>			
11	The Board <b>periodically reviews and approves the strategic plan</b> 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 <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied
<b>HUMAN RESOURCE AND VOLUNTEER<sup>2</sup> MANAGEMENT</b>			
13	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
14	There is a <b>documented Code of Conduct</b> 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
	<b>Are there volunteers serving in the charity? (skip item 16 if "No")</b>		Yes
16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>			
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 <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures.</b>	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
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>			
20	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	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
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")</b>		Yes
22	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied
<b>FUNDRAISING PRACTICES</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")</b>		Yes
23	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied
	<b>Did the charity receive donations in kind during the financial year? (skip item 24 if "No")</b>		Yes
24	All donations in kind received are <b>properly recorded and accounted for</b> by the charity.	7.2.3	Complied
<b>DISCLOSURE AND TRANSPARENCY</b>			
25	The charity discloses in its annual report – <b>a.</b> the number of Board meetings in the financial year; and <b>b.</b> the attendance of every governing board member at those meetings.	8.2	Complied
	<b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")</b>		No
26	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	N/A
27	The charity discloses the <b>exact</b> 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
	<b>Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")</b>		Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	The charity discloses in its annual report – <b>a.</b> the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity's subsidiaries) <b>exceeding \$100,000</b> during the financial year; and <b>b.</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 <b>none</b> 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: <b>a.</b> the staff is a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity; <b>b.</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 <b>no</b> paid staff, being a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
<b>PUBLIC IMAGE</b>			
31	The charity has a <b>documented communication policy</b> 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.

The background is a soft watercolor illustration. It features a tree branch with reddish-orange leaves in the upper left corner. The rest of the background is a warm, out-of-focus wash of orange, yellow, and light brown tones, suggesting a forest scene with autumn foliage. The text is centered in a white, elegant cursive font.

*Financial  
Statements*

*harvest returns in a riot  
of red and gold.*

*we gather, we store, we sow:  
faithful to the call and season.*

*here is the seed;  
here is the great generous earth.*

*with careful pecks and wingbeats,  
we rise to the dawn of a new year.*



## **FINANCIAL STATEMENTS**

For the Financial Year ended  
31 December 2022

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

**STATEMENT BY THE BOARD MEMBERS**

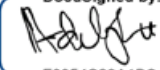
On behalf of the Board, we, Jeremiah Lo Tuck Seng and Adelyn Teo Wei Lin, being the Chairman and Treasurer of New Life Community Services (the “Society”) respectively, do hereby state that in our opinion, the financial statements of the Society as set out on pages 5 to 32 are properly drawn up in accordance 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 2022 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

DocuSigned by:  
  
439BA9737E85413...

Jeremiah Lo Tuck Seng  
Chairman

1 April 2023

DocuSigned by:  
  
F0954C33A1BC4D7...

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 32, which comprise the balance sheet as at 31 December 2022, 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 2022 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***

Management is responsible for the other information. The other information obtained at the date of the auditor's report is Statement by the Board Members as set out on page 1.

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 on the other information obtained prior to the date of this auditor's report, 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.

**Baker Tilly TFW LLP** (trading as Baker Tilly) is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities.

Baker Tilly TFW LLP (Registration No. T10LL1485G) is an accounting limited liability partnership registered in Singapore under the Limited Liability Partnerships Act (Chapter 163A).

**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 Management and Those Charged with Governance for the Financial Statements***

Management 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 management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

***Auditor's Responsibilities for the Audit of the Financial Statements***

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

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

- 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 management.

**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 management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- 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.

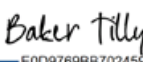
**Report on Other Legal and Regulatory Requirements**

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 2022 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.

DocuSigned by:  
  
E0D9769BB702459  
Baker Tilly TFW LLP  
Public Accountants and  
Chartered Accountants  
Singapore

1 April 2023

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

**STATEMENT OF COMPREHENSIVE INCOME**  
**For the financial year ended 31 December 2022**

	Note	Unrestricted fund \$	Restricted funds \$	Asset Capitalisation Reserve \$	Total 2022 \$
<b>2022</b>					
<b>Income</b>					
School fees from Childcare and Student care	2b	3,414,623	–	–	<b>3,414,623</b>
Interest income		82,000	–	–	<b>82,000</b>
Donations	3	4,841,415	–	–	<b>4,841,415</b>
Donation-in-kind	17a	152,463	–	–	<b>152,463</b>
Amortisation of deferred capital grants	11	94,426	–	–	<b>94,426</b>
Other Programmes income	2b	242,433	–	–	<b>242,433</b>
Government grants and subsidies	4	505,754	86,521	–	<b>592,275</b>
Others		125,163	–	–	<b>125,163</b>
<b>Total income</b>		<b>9,458,277</b>	<b>86,521</b>	<b>–</b>	<b>9,544,798</b>
<b>Less expenses</b>					
Staff costs	5	7,357,668	85,401	–	<b>7,443,069</b>
Charities expenses	6	1,631,065	677	–	<b>1,631,742</b>
Amortisation of intangible asset	8	38,184	–	–	<b>38,184</b>
Depreciation	7	317,147	66,373	162,117	<b>545,637</b>
Financial assistance		–	191,673	–	<b>191,673</b>
Programmes costs		155,781	24,437	–	<b>180,218</b>
Interest expense on lease liabilities	9, 12	2,620	–	–	<b>2,620</b>
Allowance for impairment of receivables	10	415	–	–	<b>415</b>
<b>Total expenses</b>		<b>9,502,880</b>	<b>368,561</b>	<b>162,117</b>	<b>10,033,558</b>
<b>Net deficit and total comprehensive loss for the financial year</b>	14, 15,16	<b>(44,603)</b>	<b>(282,040)</b>	<b>(162,117)</b>	<b>(488,760)</b>

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

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

**STATEMENT OF COMPREHENSIVE INCOME (cont'd)**  
**For the financial year ended 31 December 2021**

	Note	Unrestricted fund \$	Restricted funds \$	Asset Capitalisation Reserve \$	Total 2021 \$
<b>2021</b>					
<b>Income</b>					
School fees from Childcare and Student care	2b	3,404,090	–	–	3,404,090
Interest income		22,826	–	–	22,826
Donations	3	3,977,282	8,271	–	3,985,553
Donation-in-kind	17a	170,600	–	–	170,600
Amortisation of deferred capital grants	11	231,483	–	–	231,483
Other Programmes income	2b	185,377	–	–	185,377
Government grants and subsidies	4	1,073,200	417,067	–	1,490,267
Others		74,856	–	–	74,856
<b>Total income</b>		<b>9,139,714</b>	<b>425,338</b>	<b>–</b>	<b>9,565,052</b>
<b>Less expenses</b>					
Staff costs	5	6,080,760	106,286	–	6,187,046
Charities expenses	6	1,458,709	1,229	–	1,459,938
Amortisation of intangible asset	8	19,737	–	–	19,737
Depreciation	7	406,384	66,561	162,117	635,062
Financial assistance		–	168,516	–	168,516
Programmes costs		110,133	5,557	–	115,690
Reversal of allowance for impairment of receivables	10	(21,321)	–	–	(21,321)
Interest expense on lease liabilities	9, 12	2,395	–	–	2,395
<b>Total expenses</b>		<b>8,056,797</b>	<b>348,149</b>	<b>162,117</b>	<b>8,567,063</b>
<b>Net surplus/(deficit) and total comprehensive income/(loss) for the financial year</b>	14, 15,16	<b>1,082,917</b>	<b>77,189</b>	<b>(162,117)</b>	<b>997,989</b>

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 2022**

	Note	2022 \$	2021 \$
<b>Non-current assets</b>			
Property, plant and equipment	7	4,267,451	4,533,790
Intangible assets	8	153,995	105,989
		<b>4,421,446</b>	4,639,779
<b>Current assets</b>			
Other receivables	10	358,338	156,010
Fixed deposits		8,605,706	9,095,315
Bank and cash balances		2,348,205	2,015,199
		<b>11,312,249</b>	11,266,524
<b>Total assets</b>		<b>15,733,695</b>	15,906,303
<b>Non-current liabilities</b>			
Deferred capital grants	11	–	55,978
Lease liabilities	9, 12	12,883	26,416
		<b>12,883</b>	82,394
<b>Current liabilities</b>			
Deferred capital grants	11	55,978	94,426
Accruals and other payables	13	1,667,735	1,246,873
Lease liabilities	9, 12	18,097	14,848
		<b>1,741,810</b>	1,356,147
<b>Total liabilities</b>		<b>1,754,693</b>	1,438,541
<b>Net assets</b>		<b>13,979,002</b>	14,467,762
<b>Funds</b>			
Unrestricted fund - General Fund	14	10,418,615	10,463,218
Restricted funds	15	419,804	701,844
Asset Capitalisation Reserve	16	3,140,583	3,302,700
<b>Total funds</b>		<b>13,979,002</b>	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 CHANGES IN FUNDS**  
**For the financial year ended 31 December 2022**

	<b>Unrestricted fund - General Fund \$</b>	<b>Restricted funds \$</b>	<b>Asset Capitalisation Reserve \$</b>	<b>Total funds \$</b>
Balance at 1 January 2021	9,380,301	624,655	3,464,817	13,469,773
Net surplus/(deficit) and total comprehensive income/(loss) for the financial year	1,082,917	77,189	(162,117)	997,989
Balance at 31 December 2021	10,463,218	701,844	3,302,700	14,467,762
Net deficit and total comprehensive loss for the financial year	(44,603)	(282,040)	(162,117)	(488,760)
<b>Balance at 31 December 2022</b>	<b>10,418,615</b>	<b>419,804</b>	<b>3,140,583</b>	<b>13,979,002</b>

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 2022**

	<b>2022</b>	2021
	<b>\$</b>	\$
<b>Cash flows from operating activities</b>		
Net (deficit)/surplus for the financial year	<b>(488,760)</b>	997,989
Adjustments for:		
Allowance for/(reversal of allowance for) impairment of receivables	<b>415</b>	(21,321)
Amortisation of deferred capital grants	<b>(94,426)</b>	(231,483)
Interest expense on lease liability	<b>2,620</b>	2,395
Depreciation	<b>545,637</b>	635,062
Interest income	<b>(82,000)</b>	(22,826)
Amortisation of intangible assets	<b>38,184</b>	19,737
Property, plant and equipment written off	<b>–</b>	351
Operating cash flows before working capital changes	<b>(78,330)</b>	1,379,904
Receivables	<b>(153,583)</b>	276,608
Payables and deferred capital grants	<b>330,300</b>	242,649
<b>Net cash generated from operating activities</b>	<b>98,387</b>	1,899,161
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment (Note A)	<b>(176,623)</b>	(511,003)
Interest received	<b>32,840</b>	21,684
Purchase of intangible assets	<b>(86,190)</b>	(52,670)
<b>Net cash used in investing activities</b>	<b>(229,973)</b>	(541,989)
<b>Cash flows from financing activities</b>		
Repayment of lease liability	<b>(22,397)</b>	(14,141)
Interest paid	<b>(2,620)</b>	(2,395)
<b>Net cash used in financing activities</b>	<b>(25,017)</b>	(16,536)
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(156,603)</b>	1,340,636
Cash and cash equivalents at beginning of the financial year	<b>11,110,514</b>	9,769,878
<b>Cash and cash equivalents at end of the financial year</b>	<b>10,953,911</b>	11,110,514
<b>Cash and cash equivalents comprise:</b>		
Bank and cash balances	<b>2,348,205</b>	2,015,199
Fixed deposits	<b>8,605,706</b>	9,095,315
	<b>10,953,911</b>	11,110,514
<u>Note A</u>		
Property, plant and equipment purchased during the financial year (Note 7)	<b>279,298</b>	273,496
Add: Amount outstanding at beginning of financial year	<b>41,281</b>	278,788
Less: Amount outstanding at end of financial year	<b>(131,843)</b>	(41,281)
Less: New leases	<b>(12,113)</b>	–
Net cash paid for purchase of property, plant and equipment	<b>176,623</b>	511,003

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 2022**

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.

## 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/revised FRSs and INT 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 2022 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) for 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) for 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 using the effective interest rate method.

**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 an income under restricted funds and the depreciation of the related assets is charged to the restricted funds 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:

	<b>Years</b>
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 assets**

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 settlement date - the date that an asset is delivered to the Society. 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 liabilities. 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.

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 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. 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.

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

## 3. Donations

	<b>Unrestricted fund \$</b>	<b>Restricted funds \$</b>	<b>Total funds 2022 \$</b>	<b>Total funds 2021 \$</b>
Tax-deductible donations	<b>4,360,694</b>	–	<b>4,360,694</b>	3,641,015
Non-tax-deductible donations	<b>480,721</b>	–	<b>480,721</b>	344,538
	<b>4,841,415</b>	–	<b>4,841,415</b>	3,985,553

## 4. Government grants and subsidies

	<b>Unrestricted fund \$</b>	<b>Restricted funds \$</b>	<b>Total funds 2022 \$</b>	<b>Total funds 2021 \$</b>
Bicentennial Community Fund	–	–	–	400,000
Youth Programme Fund	<b>3,000</b>	<b>99,272</b>	<b>102,272</b>	252,545
Jobs Support Scheme [Note 13(b)]	–	–	–	210,454
Cyclical maintenance	–	–	–	164,522
Care & Share Grant [Note 13(a)]	–	–	–	156,030
Wage Credit Scheme/Special Employment Credit	<b>83,678</b>	–	<b>83,678</b>	113,634
Transformation Support Scheme	<b>113,361</b>	–	<b>113,361</b>	–
IA and HR Grants	–	–	–	42,158
Jobs Growth Incentive and Other Grants	<b>258,293</b>	–	<b>258,293</b>	36,558
Refund of childcare grant	–	<b>(12,751)</b>	<b>(12,751)</b>	–
Digitalisation Grant	–	–	–	23,369
Others	<b>47,422</b>	–	<b>47,422</b>	90,997
	<b>505,754</b>	<b>86,521</b>	<b>592,275</b>	1,490,267

**5. Staff costs**

	<b>Unrestricted fund \$</b>	<b>Restricted funds \$</b>	<b>Total funds 2022 \$</b>	<b>Total funds 2021 \$</b>
Salaries and bonus	<b>6,131,912</b>	<b>85,401</b>	<b>6,217,313</b>	5,198,116
Contributions to CPF	<b>814,613</b>	–	<b>814,613</b>	685,100
Other staff benefits	<b>411,143</b>	–	<b>411,143</b>	303,830
	<b>7,357,668</b>	<b>85,401</b>	<b>7,443,069</b>	6,187,046

**6. Charities expenses**

	<b>Unrestricted fund \$</b>	<b>Restricted funds \$</b>	<b>Total funds 2022 \$</b>	<b>Total funds 2021 \$</b>
Centres' operating costs	<b>462,520</b>	<b>212</b>	<b>462,732</b>	431,856
Repair and maintenance	<b>428,271</b>	–	<b>428,271</b>	389,508
Lease expense - short-term leases (Note 9)	<b>161,976</b>	<b>450</b>	<b>162,426</b>	194,720
Fund-raising costs	<b>100,823</b>	–	<b>100,823</b>	79,606
Utilities	<b>109,273</b>	–	<b>109,273</b>	78,534
Event costs	<b>10,659</b>	–	<b>10,659</b>	50,650
Third party service costs	<b>192,425</b>	–	<b>192,425</b>	85,778
Audit fees	<b>24,689</b>	–	<b>24,689</b>	17,048
Communication/internet	<b>18,789</b>	–	<b>18,789</b>	22,392
Irrecoverable GST expenses	<b>24,095</b>	–	<b>24,095</b>	20,024
Rental of equipment	<b>579</b>	–	<b>579</b>	10,027
Professional fees	<b>15,000</b>	–	<b>15,000</b>	9,905
Others	<b>81,966</b>	<b>15</b>	<b>81,981</b>	69,890
	<b>1,631,065</b>	<b>677</b>	<b>1,631,742</b>	1,459,938

**7. Property, plant and equipment**

	Leasehold properties \$	Furniture and fittings \$	Kitchen equipment \$	Playgroup equipment \$	Renovation \$	Computer \$	Office equipment \$	Asset under construction \$	Total \$
<b>2022</b>									
<b>Cost</b>									
Balance at 1.1.2022	4,162,200	415,757	19,867	26,665	4,221,336	261,726	231,672	2,250	9,341,473
Additions	(6,412)	1,150	—	—	150,329	51,370	14,305	68,556	279,298
Disposals	—	—	—	—	—	(41,824)	(1,091)	—	(42,915)
Balance at 31.12.2022	<b>4,155,788</b>	<b>416,907</b>	<b>19,867</b>	<b>26,665</b>	<b>4,371,665</b>	<b>271,272</b>	<b>244,886</b>	<b>70,806</b>	<b>9,577,856</b>
<b>Accumulated depreciation</b>									
Balance at 1.1.2022	684,345	326,276	12,144	26,665	3,347,428	226,532	184,293	—	4,807,683
Depreciation charge	182,836	29,309	2,388	—	277,735	22,556	30,813	—	545,637
Disposals	—	—	—	—	—	(41,824)	(1,091)	—	(42,915)
Balance at 31.12.2022	<b>867,181</b>	<b>355,585</b>	<b>14,532</b>	<b>26,665</b>	<b>3,625,163</b>	<b>207,264</b>	<b>214,015</b>	<b>—</b>	<b>5,310,405</b>
<b>Net carrying value</b>									
At 31.12.2022	<b>3,288,607</b>	<b>61,322</b>	<b>5,335</b>	<b>—</b>	<b>746,502</b>	<b>64,008</b>	<b>30,871</b>	<b>70,806</b>	<b>4,267,451</b>

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

	Leasehold properties \$	Furniture and fittings \$	Kitchen equipment \$	Playgroup equipment \$	Renovation \$	Computer \$	Office equipment \$	Asset under construction \$	Total \$
<b>2021</b>									
<b>Cost</b>									
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
<b>Accumulated depreciation</b>									
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
<b>Net carrying value</b>									
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)**

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

	<b>2022</b>	2021
	\$	\$
General Fund	<b>317,147</b>	406,384
Restricted Fund - Asset Capitalisation Reserve (Note 16)	<b>162,117</b>	162,117
Restricted Fund - Youth Programme Fund	<b>33,469</b>	44,625
Restricted Fund - Cyclical Maintenance	<b>32,904</b>	21,936
	<hr/>	<hr/>
Statement of comprehensive income	<b>545,637</b>	635,062
	<hr/>	<hr/>

(b) Included in leasehold properties was a donation-in-kind in the form of a lease from a third party to co-share a community space with two non-profit organisation at rent-free for a term of 20 years and 11 months.

(c) One of the leasehold properties at 1 Woodlands Road, #04-02, The Tennery, Singapore 677899 is held in trust by 3 board members and a board advisor of the Society.

(d) Included in property, plant and equipment is right-of-use assets of \$1,878,565 (2021: \$1,991,435) (Note 9).

**8. Intangible assets**

	<b>HR System</b>	<b>HR System (Development- in-progress)</b>	<b>OPS System</b>	<b>Total</b>
	\$	\$	\$	\$
<b>2022</b>				
<b>Cost</b>				
At 1.1.2022	105,620	20,106	–	125,726
Reclassifications	14,040	(14,040)	–	–
Additions	–	13,590	72,600	86,190
	<hr/>	<hr/>	<hr/>	<hr/>
At 31.12.2022	<b>119,660</b>	<b>19,656</b>	<b>72,600</b>	<b>211,916</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Accumulated amortisation</b>				
At 1.1.2022	19,737	–	–	19,737
Amortisation charge	36,167	–	2,017	38,184
	<hr/>	<hr/>	<hr/>	<hr/>
At 31.12.2022	<b>55,904</b>	–	<b>2,017</b>	<b>57,921</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Net carrying value</b>				
At 31.12.2022	<b>63,756</b>	<b>19,656</b>	<b>70,583</b>	<b>153,995</b>
	<hr/>	<hr/>	<hr/>	<hr/>

**8. Intangible assets (cont'd)**

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

**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, a leasehold property and office equipment. The leases have an average tenure of between 5 years to 20 years and 11 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 19(b).

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

*Carrying amounts of right-of-use assets*

The carrying amounts of right-of-use assets are included in property, plant and equipment (Note 7) as follows:

	<b>2022 \$</b>	<b>2021 \$</b>
Leasehold properties	<b>1,874,229</b>	1,991,435
Office equipment	<b>4,336</b>	–
	<b>1,878,565</b>	1,991,435

**9. Leases (cont'd)***Nature of the Society's leasing activities (cont'd)**Amounts recognised in the Statement of Comprehensive Income*

	<b>2022</b>	2021
	\$	\$
<i>Depreciation charge for the financial year</i>		
- Leasehold properties	<b>117,206</b>	117,207
- Office equipment	<b>7,777</b>	–
	<b>124,983</b>	117,207
<i>Lease expense not included in the measurement of lease liabilities</i>		
- Lease expense - short-term leases (Note 6)	<b>162,426</b>	194,720
Interest expense on lease liability	<b>2,620</b>	2,395

Total cash flows for leases amounted to \$187,443 (2021: \$211,256).

**10. Other receivables**

	<b>2022</b>	2021
	\$	\$
Other receivables	<b>210,609</b>	103,014
<i>Less: Allowance for expected credit loss</i>		
Balance at beginning of financial year	–	(37,548)
Allowance for impairment - lifetime ECL (credit impaired)	<b>(415)</b>	–
Reversal of allowance for impairment - lifetime ECL (credit impaired)	–	21,321
Receivables written off	–	16,227
Balance at end of financial year	<b>(415)</b>	–
Net	<b>210,194</b>	103,014
Prepayments	<b>68,602</b>	25,616
Deposits	<b>22,171</b>	19,169
Interest receivable	<b>57,371</b>	8,211
	<b>358,338</b>	156,010

**11. Deferred capital grants**

	<b>2022</b>	2021
	\$	\$
<b>Cost</b>		
Balance at 1 January	<b>2,651,452</b>	2,517,482
Received during the financial year	–	133,970
Balance at 31 December	<b>2,651,452</b>	2,651,452
<b>Accumulated amortisation</b>		
Balance at 1 January	<b>2,501,048</b>	2,269,565
Amortisation during the financial year	<b>94,426</b>	231,483
Balance at 31 December	<b>2,595,474</b>	2,501,048
<b>Net carrying amount</b>		
Balance at 31 December	<b>55,978</b>	150,404
Representing:		
Non-current	–	55,978
Current	<b>55,978</b>	94,426
	<b>55,978</b>	150,404
Represented by:		
Care and Share Grants (Note A)	<b>33,574</b>	107,321
ECDA Grant (Note B)	<b>22,404</b>	43,083
	<b>55,978</b>	150,404

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

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 Tennery, 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 liabilities**

	<b>2022</b>	2021
	\$	\$
Non-current	<b>12,883</b>	26,416
Current	<b>18,097</b>	14,848
Total	<b>30,980</b>	41,264

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

	<b>Lease liabilities</b>	
	<b>2022</b>	2021
	\$	\$
Balance as at 1 January	<b>41,264</b>	55,405
Changes from financing cash flows:		
- Repayments	<b>(22,397)</b>	(14,141)
- Interest paid	<b>(2,620)</b>	(2,395)
Non-cash changes:		
- Interest expense on lease liability	<b>2,620</b>	2,395
- New leases	<b>12,113</b>	-
Balance at 31 December	<b>30,980</b>	41,264

**13. Accruals and other payables**

	<b>2022</b>	2021
	\$	\$
Deposits received	<b>300,655</b>	243,280
Contract liability	<b>4,295</b>	16,201
Accrued operating expenses	<b>1,049,795</b>	827,464
Sundry payables	<b>312,990</b>	159,928
Deferred grant income - Care and Share Grant (a)	-	-
	<b>1,667,735</b>	1,246,873

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

	<b>2022</b>	2021
	\$	\$
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**

(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 had been fully utilised in 2021.

**14. Unrestricted fund - General Fund**

	<b>2022</b>	2021
	\$	\$
Balance at beginning of financial year	<b>10,463,218</b>	9,380,301
(Deficit)/surplus for the financial year	<b>(44,603)</b>	1,082,917
Balance at end of financial year	<b>10,418,615</b>	10,463,218

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

**15. Restricted funds**

	<b>Balance at beginning of year</b>	<b>Income</b>	<b>Expenditure</b>	<b>Net surplus/ (deficit)</b>	<b>Balance at end of year</b>
	\$	\$	\$	\$	\$
<b>2022</b>					
Youth Programme Fund	138,127	99,272	(138,251)	(38,979)	99,148
Kids Champ Club Fund	11,972		(2,011)	(2,011)	9,961
Project Love Fund	382,686	–	(191,673)	(191,673)	191,013
Children Counselling and Mentoring Fund	16,473	(12,751)	(3,722)	(16,473)	–
BPJ Silver Fund	10,000	–	–	–	10,000
Cyclical Maintenance	142,586	–	(32,904)	(32,904)	109,682
	<b>701,844</b>	<b>86,521</b>	<b>(368,561)</b>	<b>(282,040)</b>	<b>419,804</b>
<b>2021</b>					
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
BPJ Silver Fund	10,000	–	–	–	10,000
Cyclical Maintenance	–	164,522	(21,936)	142,586	142,586
	624,655	425,338	(348,149)	77,189	701,844

## **15. Restricted funds (cont'd)**

### ***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 2022, donation of \$99,272 from President's Challenge for 2021 President's Challenge was received for mentor programme and has been fully utilised in 2022. The 2020 President's Challenge has a remaining balance of \$95,689 as at 31 December 2022.

The expenses related to the Youth Programme are reflected as Staff Cost, Charities, programme 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.

### ***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. In 2022, there was a refund of \$12,751 to President's Challenge due to unutilised funds that has surpassed the funding utilisation period.

### ***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. Asset Capitalisation Reserve**

	Balance at beginning of year \$	Income \$	Expenditure \$	Net surplus/ (deficit) \$	Balance at end of year \$
<b>2022</b>					
Asset Capitalisation Reserve					
- Leasehold property (J10)	1,349,712	–	(59,328)	(59,328)	1,290,384
- Community Space (Woods Square)	1,952,988	–	(102,789)	(102,789)	1,850,199
	<b>3,302,700</b>	<b>–</b>	<b>(162,117)</b>	<b>(162,117)</b>	<b>3,140,583</b>
<b>2021</b>					
Asset Capitalisation Reserve					
- 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
	<b>3,464,817</b>	<b>–</b>	<b>(162,117)</b>	<b>(162,117)</b>	<b>3,302,700</b>

***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.

**17. Related party disclosures**

Other than disclosed elsewhere in the financial statements, the followings are the related party transactions during the financial year between the Society and related parties on terms agreed by the parties concerned:

**(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 \$118,080 (2021: \$150,000) for rental and \$12,000 (2021: \$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 \$130,080 (2021: \$162,000), 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.

**(b)** During the financial year, the Society received \$133,504 (2021: \$129,161) tax deductible donations from the Board members.

**17. Related party disclosures (cont'd)****(c) Remuneration of key management personnel**

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

	<b>2022</b>	2021
	\$	\$
Salaries, allowance and bonuses	<b>1,194,247</b>	947,585
CPF contributions	<b>183,795</b>	149,570
	<b>1,378,042</b>	1,097,155

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

Remuneration band (\$)	<b>No. of key management staff</b>	
	<b>2022</b>	2021
Between \$0 to \$100,000	<b>9</b>	11
Between \$100,001 to \$200,000	<b>5</b>	2

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 2022 and 31 December 2021.

**18. Capital commitments**

Capital commitments not provided for in the financial statements:

	<b>2022</b>	2021
	\$	\$
Capital commitments in respect of property, plant and equipment approved and contracted for	<b>617,007</b>	–

**19. Financial instruments**

**(a) Categories of financial instruments**

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

	2022 \$	2021 \$
<i>Financial assets</i>		
Financial assets at amortised cost	<b>11,243,647</b>	11,240,908
<i>Financial liabilities</i>		
Financial liabilities at amortised cost	<b>1,390,926</b>	958,468

**(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. The Society’s exposure to credit risk arises primarily from fixed deposits, bank and cash balances and other receivables. For financial assets including fixed deposits and bank and cash balances, the Society minimises credit risk by dealing with high credit rating 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. The maximum exposure to credit risk is represented by the carrying value of each class of financial assets recognised on the balance sheet.

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

<b>Description of evaluation of financial assets</b>	<b>Basis for recognition and measurement of ECL</b>
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 and 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

**19. Financial instruments (cont'd)****(b) Financial risk management (cont'd)***Credit risk (cont'd)*

Credit risk exposure in relation to financial assets at amortised cost as at 31 December 2022 and 31 December 2021 is not material, accordingly no expected credit loss allowance is provided as at 31 December 2022 and 31 December 2021.

*Interest rate risk*

The Society's exposure to interest rate risk is minimal as the impact of interest rate fluctuation on fixed deposits are insignificant. The Society has no liabilities or other significant assets that are interest-bearing or earning respectively.

*Foreign exchange risk*

The Society has no significant exposure to foreign exchange risk as all of its transactions and balances 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.

	← 2022 →			← 2021 →		
	1 year or less \$	1 to 5 year \$	Total \$	1 year or less \$	1 to 5 year \$	Total \$
Accruals and other payables	1,359,946	–	1,359,946	917,204	–	917,204
Lease liabilities	19,200	13,199	32,399	16,536	27,560	44,096

**(c) Fair values of financial instruments**

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

**20. 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.

**21. Comparative figures**

Certain reclassifications have been made to the previous years' financial statements to enhance comparability with the current year's financial statements.

As a result, certain line items have been amended on the balance sheet, statement of changes in funds and related notes for the previous financial year ended 31 December 2021.

The items were reclassified as follows:

	<b>As previously reported \$</b>	<b>Amount reclassified \$</b>	<b>As reclassified \$</b>
<i>31 December 2021</i>			
Restricted funds	4,024,139	(3,322,295)	701,844
Asset Capitalised Reserve	–	3,302,700	3,302,700
Unrestricted fund - General Fund	10,443,623	19,595	10,463,218

The reclassification did not have any effect on the net surplus/(deficit) for the financial year ended 31 December 2021.

**22. Authorisation of financial statements**

The financial statements of the Society for the financial year ended 31 December 2022 were authorised for issue by the Board on 1 April 2023.


# CONTACT US

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 @newlifeg

  @newlifecommunityservices

## OUR CENTRES

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## 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

# *Missional Purpose*

**Loving the community  
as Christ does**, we

**nurture** children to be confident  
and compassionate,

**mentor** youths to master life's  
transitions and reach for their  
highest potential, and

**enable** seniors to be  
connected and fulfilled,

so that they have **hope and purpose**  
and go on to create positive  
impact in their community.