

**NEW LIFE**  
COMMUNITY SERVICES

*Builders  
of Hope*



**ANNUAL  
REPORT  
2023**

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# Chairman's Message



New Life's missional purpose is to love the community to give them *hope, purpose* and the ability to *create positive impact* for others.

To achieve this, we Nurture, Mentor and Enable.

This was shown in the stories of:

- Mireille, whose parents gained *hope* through witnessing the impact of her childcare teachers' *nurturing* care;
- Rikki, who grew resilient and confident enough to pursue new *purpose* through Germaine's *mentoring*; and
- Jimmy, who was *enabled* through the Silvercare community to volunteer and *create positive impact* in the wider community.

These are just three of the 2,183 children, youths and seniors who were impacted by New Life in 2023.

We seek to expand this work, including:

- Scaling up and strengthening our Childcare, Silvercare and Student Care services through expansion and evidence-informed practices,
- Deepening our work with youths with specific needs through groupwork and a refined mentoring curriculum, and
- Expanding and strengthening partnerships to widen our reach and provide more holistic support to beneficiaries.

To better position ourselves for this expanded work, New Life will continue to develop its people and leaders, practice good governance and stewardship of financial resources, and use digital transformation to streamline processes and increase effective engagement of stakeholders.

Together with volunteers, donors, and partners, we will persevere to love the community, and contribute to building a better and more resilient society.

A handwritten signature in black ink, appearing to read 'Jeremiah Lo'. The signature is fluid and cursive.

**Jeremiah Lo**  
Board Chairman

# Executive Director's Report



New Life Community Services (NLCS)' mission of giving hope and purpose to our beneficiaries so that they go on to create positive impact requires the support of staff, volunteers, donors, and community and corporate partners. They are builders of hope, as they ultimately contribute to the hope and purpose we aim to bring to beneficiaries. For example, the love, patience, and support of our childcare staff brought new life and hope to Mireille, who has special needs, and her parents. Once a Silvercare beneficiary, Auntie Emily now builds hope by volunteering regularly, blessing the Silvercare community with her creativity.

2023 brought many new beginnings. We made and strengthened partnerships with like-minded organisations, and developed our services and programmes to deepen impact and achieve long-term financial sustainability. Our significant milestones and major endeavours include:

## Forging and Deepening of Partnerships

- Awarded tender for AAC Services at Jelapang in partnership with St. Luke's ElderCare (SLEC)
- Signed a sector-first MOU with SLEC, St Luke's Hospital Singapore, Fei Yue Community Services and Reach Community Services, committing to collaborate in providing quality active ageing services for Bukit Panjang
- Broadened collaboration with SLEC at their Anchorvale and Rivervale Active Ageing Hubs.

## Preparing for Partner Operator Scheme (POP)

- Registered "New Life Preschool Services" as a company limited by guarantee which our childcare centres would be under from 2024 onwards
- Obtained approval from society members at EGM held on 23 Sep 2023 to explore acquisition of Y.W.C.A. Preschool Limited, and started preparing for acquisition
- Strengthened Childcare leadership team, and enhanced preschool curriculum and centres' environment to cater for children with diverse developmental and learning needs.

## Developing and Expanding Services

- Extended Steady Readers to ComLink children by partnering with SSO Fengshan
- Expanded Blessed2BLESS (B2B) to the East region and started Silvercare services in Woodlands
- Reviewed and evolved our financial assistance scheme, youth mentoring, literacy programme, and character mentoring programmes to deliver long-term impact.

We are deeply grateful for this year's 1,861 volunteers and \$5.1M in donations, enabling NLCS to serve 2,370 beneficiaries. Our Silvercare programmes and the B2B community outreach events, which started in 2021, continued to gain momentum as beneficiary numbers grew by 294% and 10% in 2023. We also received the Charity Transparency Award, in recognition of our commitment to uphold transparency and disclosure in adherence to the Charity Transparency Framework.

Looking back, we are immensely grateful to every builder of hope who placed their trust and faith in us. We are most thankful to God, the ultimate Builder of Hope, who enables NLCS to fulfill our mission. "Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up" (Galatians 6:9).

With a thankful heart,

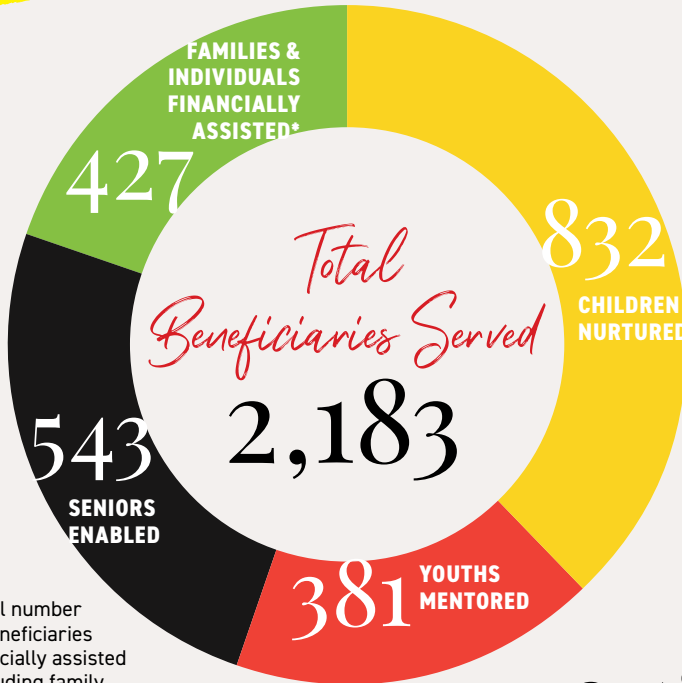
**Steve Kon**  
Executive Director

# Total Impact in a Glance

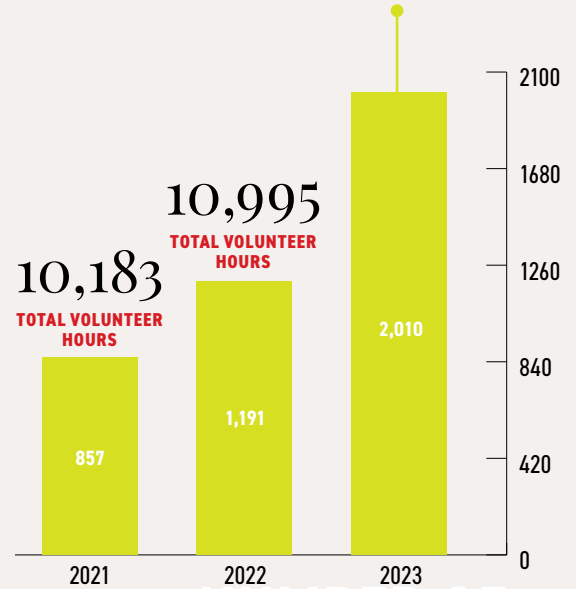
## Overview

2,010  
TOTAL VOLUNTEERS SERVING

32,445  
TOTAL VOLUNTEER HOURS

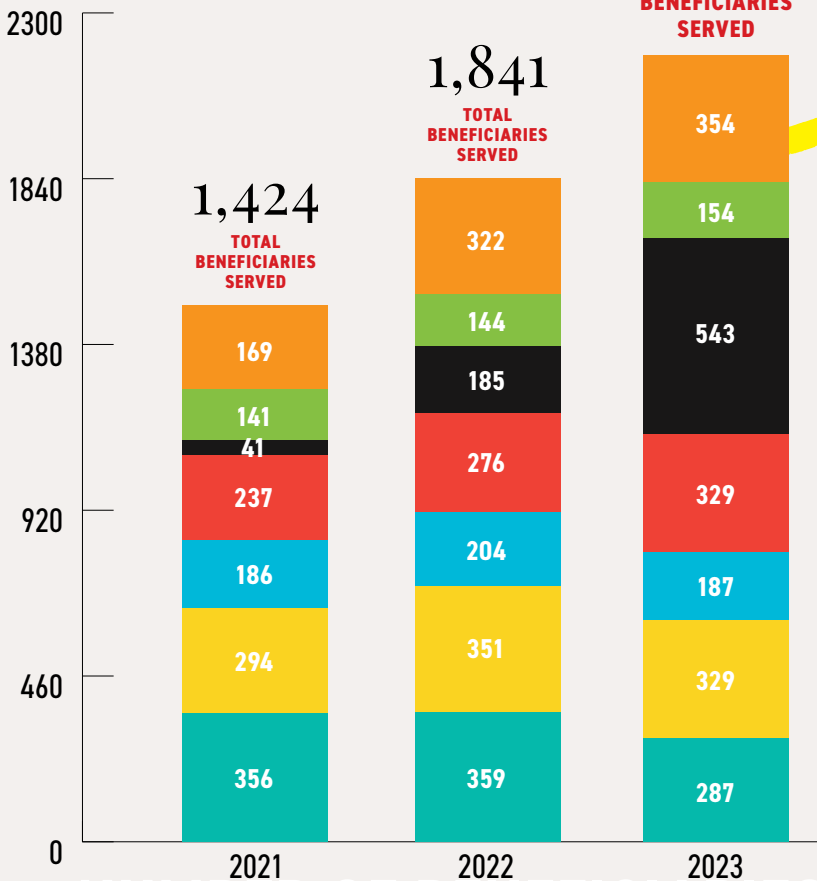


\*total number of beneficiaries financially assisted (including family members): 860



NUMBER OF VOLUNTEERS SERVING

2,183  
TOTAL BENEFICIARIES SERVED



## Impact Trend

- BLESSED2BLESS
- CASEWORK & COUNSELLING
- SILVERCARE
- YOUTH SERVICES
- STUDENT CARE
- CHILDREN PROGRAMMES
- CHILDCARE

\*In this chart, Blessed2Bless beneficiary numbers refer to total number of beneficiary groups (i.e., families or households), which is different from the total number of individual beneficiaries impacted by Blessed2Bless reported elsewhere.

NUMBER OF BENEFICIARIES

# Summary of Financial Performance

*Total Income*  
**\$10,258,051**

*Total Expenditure*  
**\$11,272,883**

*Total Donations Received\**  
**\$5,111,801**

\*Total donations including in-kind donations: \$5,314,997

**DONATION TREND**

**5%**

**INCREASE IN DONATIONS FROM 2022 (\$4,841,415).**

- 8 GRANTS**
- Community Foundation of Singapore
  - Early Childhood Development Agency
  - EDIS Cares (Economic Development Innovations Singapore)
  - National Council of Social Service
  - National Youth Council
  - North West Community Development Council
  - South West Community Development Council
  - The Majority Trust

**2,417**

**INDIVIDUAL DONORS**

**28 CORPORATES DONORS**

- Abraham International Process Engineering Corp Pte Ltd
- Acclaim Systems (Asia) Pte Ltd
- Acclaim Systems Pte Ltd
- Advance Management Pte Ltd
- Aetos Investment Management Pte Ltd
- Agilent Technologies Singapore (Sales) Pte Ltd
- Capital International, Inc
- Covenant Professional Services Pte Ltd
- D'Light (2007) Pte Ltd
- Equinix Inc
- Every Home Asia Pacific Limited
- Fire-Guard Engineering Pte Ltd
- Fuji SMBE Technology Pte Ltd
- Heitman Wellness Centre Pte Ltd
- Horse Can Listen Pte Ltd
- Micro Technology, Inc.
- Mitsubishi Electric Asia Pte Ltd
- Nam Leong Co Pte Ltd
- NTUC Fairprice Foundation Ltd
- NTUC LearningHub Pte Ltd
- Pet Lovers Centre Pte Ltd
- Skyde Engineering Pte Ltd
- Taster Food Pte Ltd
- The Community Foundation of Singapore
- Tong Loong Engineering Pte Ltd
- Vanguard Fire Systems Pte Ltd
- Visa Worldwide Pte Ltd
- YM Holdings Pte Ltd

*Major Financial Transactions*

**DONATIONS:**

**\$115,387**

**CHARITY RUN**

**\$258,397**

**CHARITY GOLF**

**DISBURSEMENTS:**

**\$170,212\***

**PROJECT LOVE**

\*Project Love amounts include Blessed2BLESS amounts.

**\$52,995**

**BLESSED2BLESS**

**\$225,190**

**NEW LIFE DAY**

**\$54,068**

**NEW LIFE FRIENDS' DAY**

**\$26,870**

**DIGITAL FUNDRAISING CAMPAIGNS**

# Highlights of the Year 2023



*Mar*

J10 Childcare Renovation & Cyclical Maintenance

*4 Apr*

Expansion of Silverwork to Woodlands community



*3 May* Charity Golf



*7 May*  
New Life Friends' Day



*2 Jul*  
Charity Run

6 Sep **NEW LIFE**  
PRESCHOOL SERVICES

Registration of New Life  
Preschool Services as a company  
limited by guarantee (CLG)

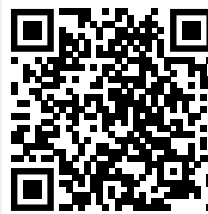


26 Oct

Signing of Memorandum of Understanding (MOU) with St Luke's ElderCare, St Luke's Hospital Singapore, Fei Yue Community Services and Reach Community Services



21 Nov **Attained Charity  
Transparency Award**



12 Nov

New Life Day  
Watch our New Life Day  
video, "Emily's Story:  
From Beneficiary to  
Volunteer", here!



25 Nov **Expansion of Blessed2BLESS  
outreach to East region**



# 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



# Milestones

*We have come a long way in our 23 years as an organisation.*



# Childcare

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

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

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

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



## Key Stats

287  
CHILDREN

11  
COMMUNITY PARTNERSHIPS

## Looking Back at 2023

### Worked towards expansion to qualify as Partner Operator and be financially sustainable

- Explored acquisition of other childcare centres
- Incorporated New Life Preschool Services (NLPS) which new and existing childcare centres would be subsumed under
- Recruited key management staff to spearhead the transition
- Revised curriculum to be measurable and outcome-driven

### Aligned with government's shift towards inclusion

- Refined and enhanced preschool curriculum and centre environments to be inclusive
- Piloted Developmental Support Programme for children with specific developmental or learning needs
- Implemented smaller teacher-child ratio to ensure children with needs are attended to
- Learning Support Team provided close observation and mentoring of teachers to ensure quality of care

### Strengthened intergenerational ties and fostered positive relationships with community partners

- 177 children and parents interacted with seniors through Christmas and Admiralty Constituency National Day celebrations, reinforcing classroom learning

## Moving forward – 2024 and Beyond



- Prepare for formal takeover of YWCA's nine childcare centres
- Continue to improve learning environments and curriculum throughout transition to NLPS
- Create brand awareness and raise visibility of NLPS through marketing efforts to drive enrolment and attract capable staff
- Achieve financial sustainability within five years by becoming a Partner Operator
- Strengthen positive workplace culture and oversee healthy change management
- Gain industry reputation as a high-quality, reliable faith-based employer of choice by strengthening talent development and staff retention and providing career progression frameworks and strong mentorship towards leadership



## Story: Love For A Child

“We have a three-year-old daughter called Mireille. She was diagnosed with Global Developmental Delay. At one and a half, she didn't hit any of the milestones. She was not able to crawl, walk or sit up properly. She was unable to say even one-syllable words. At that time, we wanted her to grow and were trying to find help for her. We were worried, but holding on to faith. We thank God for every little milestone that she managed to hit, and this is where New Life Childcare played a huge part.

When Mireille first came into childcare, she was very anxious and would cling onto her helper. She would not join in with group activities. She didn't know where she was going and what she was doing. One of her main difficulties was expressing herself: when she had new feelings like anxiety, she didn't know how to express it, so she would start squeezing, crying or running away.

When she arrived in the mornings, the teachers would warmly welcome Mireille and show her affection, hoping to win her acceptance and trust. They would give her space and time to settle down, giving her familiar toys that she enjoys playing with. They would also use sign language – an early intervention method – to introduce languages to her. Being able to recognise signs for everyday things helped Mireille know what is to be expected. She even learnt how to use sign language with us, like when she made the sign for giving thanks before being fed!

Now, Mireille can't wait to go to school. She loves her friends and teachers, and I can tell that she has just been so loved. In the last ten months here, she started crawling, then walking, even speaking more. We know there are still many challenges, yet there is hope. We are very assured because we see how Mireille has really grown. We thank God, but also give credit to the school environment, which caused her to blossom. We want to thank every preschool teacher for giving their lives to sow into these precious little ones, because it has made a difference to our Mireille. New Life has literally given new life to our girl, and in that process, to us as parents.”

**Cynthia & Kelvin**  
Parents of Mireille

Watch Mireille's story online here!



# Children Programmes

## Key Stats

329

CHILDREN

164 SR,  
19 KCC,  
146 P.A.N.D.A.

20

CHILDREN

improved in  
reading ability

30

CHILDREN

improved their interest  
in learning

21

CHILDREN

improved their  
confidence in speaking

19

CHILDREN

graduated SR reading  
at their academic level

5

COMMUNITY  
PARTNERSHIPS

We mentor children to become champions in life by building character, supporting their holistic development and intervening for children with literacy and social-emotional learning (SEL) 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 seventeen 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 engaging 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 social-emotional issues through intentionally designed activities under the guidance of adult mentors.

P.A.N.D.A. Champs is our holiday programme for New Life Student Care (SCC) children focused on building their social-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.



## Looking Back at 2023

### Improved and sharpened SR to better meet critical literacy needs

- Conducted comprehensive structured review of SR curriculum to ensure effectiveness and relevance to education standards
- Strengthened staff team with relevant experience
- Modified volunteer training to be child-centric and systematic to facilitate better learning experiences for children
- Studied SR children's social-emotional needs to provide more holistic support

### Reviewed programmes to be more evidence-based

- Started ongoing review of KCC and revamp of P.A.N.D.A. Champs, halting new intakes for KCC
- Imparted values of responsibility and acts of love to 19 KCC children through weekly lessons and hands-on application activities
- Taught character-building lessons to 146 Student Care children with the help of 35 P.A.N.D.A. Champs volunteers from partner organisations

### Strengthened partnerships with organisations to support children's learning

- Actively explored partnerships with SSO and ComLink to provide intervention for disadvantaged children with literacy needs
- Partnered with Mandai Zoo to enable 46 SR children to experience River Wonders
- Partnered with EDIS under iShine programme to enable 19 KCC children to learn artmaking and nature photography



## Moving forward – 2024 and Beyond

- Expand number of SR sites within Woodlands and Bukit Panjang to reach and support more children with literacy needs
- Collaborate with SSO Fengshan and SSO Woodlands to launch SR at rental block neighbourhoods to meet critical needs
- Evaluate SR and monitor children's learning progress in order to deepen programme effectiveness
- Introduce SEL segment into SR, following KCC review, to build children's confidence and relational flourishing
- Replace P.A.N.D.A. Champs with validated evidence-informed programme Friendly to better meet SCC children's developmental and social-emotional needs
- Explore possibility of developing new programme targeting children's numeracy needs



## Story: A Love Of Learning

When Summer Lim was in P1, she only knew letters and basic sounds in English. She was weak in pronunciation and recognising words. "She used to wait very long then can say what she wants to say," shares Nelson, her father. Nelson was unable to help Summer with her reading and speaking as he was not very well-educated. "My academics were all Cs and Ds back then, and I only have a PSLE cert," he confesses. When Summer asked him what the meaning of "peculiar" was, his response was to Google it. "How come P1 already use this kind

of word? Her homework I don't understand also. If I can't understand, how to teach her?"

When COVID-19 hit Singapore and schools turned to home-based learning, Summer's family was in need of a laptop but unable to afford one as they had no income. Fortunately, Nelson met up with a lady who was willing to sponsor a laptop for Summer's education, and the lady referred him to a staff of New Life. Soon Summer was enrolled in SR online. Nelson found the enrolment fees "very affordable" compared to regular tuition. As the sessions progressed, Nelson found that Summer's interest in learning grew. "When it's time for the Zoom she will tell me to keep quiet or go away, she's so concentrated," he laughs. "She looks forward to the sessions and takes it as important lessons for herself."

Not only did Summer enjoy learning, her fluency and confidence gradually grew. "Her spelling and understanding of words has improved. She's definitely more confident, she speaks more, sometimes she uses quite good sentences in conversation with us," Nelson shares proudly. Summer was even able to complete her homework by herself. She graduated from Steady Readers after three runs. Meanwhile, Nelson is glad that programmes like Steady Readers exist. "A lot of parents may be like me, using our own way to teach our children, [that] make them phobia of studying and their academics get worse. It's good to have these programmes to help children like Summer to be more confident and love learning."



# Student Care

Character values are at 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 (**P**erseverance, **A**cts of Love, **e**ncouragement, **D**iscipline, **A**ccepting Differences) undergirds how we run the various programmes at our centres such that we impart good character values. In addition, our five programme domains holistically develop children's physical, psychological, intellectual, creative and moral capacities (Balanced Bodies, Samaritan Souls, Master Minds, Happy heARTS, Shining Spirits). 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.



## Key Stats

187  
CHILDREN

36  
COMMUNITY PARTNERSHIPS

## Looking Back at 2023

### Built children's character and fostered positive values through holistic programmes

- 20 children learnt responsibility, patience, empathy and healthy eating through Samaritan Souls intergenerational gardening and community outreach project with Fei Yue AAC and Care Corner AAC
- Ensured high quality of programme delivery by upskilling staff through SCC Dialogues, trainings and team discussions on support needed

### Grew volunteering and CSR partnerships with organisations

- Saw 154% increase in number of SCC volunteers from 2022 to 2023, including new academic volunteers from NTU and SMU
- Volunteers provided much-needed support for planning and execution of holistic programmes and festival celebrations
- External partners such as Far East Organization, Heartware Network and Resonance Project provided enriching programmes and excursions to strengthen children's social-emotional competencies
- Tapped on WeCare Arts Fund to sponsor holiday arts exposure programmes

### Forged partnerships with parents to nurture their children

- Created more touchpoints for parents to be involved in their children's after-school activities, such as invitations to Christmas celebration sponsored by North West CDC
- Collaborated with New Life Casework & Counselling to learn more about parenting and provide resources to parents



## Moving forward – 2024 and Beyond

- Evaluate and refine student care curriculum to have greater emphasis on social-emotional learning (SEL), in alignment with MOE's 21st Century competencies
- Collaborate with Children Programmes to develop evidence-based SEL programme
- Research and develop strategic plan to introduce inclusive elements into centre environments to cater to students with diverse learning needs
- Chart a path towards financially sustainable growth via expansion to be implemented progressively



## Story: In Good Hands

"My P1 twins Liam and Emma are enrolled in New Life Student Care (Woodlands). We moved from Yishun to Woodlands when the children were in K2 and being working parents, it was of utmost importance to source for a reliable student care after having confirmed the children's primary school. We got to know about New Life Student Care from a parents' Whatsapp group chat for P1 2023. We decided to enrol Liam and Emma in New Life Student Care (Woodlands) because of various reasons - the proximity to our home, reasonable price, in-house catered food, segregated toilets/shower

rooms as well as the well-priced chartered bus service.

Liam had difficulty with reading when he first enrolled but his reading skills and articulation have improved significantly. Emma used to be impatient and demanding. Now, she has learnt to ask nicely when making requests. They both enjoy going to the centre as there is a variety of programmes. There is a good balance of academics such as quiet reading, assessment book revisions, as well as fun times with other children in the student care. The children adore and respect the teacher-mentors, and that is most crucial. Kudos to Ms. Nat, Ms. Pearlyn, Ms. Jacqueline and Ms. Juliana for taking such good care of the children.

As a parent, I appreciate that New Life Student Care puts in a lot of effort to plan various programmes - both indoor and outdoor, sometimes in collaboration with volunteers - to teach good values to the children and to enrich their time in the student care. Sending my children to the centre has brought both my children and me a lot of trust and joy. As a working parent, I know my children are in good hands for sure."

**Karen Lim**  
Mother of Liam and Emma



# Youth Services

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

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



## Key Stats

**329**  
YOUTHS

**7,091**  
HUB ENGAGEMENTS

**137**  
SCHOOL ENGAGEMENTS

**442**  
MENTORING SESSIONS

**8**  
COMMUNITY PARTNERSHIPS

## Looking Back at 2023

**Deepened impact by becoming more evidence-informed and relevant to youths' needs**

- Strengthened mentoring programmes with evidence-informed research to be more focused and efficacious and provide better care for mentees' needs
- Awarded grant by National Youth Council (NYC) to design and develop structured mentoring curriculum
- Obtained youths' feedback using validated questionnaires on effectiveness of values-themed overnight camp programmes

**Created new initiatives to meet specific needs of youths and foster culture of positive engagement**

- Piloted groupwork and character-building sessions to meet social-emotional needs of 5 youths with learning difficulties in Assumption Pathway School, whose anger issues showed improvement after programme sessions
- Piloted parent-child engagement and bonding sessions to impart relational skills to 29 parents and students from Greenridge Secondary School

- Organised self-awareness workshops ("Single Lifeline") for 12 youths from single-parent families, in collaboration with Ngee Ann Polytechnic students



## Moving forward — 2024 and Beyond

- Develop, pilot and evaluate research-based mentoring curriculum
- Explore possible partnerships with like-minded youth organisations who may be able to use our mentoring curriculum post-development
- Engage more youths with needs by growing pool of available mentors to include trained volunteers
- Activate mentors to use Motivational Interviewing (MI) skills to more effectively move youths towards change



## Story: Finding Confidence, Pursuing Passion

Seventeen-year-old Rikki has been a member of the Fajar Youth Hub since 2019. Prior to being mentored, she had low self-confidence and found it difficult to express preferences or opinions due to a fear of rejection. Her lack of confidence led her to defer to others' preferences when making decisions, rather than prioritising her own values and needs.

Despite studying interior design, Rikki was unsure of her goals in life and did not have ambitions towards any particular career path.

Rikki eventually started a mentoring relationship with Germaine in 2022. Germaine intentionally created a safe space for Rikki to express her opinions and process her thoughts together. This gave Rikki the courage to see her preferences as valid and she gained an awareness of her strengths and interests, which helped her to clarify some future career options. From mentoring, Rikki also learnt self-assuring skills to build her confidence. Germaine guided Rikki through the process of timeline planning to discuss practical steps to reach her career goals and anticipate how to navigate any challenges she might face.

Encouraged by her mentor, Rikki is now able to voice her opinions in group settings without fear. Rikki has also decided to pursue a career in videography, which stemmed from her passion for K-pop and local musical celebrities. As she graduates from ITE, Rikki is better prepared to face the challenges of young adulthood with a greater sense of confidence, resilience and hope.



# Silvercare

Our vision is for every senior to be empowered to age with dignity and to develop a sense of fulfillment 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 at the active ageing centres, 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:



## Key Stats

543  
SENIORS

SENIORS

73

SENIORS VOLUNTEER

22% volunteer with other seniors

626

PROGRAMME SESSIONS

32

COMMUNITY PARTNERSHIPS

## Looking Back at 2023

### Organised programmes enabling seniors to age healthily and actively

- Started active ageing programmes at Woodlands Hub in April 2023, serving 157 senior members
- Organised Advanced Care Planning sessions conducted by staff from Khoo Teck Puat Hospital and Fei Yue Community Services
- Organised Community Engagement Day with National Healthcare Group residents
- Conducted functional health screenings with AIC during Silverfest 2023

### Expanded and deepened services through partnerships with other senior care industry players

- Awarded tender for AAC in Jelapang in partnership with St Luke's ElderCare (SLEC), to commence operations in 2026
- Partnered with SLEC to train and equip 25 volunteers and staff at SLEC's centres in the East to better serve seniors
- Signed Memorandum of Understanding with SLEC, St Luke's Hospital Singapore, Fei Yue Community Services and Reach Community Services to provide quality senior care services in Bukit Panjang

### Empowered seniors to find fulfilment by serving others

- 22% of seniors volunteer with us to serve other seniors
- Facilitated seniors' volunteering with external agencies such as SMRT, ACE The Place and SLEC's AAC at Anchorvale

### Fostered intergenerational bonding and social-emotional support

- 91 seniors positively connected with younger generations through collaborations with Childcare, Youth Services and other volunteering organisations



## Moving forward – 2024 and Beyond

- Commence active ageing programmes in Jelapang (Block 523)
- Expand services to other areas in Singapore by bidding for AACs
- Co-organise Silverfest with Covenant Evangelical Free Church (CEFC) and other grassroots and community partners to reach more seniors in Bukit Panjang
- Pilot and incorporate evidence-based Vital Signs Monitoring into existing wellness activities to monitor seniors' health and evaluate exercise programmes' effectiveness
- Support homebound and socially isolated seniors with home befriending programme
- Develop competencies of staff and volunteers through training, job attachment at partnering AACs, and regular programme reviews
- Explore different staffing models to improve cost-effectiveness and retain efficacious service delivery
- Strengthen long-term partnership with CEFC to better engage existing and potential volunteers



## Story: Old Age, New Purpose

Having worked in a high-stress medical technician role in a public hospital for over 30 years, Jimmy retired in end-2022 with a sense of relief. At a hawker centre, Jimmy bumped into Ming Zhou, who shared that he was volunteering at New Life Silvercare teaching seniors calligraphy. Jimmy soon joined the weekly calligraphy class at the Fajar Hub. He enjoyed learning a new skill and was inspired by Ming Zhou's attitude of always learning and sharing his knowledge. "He practices every day and tries to improve the way he teaches. He

doesn't earn one cent, yet he got the passion to teach us." Jimmy also enjoys coming to the Thursday movement and exercise classes taught by Hing Yen, and hopes to learn how to train others someday.

Like Ming Zhou, Jimmy is keen to keep learning and improving. "Don't refuse to learn," he emphasises. "A lot of people say 'cannot lah, I can't do it' just because they are getting old. But as long as you are positive enough to learn, you can master a lot of things. I still think I got a lot of things to learn." To him, knowledge and skill are not to be pursued for their own sake, but to benefit others – a central part of the culture among Silvercare seniors. "Once I learn how to do something, I can also help others. I don't just keep it secretly by myself."

Jimmy also shares Ming Zhou's passion to serve other seniors with his time and talents, which he finds "more satisfying" than pursuing a self-focused lifestyle. He contributed some calligraphy pieces to Silvercare's fundraising efforts during last year's New Life Day. He also volunteers with different organisations to reach out to isolated elderly as well as throw monthly block parties for seniors in his neighbourhood. "Whatever I learn here [in New Life] I also bring there to help the seniors," Jimmy shares. "As long as I can make them happy, I am happy also. If I can do something for them, why not?"



# Casework & Counselling

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.



## Key Stats

154

BENEFICIARIES

\$117,217

DISBURSED IN FINANCIAL ASSISTANCE

\*not including Blessed2BLESS

5

COMMUNITY PARTNERSHIPS



## Looking Back at 2023

### Improved capacity to support underprivileged and individuals with specific needs

- Conducted data analysis of clients' needs, landscape survey of financial assistance programmes in Singapore and interviews with agencies to discover unmet needs
- Adapted Project Love to fill gaps in aid for underserved families, especially transnational families
- Surveyed Student Care parents to understand children's needs better and worked to design groupwork programmes for upper primary students, to be piloted in Student Care
- Collaborated with Youth Services to support youth mentoring work with Assumption Pathway School pilot groupwork and Greenridge Secondary School parent-child engagement sessions
- Provided supervision and training for 12 youth mentor staff to improve needs-assessment skills for more proactive support of mentees



## Moving forward – 2024 and Beyond

- Address more unmet needs in society by rolling out case management with assistance programmes catered to transnational families with school-going children
- Collaborate with organisations and institutions to co-create customised programmes for children and youth with specific needs
- Grow our competency in counselling children by learning and employing specific counselling modalities and methods
- Provide children and youth from NLPS with wraparound services that cover mental health, social support in addition to developmental growth



## Story: Finding Joy Amidst Difficulty

At 80 years old, Joe\* was still working to support his wife Naomi\* and their 11-year-old grandson. However, one day he fainted at his workplace and had to be hospitalised. The cause of his affliction turned out to be fourth-stage lung cancer. His case was referred to New Life's Project Love for financial assistance. Joe had previously applied for assistance at other social service agencies, but felt like the application process had many barriers to entry and that as long as he was able to work, he would not want to rely on financial assistance. After a period of treatment at NUH, his condition stabilised enough for him to continue working. As Joe's employment terms only provided him with seven days of paid MC, New Life provided

the couple with assistance to cover the loss of income during his hospitalisation.

During the assistance period, New Life connected Joe with volunteer befrienders and worked closely with other services to help the couple with their rental apartment matters. As Joe was given a prognosis of two years, New Life also provided casework management support to explore end-of-life care. When Joe's health deteriorated in early 2023, he agreed to apply for long-term financial support under Social Service Office (SSO). New Life's social worker supported Joe through the whole process of application, helping him overcome the barriers he faced, such that SSO approved to support the couple's basic living expenses. The volunteer befrienders also chipped in to provide the couple with appliances once HDB had allocated the latter a rental flat.

No longer needing to work long hours to support his household, Joe now had peace of mind to consider other matters in life. He had time to spend with his wife, make preparations for end-of-life, and even explore his spirituality. The practical help, home visits and important conversations that volunteers and staff had poured into the couple's life brought comfort and love to their difficult circumstances. These conversations also helped Joe and Naomi to reframe their story and find joy in a tough season of life.



\*name changed to protect identity

# Blessed2Bless

Blessed2BLESS (B2B) is a community outreach initiative aiming to extend additional social support to families and households on financial assistance. Every year during the Christmas season, NLCS mobilises volunteers to befriend families in need while providing them with financial aid in the form of vouchers. Participants will use the disbursed vouchers to go on a shopping trip with volunteers, who will also connect with them over a meal. Meanwhile, participants are also made aware of NLCS' range of social services should they be in need of them.

In its third year, B2B expanded its reach to families from the east region of Singapore, in addition to strengthening support to families in the northwest and north. B2B reached out to 54 families in Bedok and Tampines, with a launch event at Fengshan CC on 25 November, and continued to reach out to 60 families in Woodlands (onsite event on 2 December) and 124 families in Bukit Panjang (onsite event on 9 December). The fun and family-friendly activities at the onsite events allowed volunteers and participants to forge a sense of community through meaningful interactions. Both parties also had heartfelt conversations while going shopping and sharing a meal. Overall, the initiative helped to strengthen communal networks of care and support as well as the Singaporean kampung spirit.



**66** Hear from our beneficiaries how they have been blessed!

## Key Stats

**\$52,995**

DISBURSED IN VOUCHERS & GIFTS

**655**

VOLUNTEERS

**354**

BENEFICIARIES

(787 including beneficiaries' family members)

*My volunteer was very helpful and friendly. He listened to my problems and was willing to help me ASAP. I've often felt depressed, but I was happy after he came to meet me for support. Thank you very much, New Life, for helping out a person in difficulty.*

**Mr Ho\***

*"My volunteer liaised with me very promptly leading up to the lunch day with his family. His wife is friendly as well and we had a good talk over lunch. I am blessed to meet with such heartwarming, good people. Thank you, New Life Community Services, for the experience and vouchers.*

**Mr Zaqy\***

*I am really blessed to have this experience as I am really in need. My volunteers were very kind and understanding. My sons had a good time talking and laughing with them. I'm thankful for the event as it really benefitted me and my family!*

**Mdm Dinah\***

*The volunteers made us feel welcome. They are very friendly and kind people, who are caring and respectful to the elderly. Feels very positive! Keep on doing good deeds!*

**Mdm Hsu\***

*The programme was very enjoyable and we got to know what other programmes New Life has. Our volunteers were very accommodating and approachable. The event helped my family to bond together more.*

**Mdm Archana\***

\*name changed to protect identity



We were grateful to have the chance to continue our partnerships with Bukit Panjang, Admiralty and Zhenghua grassroots and SSOs Woodlands and Choa Chu Kang, as well as establish new collaborations with SSO Bedok, SSO Tampines, and Fengshan CC to provide support to their communities. We were also privileged to have the support of Guests-of-Honour Senior Minister of State for National Development, Mr Tan Kiat How (Fengshan), MPs Mr Liang Eng Hwa (Bukit Panjang) and Mr Edward Chia (Zhenghua), and Mayor of North West District Mr Alex Yam (Woodlands) at our launch events.



*Hear from our volunteers  
about their experiences!*



*It's good to show kindness and love, to host and share a meal together with the family with no agenda in mind. I was reminded that Jesus Himself came to serve and not to be served. We felt energised and refreshed after we interacted with the family. We felt we need to do this as often as we can... and that it would be good if New Life shared community needs with us and enabled us to befriend them for a season.*

**Jasper**

*Volunteering was a great opportunity to expand our circle of friends. We got to know a new family in our community whom we can reach out to and cultivate friendship with. Hoping to become better friends with the family!*

**Paul**

*Initially, there was a degree of awkwardness and discomfort whilst waiting for the family's arrival. But amazingly, after the event the family's eight-year-old daughter asked if we would be her godparents!*

**Grace**

# Internal Key Projects

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

## HR

NLCS made several improvements to our HR processes and systems, including the rollout of a new Performance & Development Review (PDR) module in our HRMS to replace the previous staff development review process. Staff evaluations were adjusted to use mainly objective criteria (in the form of SMART goal-setting) rather than subjective criteria. We also upgraded many manual forms to digital modes, increasing administrative efficiency.

2023 was the year that NLCS obtained the Progressive Wage Mark (PW Mark), an accreditation recognising companies that pay

progressive wages to lower-wage workers. We are happy to be recognised as a progressive employer. Another major milestone for NLCS in 2023 was the planned acquisition of nine preschool centres from YWCA, as part of New Life Childcare's direction to create more high-quality faith-based learning environments for young children. The HR team helped to conduct engagement sessions with YWCA's childcare staff and to harmonise the employment terms and benefits between NLCS and YWCA. We are glad to have the opportunity through this acquisition to nurture more children to develop good character and capabilities.

## Operations

NLCS improved our facilities in 2023 to create safer and more comfortable environments. We completed renovation and Cyclical Maintenance on our Junction 10 Childcare centre (Dec 2022 – Mar 2023). The new designs for our Bukit Panjang Student Care centre were completed (Jul – Oct 2023), and await MSF clearance to renovate, with the aim of finishing renovations by Q1 2024.

As part of our preparations for expansion, we are preparing to install CCTVs and upgrade the wi-fi systems in our centres. We are also preparing to revamp our access control systems across all centres to include biometric controls and temperature-taking capabilities, aiming to implement the upgraded systems in our corporate office and intergenerational hubs before installing it in all Childcare and Student Care centres.

## Communications

Between 2021 to 2022, NLCS refined our mission and vision into a new missional purpose and revamped our organisation's core values. Following this, we conducted a rebranding exercise, redesigning our logo and tagline to better align with our missional purpose. Incorporating several design features of the old logo but fitting them to new purposes, the new

logo more aptly reflects our direction to "love the community as Christ does" and the new tagline "Nurture, Mentor, Enable" encompasses the ways that we bring "hope and purpose" to the community. Over the course of 2023, new branding collaterals were rolled out.

## Digital Transformation

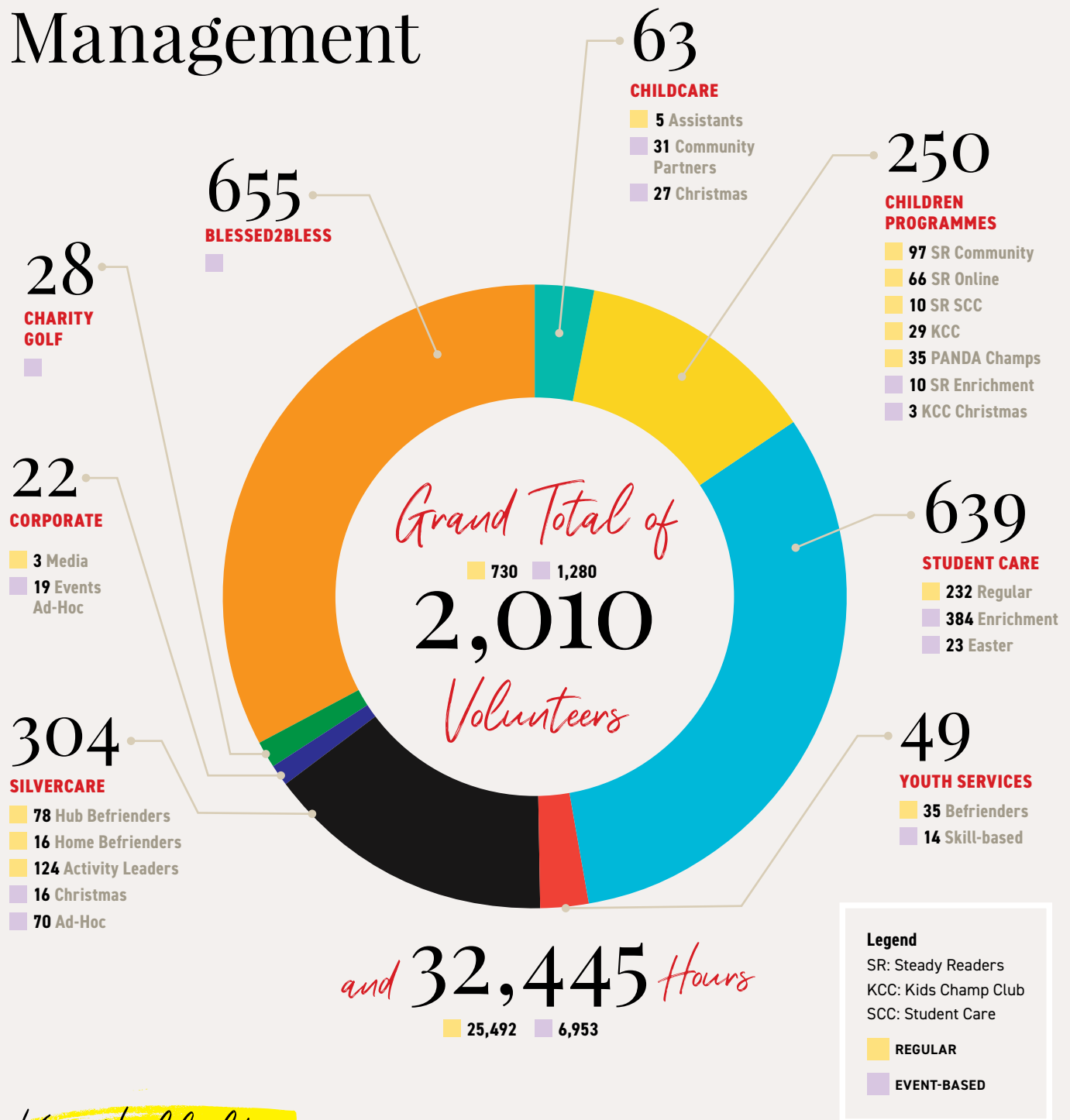
NLCS has a strong commitment to digital transformation and has made significant progress over the past two years. In 2022 and 2023, we participated in the NCSS Digital Acceleration Index (DAI) to benchmark our digital growth. Our DAI score rose by 11 points from Digital Starter to Digital Literate in 2023, testifying to our ongoing efforts to leverage technology to enhance our operations and services.

NLCS strategically reprioritised our IT projects to ensure a robust foundation for growth as the organisation expands. This included improving our cybersecurity defences in terms of technology, people and processes. To improve our back-end processes, NLCS conducted a

review of our existing finance and procurement system, NetSuite, and sourced for easier-to-use and end-to-end e-procurement systems. The new procurement system has been approved and will be implemented by April 2024.

As NLCS expands, we will need to integrate our technological applications, streamline our processes and standardise our workflows. At the core of change is culture – as our digital transformation continues to drive innovation and excellence across NLCS, we trust that our people will come alongside to participate in creating a more secure, efficient and impactful future for our organisation.

# Volunteer Management



## Key Highlights

2023 saw increased numbers of volunteers from Institutes of Higher Learning (IHLs) serving regularly in our Student Care programmes, as well as increasing engagement of corporate volunteers for CSR. Students from Hwa Chong Institution's Apollo Faculty organised mass activities and a concert for our Student Care children, while Far East Orchard and KPMG engaged in CSR events with us for the first time, letting employees interact with our beneficiaries over a beach cleaning-

cum-Christmas celebration and a wellness garden excursion respectively.

To sustainably meet our volunteer needs, NLCS has focused on intentionally engaging IHLs and corporates in programme planning with the aim of creating long-term volunteer partnerships. We also had the opportunity to reach out to potential new volunteers in 2023. Our VM team shared about NLCS' services and sector needs to NUS students at Heartware Network, and participated in a joint volunteer networking event with St

Luke's Eldercare at Rivervale & Anchorvale.

Aside from establishing new partnerships, NLCS continued to nurture existing relationships in 2023. It was our second year partnering with volunteers from Ngee Ann Polytechnic to participate in Admiralty's Passion Arts Mid-Autumn Festival community celebration. Moreover, we were proud to be featured as an SSA Partner during SUSS' Volunteer Appreciation Lunch, as it underscored our strong collaboration.

# Volunteer Stories



## Story: Learning To Teach, Teaching To Learn

Jing Ying and Hilmi signed up to be volunteer academic mentors at New Life Student Care (NLSCC) through a student association at SUSS. Having previously volunteered in a hospice, Jing Ying was keen to learn how to communicate with children after babysitting her cousin. Meanwhile, Hilmi was looking to try something new and step out of his comfort zone. For both of them, it was their first time volunteering with children.

Academic mentoring has its share of challenges, but also valuable lessons. Jing Ying was sometimes thrown off by the children's short attention spans and honest curiosity. However, she learnt to be more patient when explaining concepts and to quiz the children on the study topic, which helps them refocus. "As I teach them each week, I get to learn something new from each child and see things from their point of view," she says. Meanwhile, Hilmi initially found it difficult to match the children's energy levels and understand their thinking, but he persevered by setting boundaries on chit-chat time and putting himself in their shoes. He shares, "I try to figure out the child's learning style by how they tackle certain questions. From there I'm able to better help them learn by using the right teaching method."

Academic mentors also organise programmes to enrich the children's learning. Hilmi and Jing Ying helped to bring the children on a campus tour of SUSS, a learning journey to the Science Centre and a



cultural heritage tour of Little India. They also helped to plan and run arts activities as part of NLSCC centre programmes. "Such programmes expand their horizons by exposing them to new experiences and perspectives," said Jing Ying. "We hope that these experiences help to nurture curiosity and empathy as they understand more about their society."

On the impact of mentoring, Hilmi shares, "Mentoring develops the children's critical thinking, communication skills, and confidence to tackle new and difficult questions. Each of these children have a bright future and we are just helping them towards it." Meanwhile, Jing Ying hopes that mentoring will provide a safe, trusted relationship for each child to become their best self. "Our role as mentors is just to guide them into the most appropriate path on their journey."

# Partnerships

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

## Fundraising Events

### CHARITY GOLF

LOVING THE COMMUNITY, ONE TEE AT A TIME

#### SPONSORS



ELEMENTS WELLNESS GROUP



XTRA



Eddie Tan Cheng Soo

### CHARITY RUN 2023

#### SPONSORS



#### PARTNERS



dc production  
studio private limited

#### ONLINE FUNDRAISING CAMPAIGNS

Din Tai Fung

KPMG

# Partnerships

## Services Collaborations

### CHILDCARE

Care Corner Senior Activity Centre  
 Fei Yue Senior Activity Centre  
 Food From The Heart  
 Greenridge Primary School  
 Jurong Pioneer JC  
 National Library Board  
 New Life Silvercare  
 Ngee Ann Polytechnic Food Aid Club  
 Republic Polytechnic  
 Singapore Institute of Management  
 West Spring Secondary School

### STUDENT CARE

AETOS  
 Arudio Ceramics  
 Care Corner Active Ageing Centre  
 Emerge Singing  
 Fei Yue Active Ageing Centre  
 Hwa Chong Institution  
 IDMCi Uni  
 Institute of Technological Education (ITE) West  
 Jurong-Pioneer JC  
 Nanyang Junior College  
 Nanyang Technological University (School of Physical and Mathematical Sciences)  
 National Library Board  
 Ngee Ann Polytechnic (BA Cares)  
 Ngee Ann Polytechnic (School of Engineering)  
 People's Association  
 Precious Active Ageing Centre  
 Project Resonance  
 Republic Polytechnic  
 School of The Arts  
 Sembawang Secondary School  
 Singapore Management University  
 Singapore Polytechnic (SP-BP Mentoring Club)  
 Singapore University of Social Sciences  
 Tongue In Cheek Productions

### CHILDREN PROGRAMMES

Covenant Evangelical Free Church  
 EDIS Cares (Economic Development Innovations Singapore)  
 Gardens By The Bay  
 Mandai Zoo  
 Zhenghua Secondary School

### YOUTH SERVICES

Assumption Pathway School  
 Brainjuice Collective  
 Greenridge Secondary School  
 Ngee Ann Polytechnic  
 People's Association (Holland-Bukit Timah and Bukit Panjang)  
 West Spring Secondary School  
 Woodgrove Secondary School  
 Youth Corps Singapore  
 Zhenghua Secondary School

# Services Collaborations

## SILVERCARE

<b>ACE The Place</b>	<b>National Healthcare Group</b>
<b>Admiralty Citizens' Consultative Committee</b>	<b>National Heritage Board</b>
<b>Agency for Integrated Care</b>	<b>New Life Childcare</b>
<b>Bukit Panjang RC Zone 9</b>	<b>New Life Youth Services</b>
<b>Covenant Evangelical Free Church</b>	<b>Ngee Ann Polytechnic</b>
<b>Club Heal</b>	<b>North West CDC</b>
<b>Empower Ageing</b>	<b>ShapeSG</b>
<b>Fei Yue Crest &amp; Fei Yue ACP</b>	<b>Singapore Digital Office</b>
<b>Health Promotion Board</b>	<b>SMRT</b>
<b>ITE West</b>	<b>Tsao Foundation</b>
<b>Khoo Teck Puat Hospital</b>	<b>Alice Lee</b>
	<b>Thompson Koh</b>

## CASEWORK & COUNSELLING

<b>Assumption Pathway School</b>
<b>Greenridge Secondary School</b>
<b>IDMCi Uni</b>
<b>New Life Student Care</b>
<b>New Life Youth Services</b>

# Community Events

<b>Admiralty Grassroots</b>	<b>New Life Student Care</b>	<b>SSO Woodlands (ComLink)</b>
<b>Bukit Panjang Grassroots</b>	<b>New Life Youth Services</b>	<b>Woodgrove Grassroots</b>
<b>Covenant Evangelical Free Church</b>	<b>SSO Bedok</b>	<b>Zhenghua Grassroots</b>
<b>Fengshan Grassroots</b>	<b>SSO Bukit Panjang</b>	<b>Zhenghua Primary School</b>
<b>New Life Children Programmes</b>	<b>SSO Choa Chu Kang (UPLIFT)</b>	
<b>New Life Casework &amp; Counselling</b>	<b>SSO Tampines</b>	

## *Growth in Scale and Depth*

The landscape in the sectors New Life operates in is shifting significantly and quickly. There are some sectors New Life operates in where we must gain scale in order to continue staying relevant and sustainable, particularly Preschool and Silvercare. We have put plans in place and are working through the plans towards this goal. The next area we need to plan for growth in is Student Care.

In the area of community services where we have children, youth, and casework and counselling programmes, the sector's emphasis has been on greater clarity of objectives and outcomes as well as evidence-informed practices (EIP). We believe this is the right direction and are reviewing our programmes accordingly. We are also looking out for needs in Singapore which we should meet, such as providing greater support for transnational families with at least one Singaporean in the family.

## *Partnerships*

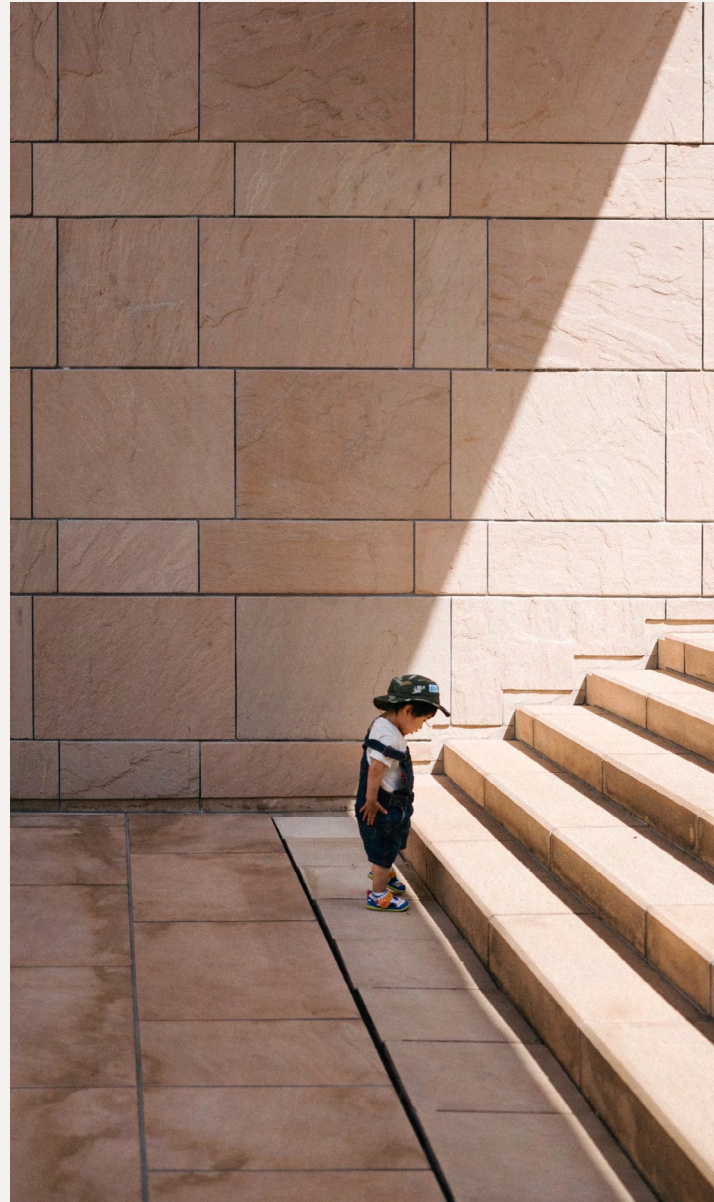
We see a greater need to partner and collaborate with like-minded organisations. Such partnerships may be for both vertical integration as well as geographical integration. We have initiated and developed some of these partnerships, such as a vertical partnership to provide continuum of care with St Luke's Eldercare (SLEC) in Jelapang where New Life focuses on Active Ageing, while SLEC focuses on operating a Senior Day Care Centre and Nursing Home.

Moving ahead, we hope to develop partnerships and collaborations in the areas of preschool, student care, support for transnational families, children and youths.

## *Capability Development*

In order to do the work that we hope to do, and create the impact our mandate calls for, New Life needs to continue developing and strengthening our capability and capacity. This includes upgrading people and leadership development, digital transformation, and organisational governance and processes to enable the growth ahead.

These three priorities will help us toward living out our missional purpose: to love our community as Christ has loved us, and to provide the people we support with hope and purpose such that they go on to make a positive impact in their own family and communities.





hope

# 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 in Bukit Panjang and is an assistant cell group leader. At his previous church, Jeremiah was a coordinator for the music ministry and volunteers at a nursing home.



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

Elder Johnny retired from the Singapore Armed Forces (SAF) in 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. In Covenant EFC since 1989, he has served as an officer and captain of the Boys Brigade ministry as well as a worship leader, Covenant Group Leader, Area Overseer and marriage mentor. He holds an MBA from the University of Western Australia.



**SIM CHOON SIONG**  
SECRETARY

Choon Siong is an Executive Director at Enterprise Singapore. He has served in the public sector for over 30 years, previously holding positions in Ministry of Trade & Industry, Ministry of Transport, and National Environment Agency. In his personal capacity, Choon Siong served on Singapore's National Youth Fund Advisory Committee from 2013 to 2021. He has also served on New Life Board from 2006 to 2017, in various capacities.



**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. Besides supporting her husband who leads a cell group in Covenant EFC, Adelyn also volunteers as a Counselor.



**MICHAEL MOK AIK CHIN**  
ASSISTANT TREASURER  
(from May 2023)

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. He is also part of NLCS's fundraising committee, organising fundraising events such as New Life Charity Golf and New Life Charity Run.



**EDDIE TAN CHENG SOO**  
MEMBER

Eddie has recently 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.



**ADRIENNE SNG HWI CHENG**  
MEMBER

Adrienne is a Clinical Psychologist by training working with children, youth and their families. She holds the role of Director (Clinical Services) at Boys' Town and oversees the management of various departments. Her involvement with the National Council of Social Service includes being an NCSS Social Service Fellow and sitting on the NCSS Leadership Selection panel. Adrienne has a Masters in Psychology (Clinical) by James Cook University, Singapore and a Post Graduate Diploma in Marital and Family Therapy with Birbeck College (London). A certified trainer, Adrienne occasionally conducts sessions for organizations like SSAs, schools and churches on topics like mental health, youth issues and mentoring.



**ELIAS TOH CHEE WEI**  
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.



**EDDY NEO SAY KIP**  
MEMBER

Eddy is the Senior Director, Human Resources at AEM. He holds a Master's degree in Human Resource & Global Leadership, and Bachelor of Arts in Southeast Asian Studies from the National University of Singapore. Eddy is a Gallup-Certified Strengths Coach and a veteran in the Human Resource and Organisational Development with over 20 years experience in leadership positions in various MNCs. Prior to joining the New Life Board, Eddy held the role of Deputy Executive Director of New Life from 2020-2022.



**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.

# Sub-Committees & Executive Management Team

New Life Community Services Annual Report 2023

## BOARD COMMITTEES (FY2022/2023)

### STRATEGY SUB-COMMITTEE

**Chairperson:**  
Jeremiah Lo

**Members:**  
Elder Johnny Tan  
Sim Choon Siong  
Adelyn Teo  
Eddie Tan  
Adrienne Sng  
Elias Toh  
Patrick Lim (Advisory)

### EDUCATION SERVICES SUB-COMMITTEE

**Chairperson:**  
Jeremiah Lo

**Members:**  
Elias Toh  
Sim Choon Siong

### SOCIAL SERVICES & RESEARCH SUB-COMMITTEE

**Chairperson:**  
Adrienne Sng

**Members:**  
Jeremiah Lo  
Sim Choon Siong  
Adelyn Teo  
Michael Mok  
Oliver Loke (Co-Opted)

### HUMAN RESOURCE SUB-COMMITTEE

**Chairperson:**  
Eddy Neo

**Members:**  
Jeremiah Lo  
Elder Johnny Tan  
Patrick Lim (Advisory)  
Joey Lam (Co-Opted)

### FINANCE & INVESTMENT SUB-COMMITTEE

**Chairperson:**  
Adelyn Teo

**Members:**  
Michael Mok  
Joshua Tan (Co-Opted)

### FUNDRAISING & OUTREACH SUB-COMMITTEE

**Chairperson:**  
Michael Mok

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

### AUDIT & GOVERNANCE SUB-COMMITTEE

**Chairperson:**  
Elder Johnny Tan

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

### BUILDING & INFRASTRUCTURE SUB-COMMITTEE

**Chairperson:**  
Elias Toh

### NOMINATION SUB-COMMITTEE

**Chairperson:**  
Jeremiah Lo

**Members:**  
Elder Johnny Tan  
Eddie Tan

### SILVER SUB-COMMITTEE

**Chairperson:**  
Eddie Tan

**Members:**  
Elder Johnny Tan  
Eddy Neo  
Patrick Lim (Advisory)

### DIGITALISATION SUB-COMMITTEE

**Chairperson:**  
Elder Johnny Tan

**Members:**  
Sim Choon Siong  
Errol Yeo (Co-Opted)  
Raymond Chee  
(Co-Opted)

### LEGAL ADVISORY TEAM

**Members:**  
Joshua Tan  
Darrell Tan

## 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.

### Education Services Committee

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

### Social Services & Research Committee

- Develop long-term Vision for Social Services (including Youth, Casework & Counselling, Children Programmes) and Research.

- Develop and review strategies for Youth Hub, School Programmes, Community Youth services, Casework & Counselling services, Children Programmes, and Research.
- Review tender submissions for School, Community and external Counselling projects.
- Review policies and procedures for Financial Assistance.

### 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 Missional Purpose.

### 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 or board observers 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.

**Digitalisation Committee**

- 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, programmes, plans and measures to achieve the strategy.
- Ensure proper outsourcing of services necessary, including reviewing and recommending selection of IT vendors, to achieve the strategy.

**Silver Committee**

- Develop long-term Vision for Silvercare services.
- Review strategies for senior activities and programmes.

**Legal Advisory Team**

- To provide consultation on legal matters pertaining to NLCS.

**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 MNCs such as Dow Chemical, HB Fuller, and Rohm & Haas. Prior to joining NLCS, he was the Business Director for Southeast Asia for HB Fuller. Steve graduated with a Bachelor of Technology from the Science University of Malaysia in 1997.

**CLEMENT CHUNG****DIRECTOR, CORPORATE SERVICES****Date of Service:** 2 Aug 2021**Date of Appointment:** 1 Nov 2022

Clement has more than 25 years of finance and administrative experience in MNCs, Institutes of Higher Learning and NGOs. He has a track record of successful business partnering with boards and senior leadership in driving organisational performance and administrative excellence. Clement is a Chartered Accountant of the Institute of Singapore Chartered Accountants and has a Master of Business Administration from the University of Adelaide.

**IVY CHIN****DIRECTOR, EDUCATION SERVICES****Date of Service:** 1 Feb 2023**Date of Appointment:** 1 Feb 2023

Ivy has over 20 years of marketplace experience in the general insurance industry, having gained valuable business and leadership skillsets as she led and held various management roles in customer service, agency business development and underwriting. She has worked in MNCs such as Royal & Sun Alliance (now known as Allied World), AIG and Sompoo Insurance.

**JOSERINE LIM****ASSISTANT DIRECTOR, COMMUNICATIONS & PARTNERSHIPS****Date of Service:** 17 Jul 2018**Date of Appointment:** 1 Nov 2022

Joserine served in an NGO and was responsible for partners and corporate development prior to joining New Life. A holder of a Master of Distributed Systems from the University of Kent at Canterbury, United Kingdom, she also spent 16 years in consulting and presales roles.

**SARAH CHEONG****ASSISTANT DIRECTOR, SERVICES & RESEARCH****Date of Service:** 21 Jan 2019**Date of Appointment:** 1 Nov 2022

Sarah has enjoyed a myriad of experiences working with youth, children, families and ex-offenders in varied portfolios since her graduation. In her previous position, she worked to augment the skills and uplift the team of dedicated workers in a welfare organisation in Malaysia. She was accorded a Master of Social Science (Social Work) from the National University of Singapore in 2011.

**ELAINE LIM****ASSISTANT DIRECTOR, CHILDCARE SERVICES****Date of Service:** 14 Mar 2016**Date of Appointment:** 1 Nov 2022

Elaine graduated with a Bachelor of Commerce, majoring in Management and Marketing, from Curtin University. Having previously volunteered in children's homes and family service centres, Elaine's experiences spurred her on to study Early Childhood Education to understand children better. Elaine has since worked in early childhood centres for community services for 18 years.

# 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**

- 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.

**New Life Preschool Services Ltd.** was registered under ACRA in Singapore on 6 September 2023 as a Company Limited by Guarantee. The Company is governed by its Constitution.

**Unique Entity Number (UEN)**  
202335902H

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

**Executive Director**  
Ms Ivy Chin  
(appointed on 01 Oct 2023)

**Independent Auditor**  
Baker Tilly TFW LLP

**Bankers**

- UOB Bank of Singapore

**Purpose**

1. Initiate, organise and operate preschools and early education programmes on site or otherwise, so as to fulfill the needs of the community regardless of race and religion;
2. Strengthen and enhance individual, family and community life; and
3. Do all things necessary to fulfil the vision and mission of New Life Community Services.

## 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 <sup>1</sup>	Chairman	May-14	Jun-22	-	11/11	10
Johnny Tan Cheow Hock	Vice-Chairman	May-13	May-16	-	8/11	11
Sim Choon Siong	Secretary	May-21	Jun-22	-	9/11	3
Adelyn Teo Wei Lin	Treasurer	May-17	Jul-20	-	9/11	7
Pamela Lee Huiying	Asst Treasurer	May-19	May-21	May-23	3/5	5
Michael Mok Aik Chin	Asst Treasurer	May-21	May-23	-	10/11	3
Cheah Sin Hean <sup>2</sup>	Board Member	May-08	May-21	May-23	4/5	16
Adrienne Sng Hwi Cheng	Board Member	May-16	May-16	-	7/11	8
Eddie Tan Cheng Soo <sup>2</sup>	Board Member	May-10	May-14	-	9/11	14
Darrell Tan Chun Loong	Board Member	Jul-20	Jul-20	May-23	4/5	3
Elias Toh Chee Wei	Board Member	Jul-20	Jul-20	-	7/11	3
Eddy Neo Say Kip	Board Member	May-23	May-23	-	5/7	1

**Notes:** <sup>1</sup>Jeremiah Lo Tuck Seng previously served as NLCS Board Secretary from 18 May 2015 to 25 June 2022. He has been a Covenant EFC Board Member since 2021.

<sup>2</sup> 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 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.

## NLPS BOARD 2023

NAME	DESIGNATION	BOARD MEMBER SINCE	DATE OF CURRENT APPOINTMENT	BOARD MEETINGS ATTENDED
<b>Jeremiah Lo Tuck Seng</b>	Chairman	<b>Sep-23</b>	<b>Sep-23</b>	<b>1/1</b>
<b>Sim Choon Siong</b>	Board Member	<b>Sep-23</b>	<b>Sep-23</b>	<b>1/1</b>
<b>Elias Toh Chee Wei</b>	Board Member	<b>Sep-23</b>	<b>Sep-23</b>	<b>1/1</b>
<b>Steve Kon Boon Keong</b>	Board Member	<b>Oct-23</b>	<b>Oct-23</b>	<b>1/1</b>
<b>Chin Yee Phan Ivy</b>	Board Member	<b>Oct-23</b>	<b>Oct-23</b>	<b>1/1</b>
<b>Chung Beng Kwong Clement</b>	Board Member	<b>Oct-23</b>	<b>Oct-23</b>	<b>1/1</b>

#### Notes:

1. Jeremiah Lo Tuck Seng is the Chairman of New Life Community Services. He is also a Board Member of Covenant Evangelical Free Church.
2. Sim Choon Siong is the Board Secretary of New Life Community Services.
3. Elias Toh Chee Wei is a Board Member of New Life Community Services.
4. Steve Kon is the Executive Director of New Life Community Services.
5. Chin Yee Phan Ivy is Director of Education Services in New Life Community Services.
6. Chung Beng Kwong Clement is Director of Corporate Services in New Life Community Services.

## 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 2023 and has followed up on the necessary enhancement for the board. As such, the board has instated an annual evaluation by the Nominations Committee to review 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 two 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 Charities 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.

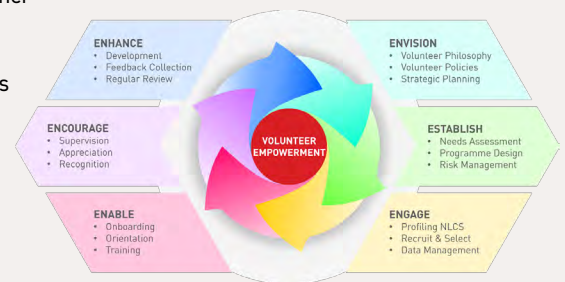
The policy covers serious concerns that could have a significant impact on NLCS. These include:

- 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/>.

## 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 6-step Volunteer Empowerment Framework to guide services in how we Envision, Establish, Engage, Enable, Encourage and Enhance our volunteers to find fulfilment while fulfilling needs. Our Volunteer Empowerment Framework is comprised of the following areas:



## 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 2023 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 2023** was held on 3 May 2023 at Seletar Country Club. A total of

\$258,397 was raised for the general fund through sponsorship packages and cash donations. With the expense of \$65,801 incurred in organising the event, the fundraising efficiency ratio was 25%.

- **Charity Run 2023** was held on 2 July 2023 at the Marina Bay area. A total of \$115,387 was raised for the general fund through online donations garnered from peer-to-peer fundraising. With the expense of \$4,623 incurred in organising the event, the fundraising efficiency ratio was 4%.

- **New Life Friends' Day**, "Acting In Love Together", was held on 7 May 2023 at CEFC. A total of \$54,068 was raised for the general fund through donations. With the expense of \$0 incurred in organising the event, the fundraising efficiency ratio was 0%.

- **New Life Day**, "Acting In Love Together", was held on 12 November 2023 at CEFC. A total of \$225,190 was raised for the general fund through donations. With the expense of \$3,095 incurred in organising the event, the fundraising efficiency ratio was 1%.

## 2024 FUNDRAISING PLANS

NLCS plans to conduct the following fundraisers in 2024:

- Charity Golf targeting to raise \$250,000
- Charity Run\* targeting to raise \$150,000

- New Life Day targeting to raise \$200,000
- Four online fundraising campaigns targeting to raise \$30,000 each
- \* Tentative and subject to change.

## RESERVES POSITION AND POLICY

The objectives of NLCS' reserve policy are:

- To ensure continuity of operations in the event of a large variation of income, and
- To be able to embark on strategic opportunities within a short timeframe.

NLCS seeks to maintain the reserve level to meet anticipated operating expenses of at least 6 months and up to but not more than 24 months. Any utilisation or drawing down of reserves which may result in the reserve level falling below 6 months will require the Board's approval.

The Finance and Investment Committee will review the reserve policy and reserve level annually to determine if the objectives of the policy continue to be met.

Reserve Ratio: 0.84 times

General Reserve \$9.5M over Total Expenditure \$11.3M

The reasonable period for NLCS to meet its payroll and OPEX without any income is estimated to be 10 months.

## GOVERNANCE EVALUATION CHECKLIST 2023

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	Complied
	<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	Complied
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	Complied

## GOVERNANCE EVALUATION CHECKLIST 2023

S/N	CODE GUIDELINE	CODE I.D.	RESPONSE
<b>BOARD GOVERNANCE</b>			
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	Complied
	<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	Complied
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied
<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	Complied
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	Complied
<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
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 and promptly deposited</b> by the charity.	7.2.2	Complied
	<b>Did the charity receive in-kind donations during the financial year? (skip item 24 if “No”)</b>		Yes
24	All in-kind donations received are <b>properly recorded and accounted for</b> by the charity.	7.2.3	Complied

S/N	CODE GUIDELINE	CODE I.D.	RESPONSE
<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

**Notes:**

- 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.
- Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- 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.
- Executive Head: The most senior staff member in charge of the charity's staff.



# FINANCIAL STATEMENTS

## **FINANCIAL STATEMENTS**

For the Financial Year ended  
31 December 2023

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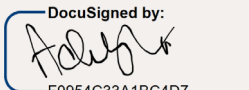
**NEW LIFE COMMUNITY SERVICES AND ITS SUBSIDIARY**  
(Registered in Singapore under the Societies Act)

**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 consolidated financial statements of the Society and its subsidiary (the “Group”) and the balance sheet, statement of comprehensive income, statement of changes in funds and statement of cash flows of the Society as set out on pages 5 to 33 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 Group and of the Society as at 31 December 2023 and the financial performance, changes in funds and cash flows of the Group and 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

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Adelyn Teo Wei Lin  
Treasurer

6 April 2024

**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") and its subsidiary (the "Group") as set out on pages 5 to 33, which comprise the balance sheets of the Group and of the Society as at 31 December 2023, and the statements of comprehensive income, statements of changes in funds and statements of cash flows of the Group and of the Society for the financial year then ended, and notes to the financial statements, including material accounting information.

In our opinion, the accompanying consolidated financial statements of the Group and the balance sheet, statement of comprehensive income, statement of changes in funds and statement of cash flows of the Society are properly drawn up in accordance with the Societies Act 1966 (the "Societies Act"), 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 Group and of the Society as at 31 December 2023 and the financial performance, changes in funds and cash flows of the Group and 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 Group 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.

## **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 Group'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 Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group'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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- 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 Group'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 Group to cease to continue as a going concern.

**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)*

- 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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 and the subsidiary 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 2023 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.

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Baker Tilly TFW LLP  
Public Accountants and  
Chartered Accountants  
Singapore

6 April 2024

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

**STATEMENTS OF COMPREHENSIVE INCOME**  
**For the financial year ended 31 December 2023**

	Note	Unrestricted fund \$	Restricted funds \$	Asset Capitalisation Reserve \$	Total 2023 \$
<b>Group</b>					
<b>2023</b>					
<b>Income</b>					
School fees from Childcare and Student care	2b	3,683,542	–	–	3,683,542
Interest income		248,972	–	–	248,972
Donations	3	5,111,801	–	–	5,111,801
Donation-in-kind	18a	203,196	–	–	203,196
Amortisation of deferred capital grants	12	54,255	–	–	54,255
Other Programmes income	2b	237,258	–	–	237,258
Government grants and subsidies	4	292,885	365,186	–	658,071
Others		60,956	–	–	60,956
<b>Total income</b>		<b>9,892,865</b>	<b>365,186</b>	<b>–</b>	<b>10,258,051</b>
<b>Less expenses</b>					
Staff costs	5	8,445,467	39,003	–	8,484,470
Charities expenses	6	1,662,602	4,383	–	1,666,985
Amortisation of intangible assets	9	77,192	–	–	77,192
Depreciation	8	381,256	114,703	162,117	658,076
Financial assistance		–	170,212	–	170,212
Programmes costs		205,722	7,037	–	212,759
Interest expense on lease liabilities	10, 13	3,233	–	–	3,233
Reversal of allowance for impairment of receivables	11	(44)	–	–	(44)
<b>Total expenses</b>		<b>10,775,428</b>	<b>335,338</b>	<b>162,117</b>	<b>11,272,883</b>
<b>Net (deficit)/surplus and total comprehensive (loss)/income for the financial year</b>	15, 16, 17	<b>(882,563)</b>	<b>29,848</b>	<b>(162,117)</b>	<b>(1,014,832)</b>

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

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

**STATEMENTS OF COMPREHENSIVE INCOME (cont'd)**  
**For the financial year ended 31 December 2023**

	Note	Unrestricted fund \$	Restricted funds \$	Asset Capitalisation Reserve \$	Total 2023 \$
<b>Society</b>					
<b>2023</b>					
<b>Income</b>					
School fees from Childcare and Student care	2b	3,683,542	–	–	3,683,542
Interest income		248,972	–	–	248,972
Donations	3	5,111,801	–	–	5,111,801
Donation-in-kind	18a	203,196	–	–	203,196
Amortisation of deferred capital grants	12	54,255	–	–	54,255
Other Programmes income	2b	237,258	–	–	237,258
Government grants and subsidies	4	292,885	365,186	–	658,071
Others		60,956	–	–	60,956
<b>Total income</b>		<b>9,892,865</b>	<b>365,186</b>	<b>–</b>	<b>10,258,051</b>
<b>Less expenses</b>					
Staff costs	5	8,445,467	39,003	–	8,484,470
Charities expenses	6	1,646,627	4,383	–	1,651,010
Amortisation of intangible assets	9	77,192	–	–	77,192
Depreciation	8	381,256	114,703	162,117	658,076
Financial assistance		–	170,212	–	170,212
Programmes costs		205,722	7,037	–	212,759
Interest expense on lease liabilities	10, 13	3,233	–	–	3,233
Reversal of allowance for impairment of receivables	11	(44)	–	–	(44)
<b>Total expenses</b>		<b>10,759,453</b>	<b>335,338</b>	<b>162,117</b>	<b>11,256,908</b>
<b>Net (deficit)/surplus and total comprehensive (loss)/income for the financial year</b>	15, 16, 17	<b>(866,588)</b>	<b>29,848</b>	<b>(162,117)</b>	<b>(998,857)</b>

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

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

**STATEMENTS OF COMPREHENSIVE INCOME (cont'd)**  
**For the financial year ended 31 December 2022**

	Note	Unrestricted fund \$	Restricted funds \$	Asset Capitalisation Reserve \$	Total 2022 \$
<b>Society</b>					
2022					
<b>Income</b>					
School fees from Childcare and					
Student care	2b	3,414,623	–	–	3,414,623
Interest income		82,000	–	–	82,000
Donations	3	4,841,415	–	–	4,841,415
Donation-in-kind	18a	152,463	–	–	152,463
Amortisation of deferred capital grants	12	94,426	–	–	94,426
Other Programmes income	2b	242,433	–	–	242,433
Government grants and subsidies	4	505,754	86,521	–	592,275
Others		125,163	–	–	125,163
<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	–	7,443,069
Charities expenses	6	1,631,065	677	–	1,631,742
Amortisation of intangible assets	9	38,184	–	–	38,184
Depreciation	8	317,147	66,373	162,117	545,637
Financial assistance		–	191,673	–	191,673
Programmes costs		155,781	24,437	–	180,218
Interest expense on lease liabilities	10, 13	2,620	–	–	2,620
Allowance for impairment of receivables	11	415	–	–	415
<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>	15, 16, 17	<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 AND ITS SUBSIDIARY**  
(Registered in Singapore under the Societies Act)

**BALANCE SHEETS**  
**At 31 December 2023**

	Note	Group 2023 \$	2023 \$	Society 2022 \$
<b>Non-current assets</b>				
Property, plant and equipment	8	4,383,403	4,383,403	4,267,451
Intangible assets	9	112,303	112,303	153,995
		<b>4,495,706</b>	<b>4,495,706</b>	4,421,446
<b>Current assets</b>				
Other receivables	11	230,817	230,817	358,338
Fixed deposits		7,508,379	7,508,379	8,605,706
Bank and cash balances		2,364,624	2,364,624	2,348,205
		<b>10,103,820</b>	<b>10,103,820</b>	11,312,249
<b>Total assets</b>		<b>14,599,526</b>	<b>14,599,526</b>	15,733,695
<b>Non-current liabilities</b>				
Deferred capital grants	12	–	–	–
Lease liabilities	10, 13	46,145	46,145	12,883
		<b>46,145</b>	<b>46,145</b>	12,883
<b>Current liabilities</b>				
Deferred capital grants	12	1,723	1,723	55,978
Accruals and other payables	14	1,566,394	1,550,419	1,667,735
Lease liabilities	10, 13	21,094	21,094	18,097
		<b>1,589,211</b>	<b>1,573,236</b>	1,741,810
<b>Total liabilities</b>		<b>1,635,356</b>	<b>1,619,381</b>	1,754,693
<b>Net assets</b>		<b>12,964,170</b>	<b>12,980,145</b>	13,979,002
<b>Funds</b>				
Unrestricted fund - General Fund	15	9,536,052	9,552,027	10,418,615
Restricted funds	16	449,652	449,652	419,804
Asset Capitalisation Reserve	17	2,978,466	2,978,466	3,140,583
<b>Total funds</b>		<b>12,964,170</b>	<b>12,980,145</b>	13,979,002

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

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

**STATEMENTS OF CHANGES IN FUNDS**  
**For the financial year ended 31 December 2023**

<b>Group</b>	<b>Unrestricted fund - General Fund \$</b>	<b>Restricted funds \$</b>	<b>Asset Capitalisation Reserve \$</b>	<b>Total funds \$</b>
Balance at 1 January 2023	10,418,615	419,804	3,140,583	13,979,002
Net (deficit)/surplus and total comprehensive (loss)/income for the financial year	(882,563)	29,848	(162,117)	(1,014,832)
<b>Balance at 31 December 2023</b>	<b>9,536,052</b>	<b>449,652</b>	<b>2,978,466</b>	<b>12,964,170</b>

<b>Society</b>	<b>Unrestricted fund - General Fund \$</b>	<b>Restricted funds \$</b>	<b>Asset Capitalisation Reserve \$</b>	<b>Total funds \$</b>
Balance at 1 January 2022	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)
Balance at 31 December 2022	10,418,615	419,804	3,140,583	13,979,002
Net (deficit)/surplus and total comprehensive (loss)/income for the financial year	(866,588)	29,848	(162,117)	(998,857)
<b>Balance at 31 December 2023</b>	<b>9,552,027</b>	<b>449,652</b>	<b>2,978,466</b>	<b>12,980,145</b>

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

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

**STATEMENTS OF CASH FLOWS**  
**For the financial year ended 31 December 2023**

	<b>Group 2023 \$</b>
<b>Cash flows from operating activities</b>	
Net deficit for the financial year	<b>(1,014,832)</b>
Adjustments for:	
Reversal of allowance for impairment of receivables	(44)
Amortisation of deferred capital grants	(54,255)
Interest expense on lease liabilities	3,233
Depreciation	658,076
Interest income	(248,972)
Amortisation of intangible assets	77,192
Property, plant and equipment written off	5,473
Operating cash flows before working capital changes	<b>(574,129)</b>
Receivables	144,728
Payables and deferred capital grants	(20,428)
<b>Net cash used in operating activities</b>	<b>(449,829)</b>
<b>Cash flows from investing activities</b>	
Purchase of property, plant and equipment (Note A)	(799,368)
Interest received	231,809
Purchase of intangible assets	(35,500)
<b>Net cash used in investing activities</b>	<b>(603,059)</b>
<b>Cash flows from financing activities</b>	
Repayment of lease liabilities	(24,787)
Interest paid	(3,233)
<b>Net cash used in financing activities</b>	<b>(28,020)</b>
<b>Net decrease in cash and cash equivalents</b>	<b>(1,080,908)</b>
Cash and cash equivalents at beginning of the financial year	<b>10,953,911</b>
<b>Cash and cash equivalents at end of the financial year</b>	<b>9,873,003</b>

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

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

**STATEMENTS OF CASH FLOWS (cont'd)**  
**For the financial year ended 31 December 2023**

	<b>Group 2023 \$</b>
<b>Cash and cash equivalents comprise:</b>	
Bank and cash balances	2,364,624
Fixed deposits	7,508,379
	<hr/>
	<b>9,873,003</b>
	<hr/>
<u>Note A</u>	
Property, plant and equipment purchased during the financial year (Note 8)	779,501
Add: Amount outstanding at beginning of financial year	131,843
Less: Amount outstanding at end of financial year	(50,930)
Less: New leases	(61,046)
	<hr/>
Net cash paid for purchase of property, plant and equipment	<b>799,368</b>
	<hr/>

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

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

**STATEMENTS OF CASH FLOWS (cont'd)**  
**For the financial year ended 31 December 2023**

	<b>2023</b>	<b>Society</b>
	<b>\$</b>	<b>2022</b>
		<b>\$</b>
<b>Cash flows from operating activities</b>		
Net deficit for the financial year	<b>(998,857)</b>	(488,760)
Adjustments for:		
(Reversal of)/allowance for impairment of receivables	<b>(44)</b>	415
Amortisation of deferred capital grants	<b>(54,255)</b>	(94,426)
Interest expense on lease liabilities	<b>3,233</b>	2,620
Depreciation	<b>658,076</b>	545,637
Interest income	<b>(248,972)</b>	(82,000)
Amortisation of intangible assets	<b>77,192</b>	38,184
Property, plant and equipment written off	<b>5,473</b>	–
Operating cash flows before working capital changes	<b>(558,154)</b>	(78,330)
Receivables	<b>144,728</b>	(153,583)
Payables and deferred capital grants	<b>(36,403)</b>	330,300
<b>Net cash (used in)/generated from operating activities</b>	<b>(449,829)</b>	98,387
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment (Note A)	<b>(799,368)</b>	(176,623)
Interest received	<b>231,809</b>	32,840
Purchase of intangible assets	<b>(35,500)</b>	(86,190)
<b>Net cash used in investing activities</b>	<b>(603,059)</b>	(229,973)
<b>Cash flows from financing activities</b>		
Repayment of lease liabilities	<b>(24,787)</b>	(22,397)
Interest paid	<b>(3,233)</b>	(2,620)
<b>Net cash used in financing activities</b>	<b>(28,020)</b>	(25,017)
<b>Net decrease in cash and cash equivalents</b>	<b>(1,080,908)</b>	(156,603)
Cash and cash equivalents at beginning of the financial year	<b>10,953,911</b>	11,110,514
<b>Cash and cash equivalents at end of the financial year</b>	<b>9,873,003</b>	10,953,911

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

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

**STATEMENTS OF CASH FLOWS (cont'd)**  
**For the financial year ended 31 December 2023**

	<b>2023</b>	<b>Society</b>	<b>2022</b>
	<b>\$</b>		<b>\$</b>
<b>Cash and cash equivalents comprise:</b>			
Bank and cash balances	<b>2,364,624</b>		2,348,205
Fixed deposits	<b>7,508,379</b>		8,605,706
	<b>9,873,003</b>		10,953,911
<u>Note A</u>			
Property, plant and equipment purchased during the financial year (Note 8)	<b>779,501</b>		279,298
Add: Amount outstanding at beginning of financial year	<b>131,843</b>		41,281
Less: Amount outstanding at end of financial year	<b>(50,930)</b>		(131,843)
Less: New leases	<b>(61,046)</b>		(12,113)
	<b>799,368</b>		176,623

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

## **NEW LIFE COMMUNITY SERVICES AND ITS SUBSIDIARY**

(Registered in Singapore under the Societies Act)

### **NOTES TO THE FINANCIAL STATEMENTS**

**For the financial year ended 31 December 2023**

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.

The principal activities of its subsidiary is disclosed in Note 7.

#### **2. Material accounting policies**

##### **a) Basis of preparation**

The consolidated financial statements of the Group and the balance sheet, statement of comprehensive income, statement of changes in funds and statement of cash flows of the Society 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 Group adopts fund accounting in these financial statements. The financial activities of the Group 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 Group'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. Material accounting policies (cont'd)

### a) Basis of preparation (cont'd)

#### *New and revised standards that are adopted*

In the current financial year, the Group 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. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRSs and INT FRSs. The adoption of these new/revised FRSs and INT FRSs did not have any material effect on the financial statements of the Group and the Society except as disclosed below:

#### **Amendments to FRS 1 and FRS Practice Statement 2: Disclosure of Accounting Policies**

The amendments to FRS 1 and FRS Practice Statement 2 *Making Materiality Judgements* provide guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments require entities to disclose their material accounting policies rather than their significant accounting policies, and provide guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

The Group has adopted the amendments to FRS 1 on disclosures of accounting policies. The amendments have no impact on the measurement, recognition and presentation of any items in the Group's and the Company's financial statements.

#### *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 2023 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 Group and the Society.

### b) Income recognition

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

The Group provides child care, children & student care and education services to children aged from 2 months to 6 years old. The Group 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 Group provides specialised services catered to children aged from 7 years old to 12 years old in the community. The Group 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 Group provides specialised after-school programme to youths in secondary schools. The Group 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.

## 2. Material accounting policies (cont'd)

### b) Income recognition (cont'd)

#### *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.

#### *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.

### 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 Group, 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.

## 2. Material accounting policies (cont'd)

### e) 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.

### f) 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.

### g) 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 Group.

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

## 3. Donations

	Unrestricted fund \$	Restricted funds \$	Group/Society Total funds 2023 \$	Society Total funds 2022 \$
Tax-deductible donations	4,612,386	–	4,612,386	4,360,694
Non-tax-deductible donations	499,415	–	499,415	480,721
	<b>5,111,801</b>	–	<b>5,111,801</b>	4,841,415

## 4. Government grants and subsidies

	Unrestricted fund \$	Restricted funds \$	Group/Society Total funds 2023 \$	Society Total funds 2022 \$
Youth Programme Fund	–	46,555	46,555	102,272
Cyclical maintenance	–	158,574	158,574	–
Wage Credit Scheme/Special Employment Credit	81,880	–	81,880	83,678
Transformation Support Scheme	47,690	–	47,690	113,361
Jobs Growth Incentive	57,195	–	57,195	258,293
Childcare grant	–	129,000	129,000	(12,751)
Children Programmes Grant	–	31,057	31,057	–
Digitalisation Grant	30,000	–	30,000	–
Others	76,120	–	76,120	47,422
	<b>292,885</b>	<b>365,186</b>	<b>658,071</b>	592,275

**5. Staff costs**

	<b>Unrestricted fund \$</b>	<b>Restricted funds \$</b>	<b>Group/Society Total funds 2023 \$</b>	<b>Society Total funds 2022 \$</b>
Salaries and bonus	7,053,785	36,563	7,090,348	6,217,313
Contributions to CPF	954,123	–	954,123	814,613
Other staff benefits	437,559	2,440	439,999	411,143
	<b>8,445,467</b>	<b>39,003</b>	<b>8,484,470</b>	<b>7,443,069</b>

**6. Charities expenses**

	<b>Unrestricted fund \$</b>	<b>Restricted funds \$</b>	<b>Total funds 2023 \$</b>
<b>Group</b>			
Centres' operating costs	205,872	4,000	209,872
Repair and maintenance	457,740	–	457,740
Lease expense - short-term leases (Note 10)	184,751	–	184,751
Fund-raising costs	98,619	–	98,619
Utilities	137,868	–	137,868
Event costs	6,751	–	6,751
Third party service costs	271,814	–	271,814
Audit fees	26,689	–	26,689
Communication/internet	22,010	–	22,010
Irrecoverable GST expenses	28,452	–	28,452
Rental of equipment	7,572	–	7,572
Professional fees	10,885	–	10,885
Others	203,579	383	203,962
	<b>1,662,602</b>	<b>4,383</b>	<b>1,666,985</b>

**6. Charities expenses (cont'd)**

	<b>Unrestricted fund \$</b>	<b>Restricted funds \$</b>	<b>Total funds 2023 \$</b>	<b>Total funds 2022 \$</b>
<b>Society</b>				
Centres' operating costs	<b>205,872</b>	<b>4,000</b>	<b>209,872</b>	462,732
Repair and maintenance	<b>457,740</b>	–	<b>457,740</b>	428,271
Lease expense - short-term leases (Note 10)	<b>184,751</b>	–	<b>184,751</b>	162,426
Fund-raising costs	<b>98,619</b>	–	<b>98,619</b>	100,823
Utilities	<b>137,868</b>	–	<b>137,868</b>	109,273
Event costs	<b>6,751</b>	–	<b>6,751</b>	10,659
Third party service costs	<b>271,814</b>	–	<b>271,814</b>	192,425
Audit fees	<b>26,689</b>	–	<b>26,689</b>	24,689
Communication/internet	<b>22,010</b>	–	<b>22,010</b>	18,789
Irrecoverable GST expenses	<b>28,452</b>	–	<b>28,452</b>	24,095
Rental of equipment	<b>7,572</b>	–	<b>7,572</b>	579
Professional fees	<b>10,385</b>	–	<b>10,385</b>	15,000
Others	<b>188,104</b>	<b>383</b>	<b>188,487</b>	81,981
	<b>1,646,627</b>	<b>4,383</b>	<b>1,651,010</b>	1,631,742

**7. Investment in subsidiary - Society**

On 6 September 2023, the Society incorporated a wholly-owned subsidiary, New Life Preschool Services Ltd.

<b>Name of subsidiary</b>	<b>Principal activity</b>	<b>Country of incorporation</b>	<b>Proportion of ownership interest</b>	
			<b>2023 %</b>	<b>2022 %</b>
New Life Preschool Services Ltd	Dormant	Singapore	<b>100</b>	–

**8. Property, plant and equipment**

<b>Group/Society 2023</b>	<b>Leasehold properties \$</b>	<b>Furniture and fittings \$</b>	<b>Kitchen equipment \$</b>	<b>Playgroup equipment \$</b>	<b>Renovation \$</b>	<b>Computer \$</b>	<b>Office equipment \$</b>	<b>Assets under construction \$</b>	<b>Total \$</b>
<b>Cost</b>									
Balance at 1.1.2023	4,155,788	416,907	19,867	26,665	4,371,665	271,272	244,886	70,806	9,577,856
Additions	61,046	2,890	2,392	–	50,291	1,895	12,117	648,870	779,501
Reclassifications	–	–	–	–	710,426	–	–	(710,426)	–
Written off	–	–	–	–	(17,960)	(1,100)	(8,933)	(2,250)	(30,243)
<b>Balance at 31.12.2023</b>	<b>4,216,834</b>	<b>419,797</b>	<b>22,259</b>	<b>26,665</b>	<b>5,114,422</b>	<b>272,067</b>	<b>248,070</b>	<b>7,000</b>	<b>10,327,114</b>
<b>Accumulated depreciation</b>									
Balance at 1.1.2023	867,181	355,585	14,532	26,665	3,625,163	207,264	214,015	–	5,310,405
Depreciation charge	191,053	28,829	2,611	–	386,378	25,452	23,753	–	658,076
Written off	–	–	–	–	(14,737)	(1,100)	(8,933)	–	(24,770)
<b>Balance at 31.12.2023</b>	<b>1,058,234</b>	<b>384,414</b>	<b>17,143</b>	<b>26,665</b>	<b>3,996,804</b>	<b>231,616</b>	<b>228,835</b>	<b>–</b>	<b>5,943,711</b>
<b>Net carrying value At 31.12.2023</b>	<b>3,158,600</b>	<b>35,383</b>	<b>5,116</b>	<b>–</b>	<b>1,117,618</b>	<b>40,451</b>	<b>19,235</b>	<b>7,000</b>	<b>4,383,403</b>

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

	Leasehold properties \$	Furniture and fittings \$	Kitchen equipment \$	Playgroup equipment \$	Renovation \$	Computer \$	Office equipment \$	Assets under construction \$	Total \$
<b>Society 2022 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	4,155,788	416,907	19,867	26,665	4,371,665	271,272	244,886	70,806	9,577,856
<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	867,181	355,585	14,532	26,665	3,625,163	207,264	214,015	—	5,310,405
<b>Net carrying value At 31.12.2022</b>	3,288,607	61,322	5,335	—	746,502	64,008	30,871	70,806	4,267,451

## 8. Property, plant and equipment (cont'd)

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

	<b>Group/Society 2023 \$</b>	<b>Society 2022 \$</b>
General Fund	<b>381,256</b>	317,147
Restricted Fund - Asset Capitalisation Reserve (Note 17)	<b>162,117</b>	162,117
Restricted Fund - Youth Programme Fund	<b>36,258</b>	33,469
Restricted Fund - Cyclical Maintenance	<b>59,695</b>	32,904
Restricted Fund - Childcare	<b>18,750</b>	–
	<hr/>	
Statement of comprehensive income	<b>658,076</b>	545,637
	<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 Tannery, Singapore 677899 is held in trust by 2 board members and 2 former board members of the Society.

(d) Included in property, plant and equipment is right-of-use assets of \$1,812,350 (2022: \$1,878,565) (Note 10).

## 9. Intangible assets

	<b>HR System \$</b>	<b>HR System (Development- in-progress) \$</b>	<b>OPS System \$</b>	<b>Total \$</b>
<b>Group/Society 2023</b>				
<b>Cost</b>				
At 1.1.2023	119,660	19,656	72,600	211,916
Additions	–	900	34,600	35,500
Reclassifications	20,556	(20,556)	–	–
	<hr/>			
At 31.12.2023	<b>140,216</b>	–	<b>107,200</b>	<b>247,416</b>
	<hr/>			
<b>Accumulated amortisation</b>				
At 1.1.2023	55,904	–	2,017	57,921
Amortisation charge	46,692	–	30,500	77,192
	<hr/>			
At 31.12.2023	<b>102,596</b>	–	<b>32,517</b>	<b>135,113</b>
	<hr/>			
<b>Net carrying value</b>				
At 31.12.2023	<b>37,620</b>	–	<b>74,683</b>	<b>112,303</b>
	<hr/>			

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

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

**10. Leases***Nature of the Group's leasing activities*

The Group's leasing activities comprise the following:

- (i) The Group 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 Group leases HDB space with contractual terms of 1 month. These leases are short-term. The Group 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 20(b).

Information about leases for which the Group 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 8) as follows:

	<b>Group/Society 2023 \$</b>	<b>Society 2022 \$</b>
Leasehold properties	<b>1,810,437</b>	1,874,229
Office equipment	<b>1,913</b>	4,336
	<b>1,812,350</b>	1,878,565

## 10. Leases (cont'd)

### *Amounts recognised in the Statement of Comprehensive Income*

	<b>Group/Society 2023 \$</b>	<b>Society 2022 \$</b>
<i>Depreciation charge for the financial year</i>		
- Leasehold properties	<b>124,837</b>	117,206
- Office equipment	<b>2,423</b>	7,777
	<b>127,260</b>	124,983
 <i>Lease expense not included in the measurement of lease liabilities</i>		
- Lease expense - short-term leases (Note 6)	<b>184,751</b>	162,426
 Interest expense on lease liabilities	<b>3,233</b>	2,620

Total cash flows for leases amounted to \$212,771 (2022: \$187,443).

## 11. Other receivables

	<b>Group/Society 2023 \$</b>	<b>Society 2022 \$</b>
Other receivables	<b>73,308</b>	210,609
<i>Less: Allowance for expected credit loss</i>		
Balance at beginning of financial year	<b>(415)</b>	-
Allowance for impairment		
- lifetime ECL (credit impaired)	<b>(66)</b>	(415)
Reversal of allowance for impairment		
- lifetime ECL (credit impaired)	<b>110</b>	-
Receivables written off	<b>306</b>	-
Balance at end of financial year	<b>(65)</b>	(415)
Net	<b>73,243</b>	210,194
Prepayments	<b>60,648</b>	68,602
Deposits	<b>22,392</b>	22,171
Interest receivable	<b>74,534</b>	57,371
	<b>230,817</b>	358,338

**12. Deferred capital grants**

	<b>Group/Society 2023</b>	<b>Society 2022</b>
	<b>\$</b>	<b>\$</b>
<b>Cost</b>		
Balance at 1 January	2,651,452	2,651,452
Received during the financial year	–	–
	<hr/>	<hr/>
Balance at 31 December	2,651,452	2,651,452
	<hr/>	<hr/>
<b>Accumulated amortisation</b>		
Balance at 1 January	2,595,474	2,501,048
Amortisation during the financial year	54,255	94,426
	<hr/>	<hr/>
Balance at 31 December	2,649,729	2,595,474
	<hr/>	<hr/>
<b>Net carrying amount</b>		
Balance at 31 December	1,723	55,978
	<hr/>	<hr/>
Representing:		
Non-current	–	–
Current	1,723	55,978
	<hr/>	<hr/>
	1,723	55,978
	<hr/>	<hr/>
Represented by:		
Care and Share grants (Note A)	–	33,574
ECDA grant (Note B)	1,723	22,404
	<hr/>	<hr/>
	1,723	55,978
	<hr/>	<hr/>

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 Tannery, 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.

### 13. Lease liabilities

	<b>Group/Society</b> <b>2023</b> \$	Society 2022 \$
Non-current	<b>46,145</b>	12,883
Current	<b>21,094</b>	18,097
Total	<b>67,239</b>	30,980

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

	<b>Group/Society</b> <b>2023</b> \$	Society 2022 \$
Balance as at 1 January	<b>30,980</b>	41,264
Changes from financing cash flows:		
- Repayments	<b>(24,787)</b>	(22,397)
- Interest paid	<b>(3,233)</b>	(2,620)
Non-cash changes:		
- Interest expense on lease liabilities	<b>3,233</b>	2,620
- New leases	<b>61,046</b>	12,113
Balance at 31 December	<b>67,239</b>	30,980

### 14. Accruals and other payables

	<b>Group</b> <b>2023</b> \$	<b>Society</b> <b>2023</b> \$	2022 \$
Deposits received	<b>327,438</b>	<b>327,438</b>	300,655
Contract liability	<b>5,665</b>	<b>5,665</b>	4,295
Accrued operating expenses	<b>1,081,244</b>	<b>1,065,269</b>	1,049,795
Sundry payables	<b>152,047</b>	<b>152,047</b>	312,990
	<b>1,566,394</b>	<b>1,550,419</b>	1,667,735

### 15. Unrestricted fund - General Fund

	<b>Group</b> <b>2023</b> \$	<b>Society</b> <b>2023</b> \$	2022 \$
Balance at beginning of financial year	<b>10,418,615</b>	<b>10,418,615</b>	10,463,218
Deficit for the financial year	<b>(882,563)</b>	<b>(866,588)</b>	(44,603)
Balance at end of financial year	<b>9,536,052</b>	<b>9,552,027</b>	10,418,615

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

**16. Restricted funds**

<b>Group/Society</b>	<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>2023</b>					
Youth Programme Fund	99,148	46,556	(51,548)	(4,992)	94,156
Kids Champ Club Fund	9,961	1,956	(3,823)	(1,867)	8,094
Project Love Fund	191,013	–	(170,212)	(170,212)	20,801
Childcare fund	–	129,000	(22,750)	106,250	106,250
BPJ Silver Fund	10,000	–	–	–	10,000
Steady Readers Fund	–	29,100	(27,310)	1,790	1,790
Cyclical Maintenance	109,682	158,574	(59,695)	98,879	208,561
	<b>419,804</b>	<b>365,186</b>	<b>(335,338)</b>	<b>29,848</b>	<b>449,652</b>
<b>Society</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>

***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.

The \$200,000 donation from 2020 President's Challenge has been fully utilised with the remaining balance of \$55,782 being the remaining depreciation as at 31 December 2023.

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 programmes 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/or 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.

## 16. Restricted funds (cont'd)

### *Childcare Fund*

Donations was received from JTL Preschool Development Fund in 2023. The expenses related to the Childcare Fund are reflected as charities expense and depreciation.

### *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.

### *Steady Readers Fund*

The Steady Readers' Programme was set up to help children who are not reading at their academic age to improve. An amount \$5,100 from 2023 President's Challenge was received in 2023 which has been fully utilised during the financial year.

The expenses related to the Steady Readers' Programme are reflected as Staff Cost in the Statement of Comprehensive Income.

### *Cyclical Maintenance*

Ministry of Social and Family Development grant was received in 2021 for the cyclical maintenance for the student care centre located at Blk 6, Teck Whye Ave, #01-110, Singapore 680006. Early Childhood Development Agency grants were received in 2023 for the cyclical maintenance for the childcare centres located at Blk 580 Woodlands Drive 16, #01-582, Singapore 630580 and at 1 Woodlands Road, #04-02, Singapore 677899. The grants received are amortised over the useful lives of the property, plant and equipment between 3 to 5 years.

## 17. Asset Capitalisation Reserve

	Balance at beginning of year \$	Income \$	Expenditure \$	Net deficit \$	Balance at end of year \$
<b>Group/Society</b>					
<b>2023</b>					
Asset Capitalisation Reserve					
- Leasehold property (J10)	1,290,384	-	(59,328)	(59,328)	1,231,056
- Community Space (Woods Square)	1,850,199	-	(102,789)	(102,789)	1,747,410
	<b>3,140,583</b>	<b>-</b>	<b>(162,117)</b>	<b>(162,117)</b>	<b>2,978,466</b>
<b>Society</b>					
<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>

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 8). The depreciation with respect to the aforesaid assets are charged to the Asset Capitalisation Reserve.

## 18. Related party disclosures

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

### (a) Related parties

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

#### *Rental and Utilities*

The Group and the Society used the premises of Covenant Evangelical Free Church for its day-to-day operations. The Group and the Society were charged \$150,000 (2022: \$118,080) for rental and \$52,800 (2022: \$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 Group and the Society received from Covenant Evangelical Free Church a donation-in-kind of \$202,800 (2022: \$130,080), 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 Group and the Society received \$177,010 (2022: \$133,504) tax deductible donations from the Board members.

### (c) Remuneration of key management personnel

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

	<b>Group/Society 2023</b>	Society 2022
	\$	\$
Salaries, allowance and bonuses	<b>683,884</b>	618,393
CPF contributions	<b>93,774</b>	86,572
	<b>777,658</b>	704,965

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

	<b>No. of key management staff</b>	
	<b>Group/Society 2023</b>	Society 2022
	\$	\$
Remuneration band		
Between \$0 to \$100,000	–	1
Between \$100,001 to \$200,000	<b>6</b>	5

Key management staff are personnel having authority and responsibility for planning, directing and controlling the activities of the Group, 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.

## 18. Related party disclosures (cont'd)

### (c) Remuneration of key management personnel (cont'd)

- (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 Group, 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 Group and the Society for the financial years ended 31 December 2023 and 31 December 2022.

## 19. Capital commitments

Capital commitments not provided for in the financial statements:

	<b>Group/Society 2023</b>	<b>Society 2022</b>
	\$	\$
Capital commitments in respect of property, plant and equipment approved and contracted for	–	617,007
Capital commitments in respect of investment in Preschool approved and contracted for	<b>200,000</b>	–

## 20. Financial instruments

### (a) Categories of financial instruments

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

	<b>Group 2023</b>	<b>2023</b>	<b>Society 2022</b>
	\$	\$	\$
<i>Financial assets</i>			
Other receivables (excluding prepayments)	<b>170,169</b>	<b>170,169</b>	289,736
Fixed deposits	<b>7,508,379</b>	<b>7,508,379</b>	8,605,706
Bank and cash balances	<b>2,364,624</b>	<b>2,364,624</b>	2,348,205
Financial assets at amortised cost	<b>10,043,172</b>	<b>10,043,172</b>	11,243,647
<i>Financial liabilities</i>			
Accruals and other payables	<b>1,398,470</b>	<b>1,382,495</b>	1,359,946
Lease liabilities	<b>67,239</b>	<b>67,239</b>	30,980
Financial liabilities at amortised cost	<b>1,465,709</b>	<b>1,449,734</b>	1,390,926

## 20. Financial instruments (cont'd)

### (b) Financial risk management

The Group'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 Group. The Group'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 Group minimises credit risk by dealing with high credit rating counterparties.

The Group's exposure to credit risk arises from the failure of a student to settle its financial and contractual obligations to the Group, 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 Group 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 Group'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 Group has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings	Write-off

Credit risk exposure in relation to financial assets at amortised cost as at 31 December 2023 and 31 December 2022 is not material, accordingly no expected credit loss allowance is provided as at 31 December 2023 and 31 December 2022.

#### *Interest rate risk*

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

## 20. Financial instruments (cont'd)

### (b) Financial risk management (cont'd)

#### *Foreign exchange risk*

The Group and the Society have no significant exposure to foreign exchange risk as all of their transactions and balances are in Singapore Dollar.

#### *Liquidity risk*

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

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

	1 year or less \$	1 to 5 year \$	Total \$
<b>Group</b>			
<b>2023</b>			
Accruals and other payables	1,398,470	–	1,398,470
Lease liabilities	23,828	51,111	74,939
<hr/>			
<b>Society</b>			
<b>2023</b>			
Accruals and other payables	1,382,495	–	1,382,495
Lease liabilities	23,828	51,111	74,939
<hr/>			
<b>2022</b>			
Accruals and other payables	1,359,946	–	1,359,946
Lease liabilities	19,200	13,199	32,399
<hr/>			

### (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 Group approximate their fair values due to the relatively short-term maturity of these financial statements.

## 21. Fund management

The Group'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 Group's and the Society's capital comprises the total funds as presented on the balance sheets.

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

## **22. Subsequent events**

On 22 January 2024, the Group entered into an Asset Purchase agreement to acquire the Business and Assets of Y.W.C.A Preschool Ltd for a cash consideration of \$200,000.

## **23. Comparatives figures**

This being the first set of consolidated financial statements of the Group presented, as the Society only incorporated a new subsidiary during the financial year ended 31 December 2023. Therefore, there are no comparative figures for the Group.

## **24. Authorisation of financial statements**

The consolidated financial statements of the Group and the balance sheet, statement of comprehensive income, statement of changes in funds and statement of cash flows of the Society for the financial year ended 31 December 2023 were authorised for issue by the Board on 6 April 2024.

# Our Centres & Corporate Data

## CHILDCARE CENTRES

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### BUKIT PANJANG

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## STUDENT CARE CENTRE

### WOODLANDS

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**CHILD CARE**

**STUDENT CARE**

**INTER-GEN HUB**

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**CHILDCARE  
CENTRES**

**CORPORATE DATA**

**NEW LIFE COMMUNITY SERVICES IS:**

- a registered Society;
- a full Member of the National Council of Social Service;
- an Institution of Public Character; and
- established by and affiliated to Covenant Evangelical Free Church.

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