

LIFE COMMUNITY SERVICES SOCIETY
(Registration No. S96SS0100H)

FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED
31 MARCH 2021

CONTENTS

Statement by Executive Council	1
Independent Auditor's Report	3
Statement of Financial Activities	6
Statement of Financial Position	7
Statement of Changes in Funds	8
Statement of Cash Flows	9
Notes to the Financial Statements	10

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

STATEMENT BY EXECUTIVE COUNCIL

In the opinion of the Executive Council of Life Community Services Society (the “Society”):

- a) the financial statements of the Society as set out on pages 6 to 28 are properly drawn up in accordance with the Societies Act, Chapter 311, Charities Act, Chapter 37 and other relevant regulations and Financial Reporting Standards in Singapore so as to present fairly, in all material respects the financial position of the Society as at 31 March 2021, and of the financial performance, changes in funds and cash flows for the financial year ended on that date.
- b) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due.

Reserve Policy

The Society’s Reserve Policy is to retain not more than 3 years of its annual operating expenditure.

Management of Conflict of Interest

There is no Board member who is remunerated.

Board members are required to disclose to the Board:

- i) Any interest that he may have, whether directly or indirectly, in any contracts or business transactions of whatever nature that the Society may enter into or in any organisations that the Society has dealings with or is considering dealing with (whether as a joint venture partner or otherwise); and
- ii) Any personal interest accruing to him as one of the Company’s supplier, user of services or beneficiary.

The affected Board member may not vote on the issue that was the subject matter of the disclosure nor participate in discussions relating to the same save that he may provide explanation or clarification of his interest in the said issue if this should be required by the Board. The minutes of this particular meeting will clearly document the disclosure made as well as the basis for arriving at the final decision in relation to the issue at stake.

Board Meetings held in FY20/21 and Board Members attendance

A total of six (6) meetings were held in FY 2020/21 including board meetings and Annual General Meetings.

Board Member	Number of meetings attended
Mr Nicholas Goh Cher Shuie	6 out of 6
Mr Shaun Tan Zhonghao	6 out of 6
Mr Seow Kiat Wang	6 out of 6
Dr Gilbert Tan Yip Wei	6 out of 6
Mr Goh Kng Yan	6 out of 6
Dr Tan Kok Beng	5 out of 6
Ms Ng Mi Li	6 out of 6
Ms Ashley Low	4 out of 6
Ms Dawn Tan (appointed 5 th February 2021)	1 out of 1

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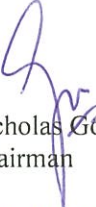
STATEMENT BY EXECUTIVE COUNCIL (cont'd)

Four board members, namely, Dr Tan Kok Beng, Mr Goh Kng Yan, Mr Seow Kiat Wang and Dr Gilbert Tan Yip Wei have served more than 10 years in the Board. They have remained in the Board to help in board renewal process, and to ensure that LCSS continues to attain and maintain the highest standards of corporate governance. LCSS has successfully recruited three new board members comprising Ms Ng Mi Li, Ms Ashley Low and Ms Dawn Tan between 2019 - 2021. Ms Ng Mi Li and Ms Ashley Low have also had a runway to learn from the pioneers. The Board is now fully ready for the transition that will take place at the upcoming AGM scheduled for end Aug 2021, where at least two of the Board members with more than 10 years of service will retire from the Board. They will remain as spiritual advisors to provide pastoral care and support for LCSS staff and leaders.


In the event the Board member serves for more than ten consecutive years, LCSS discloses the reasons for retaining the Board members in its corporate website.

The Executive Council approved and authorised these financial statements for issue.

On behalf of the Executive Council


Nicholas Goh Cher Shuie
Chairman

12 AUG 2021


Seow Kiat Wang
Honorary Treasurer

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

(Registered in Singapore under the Societies Act)

Report on the Audit of the Financial Statements***Opinion***

We have audited the accompanying financial statements of Life Community Services Society (the "Society") as set out on pages 6 to 28, which comprise the statement of financial position as at 31 March 2021, and the statement of financial activities, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the Societies Act, Chapter 311 (the "Societies Act"), the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the financial position of the Society as at 31 March 2021 and of the financial performance, changes in funds and cash flows of the Society for the financial year ended on that date.

Basis for Opinion

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

Other Information

The Executive Council is responsible for the other information. The other information obtained at the date of this auditor's report is the Statement by the Executive Council as set out on pages 1 to 2 and the Annual Report for the financial year ended 31 March 2021, but does not include the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed 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
LIFE COMMUNITY SERVICES SOCIETY (cont'd)**
(Registered in Singapore under the Societies Act)

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

Responsibilities of the Executive Council for the Financial Statements

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

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

The Executive Council is responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
LIFE COMMUNITY SERVICES SOCIETY (cont'd)**
(Registered in Singapore under the Societies Act)

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.

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, the accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations.

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

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



Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

12 August 2021

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

STATEMENT OF FINANCIAL ACTIVITIES
For the financial year ended 31 March 2021

	Note	Unrestricted Income Funds \$	Restricted Funds \$	Total 2021 \$	Total 2020 \$
Income					
Student care fee assistance		193,388	–	193,388	229,636
Comchest		–	563,983	563,983	550,118
Care and share funding		21,890	131,956	153,846	185,941
Donations and funding	3	205,455	485,553	691,008	1,147,604
Programme fees		1,072,776	–	1,072,776	1,434,209
Interest income		42,153	–	42,153	76,960
Amortisation of capital grants	9	29,141	–	29,141	23,343
Wage credit, special employment credit and others		456,588	298,287	754,875	103,197
Total income	4	2,021,391	1,479,779	3,501,170	3,751,008
Expenditure					
Depreciation of plant and equipment	6	67,390	42,140	109,530	120,249
Fundraising expenses		1,700	–	1,700	37,726
Rental expenses	12	22,338	9,155	31,493	31,945
Staff costs	5	1,215,520	970,268	2,185,788	2,525,206
Other operating expenses		317,556	200,492	518,048	641,143
Total expenditure		1,624,504	1,222,055	2,846,559	3,356,269
Surplus for the financial year		396,887	257,724	654,611	394,739

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

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

STATEMENT OF FINANCIAL POSITION
At 31 March 2021

	Note	2021 \$	2020 \$
Non-current assets			
Plant and equipment	6	104,534	125,565
Current assets			
Trade receivables		9,677	35,639
Other receivables	7	515,771	851,849
Fixed deposits	8	4,808,178	4,299,347
Cash and bank balances		2,679,038	2,154,785
		8,012,664	7,341,620
Total assets		8,117,198	7,467,185
Non-current liabilities			
Deferred capital grants	9	65,480	17,274
Current liabilities			
Deferred capital grants	9	21,521	18,650
Trade payables		58,605	39,897
Other payables	10	1,700,758	1,693,906
Provision for reinstatement cost	11	26,500	26,500
Lease liabilities	12	–	81,235
		1,807,384	1,860,188
Total liabilities		1,872,864	1,877,462
Net assets		6,244,334	5,589,723
Funds			
Unrestricted Income Fund	13	5,392,416	5,009,429
<i>Restricted Funds</i>			
- Friends of Children Fund	14	248,392	168,564
- Friends of Youth Fund	14	615,677	406,261
- Life Student Care Benevolent Fund	14	2,390	2,483
- MightyKids Families & Community Fund	14	(9,941)	–
- EduGrow Fund	14	(4,600)	2,986
		6,244,334	5,589,723

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

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

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

	Unrestricted Income Fund \$	Restricted Funds				Total \$
		Friends of Children Fund \$	Friends of Youth Fund \$	Life Student Care Benevolent Fund \$	MightyKids Families & Community Fund \$	
Balance at 1 April 2019	4,882,071	-	309,093	2,030	-	5,194,984
Surplus/(deficit) for the financial year	244,038	168,564	97,168	453	(116,680)	394,739
Transfer of funds	(116,680)	-	-	-	116,680	-
Balance at 31 March 2020	5,009,429	168,564	406,261	2,483	-	5,589,723
Surplus/(deficit) for the financial year	396,887	79,828	209,416	(93)	(23,841)	654,611
Transfer of funds	(13,900)	-	-	-	13,900	-
Balance at 31 March 2021	5,392,416	248,392	615,677	2,390	(9,941)	6,244,334

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

LIFE COMMUNITY SERVICES SOCIETY
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STATEMENT OF CASH FLOWS
For the financial year ended 31 March 2021

	2021 \$	2020 \$
Cash flows from operating activities		
Surplus for the financial year	654,611	394,739
Adjustments for:		
Amortisation of capital grants	(29,141)	(23,343)
Interest expense	2,274	1,706
Plant and equipment written off	3,137	–
Depreciation of plant and equipment	109,530	120,249
Interest income	(42,153)	(76,960)
Operating cash flows before working capital changes	698,258	416,391
Trade and other receivables	339,088	(356,058)
Trade and other payables	25,560	58,056
Cash restricted in use	(232,788)	4,337
Net cash generated from operating activities	830,118	122,726
Cash flows from investing activities		
Purchases of plant and equipment	(91,636)	(8,548)
Interest received	65,105	79,798
Capital grant received for plant and equipment	80,218	8,548
Net cash generated from investing activities	53,687	79,798
Cash flows from financing activities		
Interest – lease liabilities	(2,274)	(1,706)
Lease payments	(81,235)	(60,926)
Net cash used in financing activities	(83,509)	(62,632)
Net increase in cash and cash equivalents	800,296	139,892
Cash and cash equivalents at beginning of financial year	5,787,343	5,647,451
Cash and cash equivalents at end of financial year	6,587,639	5,787,343
<u>Represented by:</u>		
Fixed deposits	4,808,178	4,299,347
Cash and bank balances	2,679,038	2,154,785
Less: Cash and cash equivalents restricted in use	(899,577)	(666,789)
Cash and cash equivalents at end of financial year	6,587,639	5,787,343

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

LIFE COMMUNITY SERVICES SOCIETY
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NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 March 2021

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

1 Corporate information

Life Community Services Society (the “Society”) is a registered Society under the Societies Act, Chapter 311 and domiciled in Singapore. The Society is a registered charity under the Charities Act, Chapter 37 since 22 January 2002. The Society has been granted Institution of a Public Character status for certain of its programmes. The registered address and principal place of activities is at 5 Stadium Walk #04-04/07, Kallang Leisure Park, Singapore 397693.

The principal activities of the Society are:

- a) to provide comprehensive remedial, preventive and development services for individuals and families facing or encountering crisis and conflicts;
- b) to provide advice, counselling services, guidance and assistance to students in the areas of education and career development, crisis management, lifestyle management and other related issues or problems by way of school visitation, counselling, workshops, seminars, forums and camps;
- c) to provide grants or participate in providing or granting relief and aid to the sick, poor and needy; and
- d) to promote education and participation in schemes calculated to promote education.

2 Significant accounting policies

a) Basis of preparation

The financial statements are presented in Singapore dollar (“\$”), which is the Society’s functional currency, have been prepared in accordance with the Societies Act, Chapter 311, the Charities Act, Chapter 37 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 preparation of financial statements in conformity with FRSs requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management’s best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, 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 year.

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

2 Significant accounting policies (cont'd)

a) Basis of preparation (cont'd)

New and revised standards that are adopted

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

New and revised standards not yet effective

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

b) Income and expenditure recognition

- i) Fee income from student care is recognised over the duration of the programmes.
- ii) Income from donations are recognised on receipt basis.
- iii) Grant income is recognised where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with.
- iv) Interest income is recognised on a time proportion basis by reference to the principal outstanding and at the interest rate applicable.
- v) Donation income that is specified by donors for a particular activity will be fully allocated to the activity.
- vi) Expenses that are incurred wholly for a particular activity will be fully allocated to the activity.
- vii) Common income earned and expenses incurred among the 5 student care centres, Friends of Children, Friends of Youth, MightyKids Families & Community, EduGrow and KidSTART programmes are apportioned accordingly based on the basis determined by management.

c) Plant and equipment

Plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and any impairment in value.

Plant and equipment exclude right of use assets are depreciated on a straight line basis so as to write off the cost of the assets over their estimated useful lives at the following annual rates:

	%
Office equipment	20
Furniture and fittings	20
Computers	20
Renovations	20
Motor vehicle	20
Musical instruments	20

2 Significant accounting policies (cont'd)

c) Plant and equipment (cont'd)

The residual values, estimated useful lives and depreciation method of plant and equipment are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are recognised in statement of financial activities when the changes arise.

On disposal of a plant and equipment, the difference between the net disposal proceeds and its carrying amount is taken to statement of financial activities.

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

d) Impairment of non-financial assets

Non-financial assets are reviewed for impairment at each reporting date or whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Whenever the carrying amount of an asset exceeds its recoverable amount, an impairment loss is recognised in statement of financial activities.

Reversal of impairment losses recognised in prior years is recorded when there is an indication that the impairment losses recognised for the asset no longer exist or have decreased. The reversal is recorded in statement of financial activities. However, the increased carrying amount of an asset due to a reversal of an impairment loss is recognised to the extent it does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for that asset in prior years.

e) Income tax

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

f) Employee benefits

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Society pays fixed contributions into separate entities such as the Central Provident Fund ("CPF"), and will have no legal or constructive obligation to pay further contributions once the contributions have been paid. Contributions to defined contribution plans are recognised as an expense in the period in which the related service is performed.

Employee leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for annual leave as a result of services rendered by employees up the reporting date.

g) Financial assets

Recognition and derecognition

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

Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets are added to the fair value of the financial assets on initial recognition.

2 Significant accounting policies (cont'd)

g) Financial assets (cont'd)

Classification and measurement

All financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

The Society classifies its financial assets at amortised cost. The classification is based on the entity's business model for managing the financial asset and the contractual cash flow characteristics of the financial assets.

The Society reclassifies financial assets when and only when its model for managing those assets changes.

Subsequent measurement

The Society's financial assets at amortised cost comprise cash and bank balances and trade and other receivables (excluding prepayments). The Society measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specific dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

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

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

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

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

h) Financial liabilities

Financial liabilities, which comprise trade and other payables (excluding funding received in advance) and lease liabilities are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method.

2 Significant accounting policies (cont'd)

i) Provisions for other liabilities

Provisions are recognised when the Society has a present legal or constructive obligation as a result of past event, and it is probable that an outflow of economic resources will be required to settle that obligation and the amount can be estimated reliably. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the reporting date. Where the effect of the time value of money is material, the amount of the provision shall be discounted to present value using a pre-tax discount rate that reflects the current market assessment of the time value of money and risks specific to the obligation.

When discounting is used, the increase in the provision due to passage of time is recognised as a finance cost in statement of financial activities.

j) Leases

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

When the Society is the lessee:

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

Leases liabilities

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

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

The lease liabilities are presented as a separate line in the statement of financial position.

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

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

2 Significant accounting policies (cont'd)

j) Leases (cont'd)

Right-of-use assets

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

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

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

The right-of-use assets are presented within "plant and equipment" in the statement of financial position.

The Society applies FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 2(d) to the financial statements.

As a practical expedient, FRS 116 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease component as a single arrangement. The Society has applied this practical expedient of its leases of office premises.

k) Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to statement of financial activities over the expected useful life of the relevant asset by equal annual instalments.

When the grant relates to an expense item, it is recognised in statement of financial activities over the period necessary to match them on a systematic basis to the costs that it is intended to compensate.

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

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

m) Funds

Income and expenditure relating to the various specific funds specifically set up are taken directly to these funds. All other income and expenditure are reflected in statement of financial activities in Unrestricted Income Fund.

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

3 Donations and funding

	2021	2020
	\$	\$
DB Donate One Day	66,209	44,140
Donations - tax deductible	269,184	220,296
Donations - non tax deductible	274,446	565,987
Donations - Food ration	2,000	-
Donations - Funded activities	24,069	64,559
Donations - ICU tuition	30,075	3,475
Twenty 2000 - Tax deductible	24,448	13,794
Twenty 2000 - Non tax deductible	577	-
Charity Golf - Tax deductible	-	227,748
Charity Golf - Non tax deductible	-	7,605
	691,008	1,147,604

The Society enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deductions for the donations made to the Society. The Institution of a Public Character status granted to the Society is for the period from 1 April 2019 to 31 March 2022.

	2021	2020
	\$	\$
Tax-deductible receipts issued for donations and funding collected	405,860	645,251

Above tax-deductible receipts issued for donations and funding collected included donations received in advance at year-end of \$54,602 (2020: \$47,600) that included in other payables (Note 10).

4 Total income

	Restricted Funds					Total 2021	Total 2020
	Unrestricted Income Funds \$	Friends of Children Fund \$	Friends of Youth Fund \$	Life Student Care Benevolent Fund \$	MightyKids Families& Community Fund \$		
Income	193,388	-	-	-	-	193,388	229,636
Student care fee assistance	-	212,888	212,888	-	-	563,983	550,118
Comchest	21,890	7,799	312	-	4,758	153,846	185,941
Care and share funding	205,455	163,620	287,811	-	34,122	691,008	1,147,604
Donations and funding	1,072,776	-	-	-	-	1,072,776	1,434,209
Program fees	42,153	-	-	-	-	42,153	76,960
Interest income	29,141	-	-	-	-	29,141	23,343
Amortisation of capital grants	456,588	123,046	68,276	-	64,671	754,875	103,197
Wage credit, special employment credit and others*	2,021,391	507,353	569,287	-	241,758	3,501,170	3,751,008
Total income							

* Included inside wage credit, special employment credit and others is government grant income of \$588,001 (2020: Nil) which was recognised during the financial year under the Job Support Scheme (the "JSS"). Under the JSS, the Singapore Government will co-fund gross monthly wages paid to each local employees during the period of economic uncertainty. In determining the recognition of the JSS grant income, management has evaluated and concluded that the period of economic uncertainty commenced in April 2020 when the COVID-19 pandemic started affecting the Company's operations. As at year end, the Society recognised JSS grant receivable of \$47,321 (2020: \$199,866) (Note 7) and deferred grant of \$78,869 (2020: \$199,866) (Note 10).

5 Staff costs

	← Restricted Funds →					Total 2021 \$	Total 2020 \$
	Unrestricted Income Funds \$	Friends of Children Fund \$	Friends of Youth Fund \$	Life MightyKids Families & Community Fund \$	EduGrow Fund \$		
Staff salaries, bonuses and allowance	1,016,973	223,762	257,451	196,754	129,853	1,824,793	2,174,791
Staff CPF and other contributions	143,784	36,569	42,470	25,107	21,153	269,083	312,325
Staff insurance and welfare	31,427	4,254	400	1,540	1,036	38,657	38,090
Unutilised leaves	23,336	8,094	9,229	7,071	5,525	53,255	–
	1,215,520	272,679	309,550	230,472	157,567	2,185,788	2,525,206

Included in staff costs is an amount of \$148,410 (2020: \$187,722) and \$17,301 (2020: \$15,249) for remuneration and CPF contributions paid to key management personnel.

	2021	2020
Key management remuneration		
Number of staff in the following remuneration band:		
\$100,001 to \$200,000	1	1

Key management personnel are the persons having authority and responsibility for planning, directing and controlling the activities of the Society, directly or indirectly.

The above remuneration is paid to 1 (2020: 1) key management personnel who is the Chief Executive Officer (2020: Chief Executive Officer) of the Society. All members of the Executive Council are volunteers and they do not receive any remuneration from the Society during the financial year.

There are no paid staff who are close members of the family of the board members of the Society, and who remuneration each exceeds \$50,000 during the financial year.

6 Plant and equipment

2021	Office premise \$	Office equipment \$	Furniture and fittings \$	Computers \$	Renovations \$	Motor Vehicle \$	Musical Instruments \$	Total \$
Cost								
At 1.4.2020	142,161	82,176	108,990	57,020	1,361,285	48,713	4,438	1,804,783
Additions	—	25,938	1,846	14,334	49,518	—	—	91,636
Written off	(2,340)	(1,995)	(4,616)	—	(129,041)	—	—	(137,992)
Reclassifications	—	3,700	(1,822)	—	(1,878)	—	—	—
At 31.3.2021	139,821	109,819	104,398	71,354	1,279,884	48,713	4,438	1,758,427
Accumulated depreciation								
At 1.4.2020	60,926	77,893	98,321	51,870	1,337,057	48,713	4,438	1,679,218
Depreciation charge	81,235	5,076	4,158	2,673	16,388	—	—	109,530
Written off	(2,340)	(1,842)	(4,616)	—	(126,057)	—	—	(134,855)
Reclassifications	—	1,804	(523)	—	(1,281)	—	—	—
At 31.3.2021	139,821	82,931	97,340	54,543	1,226,107	48,713	4,438	1,653,893
Carrying amount								
At 31.3.2021	—	26,888	7,058	16,811	53,777	—	—	104,534
2020								
Cost								
At 1.4.2019	—	123,113	144,941	57,335	1,373,803	48,713	4,438	1,752,343
Recognition of right-of-use assets on initial application of FRS 116	60,926	—	—	—	—	—	—	60,926
Cost at 1.4.2019, restated	60,926	123,113	144,941	57,335	1,373,803	48,713	4,458	1,813,269
Additions	81,235	—	—	1,898	6,650	—	—	89,783
Written off	—	(40,937)	(35,951)	(2,213)	(19,168)	—	—	(98,269)
At 31.3.2020	142,161	82,176	108,990	57,020	1,361,285	48,713	4,438	1,804,783
Accumulated depreciation								
At 1.4.2019	—	114,177	129,232	50,943	1,309,995	48,713	4,178	1,657,238
Depreciation charge	60,926	4,653	5,040	3,140	46,230	—	260	120,249
Written off	—	(40,937)	(35,951)	(2,213)	(19,168)	—	—	(98,269)
At 31.3.2020	60,926	77,893	98,321	51,870	1,337,057	48,713	4,438	1,679,218
Carrying amount								
At 31.3.2020	81,235	4,283	10,669	5,150	24,228	—	—	125,565

6 Plant and equipment (cont'd)

(a) Included in plant and equipment are right-of-use assets of Nil (2020: \$81,235) (Note 12). Right-of-use assets are depreciated on a straight-line basis so as to write off the cost of the assets over their lease term.

7 Other receivables

	2021	2020
	\$	\$
Funding and donation receivables	395,236	549,207
Government grant receivables (Note 4)	47,321	199,866
Interest receivables	15,348	38,300
Deposits	28,157	30,115
Prepayments	29,709	34,361
	<u>515,771</u>	<u>851,849</u>

8 Fixed deposits

The fixed deposits bear interest at rates ranging from 0.15% to 0.90% (2020: 1.50% to 1.95%) per annum with maturity period ranging from 4 to 8 months (2020: 4 to 8 months) after the reporting date.

9 Deferred capital grants

	2021	2020
	\$	\$
Grants received		
At beginning of the financial year	123,067	683,267
Grants received	80,218	8,548
Written off	-	(568,748)
	<u>203,285</u>	<u>123,067</u>
At end of the financial year		
Accumulated amortisation		
At beginning of the financial year	87,143	632,548
Amortisation	29,141	23,343
Written off	-	(568,748)
	<u>116,284</u>	<u>87,143</u>
At end of the financial year		
Net carrying value		
At end of the financial year	<u>87,001</u>	<u>35,924</u>
Representing:		
Within 1 year - current	21,521	18,650
Within 2 to 5 years - non-current	65,480	17,274
	<u>87,001</u>	<u>35,924</u>

9 Deferred capital grants (cont'd)

The above deferred capital grants include the following:

- (a) Capital grants were received from Ministry of Social and Family Development and Ministry of Education for the purposes of funding the costs of cyclical maintenance, conversion costs and for furnishing and equipping student care centres. The grant agreements require the Society to operate the said student care centres for a minimum of 5 years from the date of the grant and the funding received will have to be refunded proportionately if the centres are operated for less than five years. The capital grant is deferred and amortised as income over a period of five years.
- (b) Capital grants received from Care and Share Matching Grant and Invictus Fund are utilised for purchasing of plant and equipment. They are recognised as deferred capital grant on the statement of financial position and are amortised to statement of financial activities over the expected useful life of the relevant asset.

10 Other payables

	2021	2020
	\$	\$
GST payable	19,011	26,889
Deferred grants and donations		
- Jobs Support Scheme (Note 4)	78,869	199,866
- Care & Share Grant ^(a)	621,606	750,515
- Bicentennial Community Fund	400,000	-
- Others	143,215	179,852
Funding received in advance	54,602	47,600
Advance fees received	6,100	1,099
Student care deposits	96,194	118,042
Accrued operating expenses	227,636	364,118
Other payables	270	5,925
Provision for unutilised leave	53,255	-
	1,700,758	1,693,906

10 Other payables (cont'd)

(a) Included in deferred income are grants received from Care and Share Matching Grant amounting to \$621,606 (2020: \$750,515). The following are movements of the Care and Share Matching Grant.

	2021 \$	2020 \$
Balance at 1 April	750,515	938,355
Grant received	-	-
Expenditure incurred	(127,511)	(185,941)
Expenditure - utilised for purchases of plant and equipment transferred to deferred capital grant	(1,398)	(1,899)
Balance at 31 March	<u>621,606</u>	<u>750,515</u>

Care and Share Matching Grant (the "Grant") is managed by the Ministry of Social and Family Development ("MSF"). As per the Variation to the Funding Agreement dated 28 August 2015 (the "Agreement"), this represents a dollar and twenty-five cents for every eligible donation dollar for the first \$1,000,000 and a dollar for every eligible donation dollar for the subsequent \$1,000,000 that the Society raises between 1 December 2013 and 31 March 2016. The Grant is targeted at agencies that provide social service and develop programmes to serve beneficiaries better. The Grant can be used for the following areas:

- (i) Capability Building
- (ii) Capacity Building
- (iii) New programmes to meet emerging or unmet needs and enhancements/expansion of existing services
- (iv) Critical Existing Needs (up to 20%)

The Society has up to 1 year after the end of the matching grant period (i.e. 31 March 2022) to utilise the grants.

The Society participates in the Grant scheme and is subjected to the terms and conditions of the Agreement and the Operating Rules.

11 Provision

The provision for restoration costs represents the present value of management's best estimate of the future outflow of economic benefits that will be required to restore leased office premise to its original state. The estimate has been made on the basis of quotes obtained from external contractors. The unexpired term of the lease is 1 year. There are no movements for current and prior financial years.

12 Lease liabilities**The Society as a lessee****Nature of the Society's leasing activities**

The Society leases office premise from non-related parties with contractual term of one year. The lease expired on 31 March 2021 and the Society entered into a new lease subsequent to the end of the financial year in May 2021. As a result, the relevant right-of-use asset and lease liability are not accounted for as at the end of the financial year.

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

Amounts recognised in statements of financial position:

	2021 \$	2020 \$
Balance as at 31 March 2021		
<u>Carrying amount of right-of-use assets included in plant and equipment</u>		
Office premises	–	81,235
<hr/>		
<u>Carrying amount of lease liabilities</u>		
Current	–	81,235
<hr/>		

Amounts recognised in statements of financial activities:

	2021 \$	2020 \$
<u>Depreciation charge for the financial year</u>		
Office premise	81,235	60,926
Renovation - restoration costs	–	26,500
<hr/>		
	81,235	87,426
<hr/>		
Interest expense on lease liabilities	2,274	1,706
<hr/>		
<u>Leases expense not included in the measurement of lease plant and equipment</u>		
Lease expense - low value leases	5,127	2,642
Lease expense - short term leases	–	2,906
Lease expense - cancellable lease contracts	26,366	26,397
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	31,493	31,945
<hr/>		

Total cash flow for leases during the year amounted to \$115,551 (2020: \$94,577).

12 Lease liabilities (cont'd)

The Society as a lessee (cont'd)

Reconciliation of movements of lease liabilities to cash flow arising from financing activities

	2021	2020
	\$	\$
Balance at 1 April	81,235	–
Adoption of FRS 116	–	60,926
Addition of new leases	–	81,235
Changes from financing cash flows:		
- Repayments	(81,235)	(60,926)
- Interest paid	(2,274)	(1,706)
Non-cash changes:		
- Interest expense	2,274	1,706
Balance at 31 March	–	81,235

13 Unrestricted Income Fund

	2021	2020
	\$	\$
Balance as at 1 April	5,009,429	4,882,071
Surplus for the financial year	396,887	244,038
Transfer to Restricted Funds (Note 14)	(13,900)	(116,680)
Balance as at 31 March	5,392,416	5,009,429

Unrestricted income fund is generated from the operation of Student Care Services and general donations received for the work of the Society.

14 Restricted Funds

	Friends of Children Fund \$	Friends of Youth Fund \$	Life Student Care Benevolent Fund \$	MightyKids Families & Community Fund \$	EduGrow Fund ^(a) \$	Total \$
2021						
Balance as at 1 April 2020	168,564	406,261	2,483	–	2,986	580,294
Comchest	212,888	212,888	–	138,207	–	563,983
Care and share funding	7,799	312	–	4,758	119,087	131,956
Donations and funding	163,620	287,811	–	34,122	–	485,553
Wage credit, special employment, credit and others	123,046	68,276	–	64,671	42,294	298,287
Expenditure	(427,525)	(359,871)	(93)	(265,599)	(168,967)	(1,222,055)
Surplus/(deficit) for the financial year	79,828	209,416	(93)	(23,841)	(7,586)	257,724
Transfer from Unrestricted Income Fund (Note 13)	–	–	–	13,900	–	13,900
Balance as at 31 March 2021	248,392	615,677	2,390	(9,941)	(4,600)	851,918

^(a) The operations of EduGrow is funded through Care and Share Matching Grant.

14 Restricted Funds (cont'd)

	Friends of Children Fund \$	Friends of Youth Fund \$	Life Student Care Benevolent Fund \$	MightyKids Families & Community Fund \$	EduGrow Fund ^(a) \$	Total \$
2020						
Balance as at 1 April 2019	–	309,093	2,030	–	1,790	312,913
Comchest	207,623	207,623	–	134,872	–	550,118
Care and share funding	4,754	417	–	209	155,382	160,762
Donations and funding	509,832	250,480	453	6,666	8,615	776,046
Amortisation of capital grant	–	–	–	–	–	–
Wage credit, special employment, credit and others	12,341	1,060	–	5,447	1,350	20,198
Expenditure	(565,986)	(362,412)	–	(263,874)	(164,151)	(1,356,423)
Surplus/ (deficit) for the financial year	168,564	97,168	453	(116,680)	1,196	150,701
Transfer from Unrestricted Income Fund (Note 13)	–	–	–	116,680	–	116,680
Balance as at 31 March 2020	168,564	406,261	2,483	–	2,986	580,294

^(a) The operations of EduGrow is funded through Care and Share Matching Grant.

The purpose of Friends of Children Fund is to provide care and support for children (7 - 13 years old) whose parent is incarcerated.

The purpose of Friends of Youth Fund is to befriend and mentor youths (12 - 19 years old) whose parent is incarcerated.

The purpose of Life Student Care Benevolent Fund is to render assistance to needy students in cash or in kind.

The purpose of MightyKids Families & Community Fund is to affirm and nurture community kids to live an empowered life.

The purpose of EduGrow Fund is to seek to provide holistic support to children from low-income families in Marine Parade, enabling the growth towards an upward society mobility.

These restricted funds are represented by plant and equipment, cash and cash equivalents and other assets and liabilities at the end of the financial year.

15 Related party transactions

In addition to information disclosed elsewhere in the financial statements, the following transactions took place between the Society and related parties during the financial year on terms agreed by the parties concerned:

	2021 \$	2020 \$
With related parties		
Storage expense	10,800	10,800
Tutor services	–	5,294
Sanitization services	959	–
	<hr/>	<hr/>

Related party refers to a close family member or a company in which a member of the Society's Executive Council is a key management personnel.

16 Financial instruments

(a) Categories of financial instruments

Financial instruments at their carrying amount at the end of the financial year are as follows:

	2021 \$	2020 \$
<i>Financial assets</i>		
At amortised cost	7,935,634	7,107,393
	<hr/>	<hr/>
<i>Financial liabilities</i>		
At amortised cost	382,705	609,217
	<hr/>	<hr/>

(b) Financial risk management

The Society's activities expose it to minimal financial risks and overall risk management is determined and carried out on an informal basis by the Executive Council.

Foreign exchange risk

The Society has no significant foreign currency exposure as majority of its transactions were carried out in local currency and the Society has no significant assets or liabilities denominated in foreign currencies.

Interest rate risk

The Society's exposure to interest rates relates primarily to the impact of changes in interest rates on its fixed deposit and bank balances with financial institutions which are minimal.

Sensitivity analysis for interest rate risk is not disclosed as the effect on statement of financial activities is considered not significant.

16 Financial instruments (cont'd)

(b) Financial risk management (cont'd)

Market price risk

Market price risk is the risk that the fair value or future cash flows of the Society's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates). The Society is exposed to price risk arising from its investment in various quoted funds. These instruments are classified as available-for-sale financial assets. To manage its price risk arising from investments in funds, the Society diversifies its portfolio in accordance with the limits set by the Society.

Sensitivity analysis for market price risk is not disclosed as the effect on statement of financial activities is considered not significant.

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Society.

The Society does not have any significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position. Credit risk exposure in relation to financial assets at amortised costs as at 31 March 2021 and 31 March 2020 is insignificant, and accordingly no credit loss allowance is recognised as at 31 March 2021 and 31 March 2020.

Liquidity and cash flow risk

The Executive Council exercises prudent liquidity and cash flow risk management policies and aims at maintaining an adequate level of liquidity and cash flows at all times.

All financial liabilities are due in the next twelve months.

Fair value of assets and liabilities

The carrying amounts of the financial assets and liabilities recorded in the financial statements of the Society approximate their fair values.

17 Fund management

The Society's funds are managed so as to maintain adequate working capital for the development of its principal activities over the longer term. These objectives remained unchanged from previous financial year.

18 Authorisation of financial statements

The financial statements of the Society for the financial year ended 31 March 2021 were authorised for issue in accordance with a resolution of the Executive Council dated 12 August 2021.

LIFE COMMUNITY SERVICES SOCIETY

DETAILED OTHER OPERATING EXPENSES For the financial year ended 31 March 2021

	← Restricted Funds →						Total 2021 \$	Total 2020 \$
	Unrestricted Income Funds \$	Friends of Children Fund \$	Friends of Youth Fund \$	Life Student Care Benevolent Fund \$	MightyKids Families & Community Fund \$	EduGrow Fund		
Expenditure								
Auditor's remuneration	4,167	632	632	-	632	316	6,379	8,189
Bank charges	1,996	-	-	-	-	-	1,996	1,804
Benevolent expenses	-	-	-	93	-	-	93	2,486
Classroom materials	2,430	17	-	-	204	-	2,651	2,797
Copier leasing	5,127	-	-	-	-	-	5,127	5,548
Charity Golf - expenses	-	-	-	-	-	-	-	35,862
Depreciation	67,390	18,610	18,076	-	1,365	4,089	109,530	120,249
Event/recreation and outing	2,025	-	145	-	-	-	2,170	11,995
Fundraising expenses	1,700	-	-	-	-	-	1,700	1,864
Loss On Disposal of PPE	3,139	-	-	-	-	-	3,139	-
Small value assets	13,793	1636	818	-	1238	1636	19,121	2,223
Meeting related expenses	668	950	63	-	-	-	1,681	2,986
General expenses	289	-	-	-	-	-	289	211
Groceries and meals expenses	87,167	2,008	2,923	-	333	-	92,431	131,609
Insurance expenses	10,010	232	435	-	1,526	-	12,203	11,822
Medical expenses	6,118	1,019	200	-	527	130	7,994	8,537
Printing and stationery	5,216	164	18	-	90	-	5,488	7,396
Professional fees	37,636	13,641	4,409	-	4,409	2,204	62,299	76,218
License fees	3,287	142	142	-	285	-	3,856	3,502
Publicity/entertainment and promotions	535	-	-	-	-	-	535	-
Recruitment expenses	2,528	57	-	-	-	-	2,585	2,050
Rental of premises	17,211	-	-	-	9,155	-	26,366	26,397
Staff salaries, bonuses and allowance	1,016,973	223,762	257,451	-	196,754	129,853	1,824,793	2,174,791
Staff CPF and other contributions	143,784	36,569	42,470	-	25,107	21,153	269,083	312,325
Staff insurance and welfare	31,427	4,254	400	-	1,540	1,036	38,657	38,089
Provision for unutilised leave	23,336	8,094	9,229	-	7,071	5,525	53,255	-
Storage	7,020	1,080	1,080	-	1,080	540	10,800	10,800
Telephone expenses	12,945	30	-	-	1,437	312	14,724	16,037
Training	(6,510)	2,040	343	-	32	155	(3,940)	21,244
Transport expenses	1,678	3,190	7,106	-	223	62	12,259	29,198
Tuition expenses	-	29,162	-	-	-	-	29,162	15,746
Upkeep and maintenance of vehicles	-	4,665	-	-	-	-	4,665	4,329
Upkeep of IT system	22,227	176	-	-	34	-	22,437	11,120
Utility expenses	24,960	581	581	-	1,408	132	27,662	45,721
Volunteer management system/training expenses	301	217	-	-	-	146	664	5,101
Programme expenses - insurance/toiletries/ assessment book/T-shirt	11,549	-	-	-	-	-	11,549	14,143
Funded activities	12,554	9,333	7,864	-	8,355	1,564	39,670	54,157
Office supplies	4,750	234	-	-	450	-	5,434	4,132
Postage and courier	750	132	-	-	-	-	882	1,643
Repair and maintenance	18,233	-	-	-	2,010	-	20,243	21,909
Internship training programme	15,301	-	-	-	-	-	15,301	-
Children welfare and incentives	322	6,141	1,397	-	320	-	8,180	6,163
Food ration	-	37,200	-	-	-	-	37,200	45,597
Centre activities	-	2,479	2,365	-	14	-	4,858	19,304
Funded ICU tuition expense	-	18,574	1,220	-	-	-	19,794	39,124
Community outreach activities	-	-	-	-	-	-	-	145
Reinstatement cost	9,320	-	-	-	-	-	9,320	-
Interest expense	1,152	504	504	-	-	114	2,274	1,706
Total expenditure	1,624,504	427,525	359,871	93	265,599	168,967	2,846,559	3,356,269

The detailed other operating expenses does not form part of the audited financial statements.