

THREADS OF HOPE, FABRIC OF HEALING

ANNUAL REPORT 2023/2024



ENABLING FAMILIES,
EMPOWERING CHILDREN,
AND BUILDING COMMUNITIES
TOWARDS A RESILIENT FUTURE.

Epworth Community Services is a Social Service Agency (SSA) that helps at-risk children and youths. We want to create a better world for them so that they can develop their potential. Our work focuses on promoting the mental well-being of children and youths by building strong families and imparting skills for resilient living.

The organisation is affiliated with Barker Road Methodist Church (BRMC). The church strongly backs Epworth's work in the community of supporting the disadvantaged and those in need.

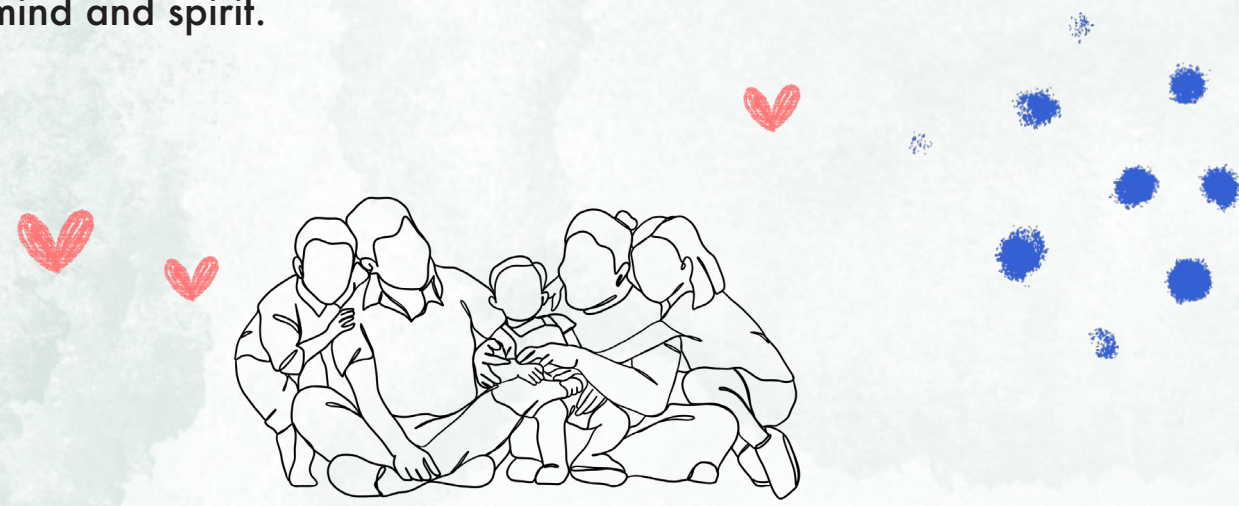
OUR VISION

STRONG FAMILIES
RESILIENT LIVING
BEAUTIFUL MINDS



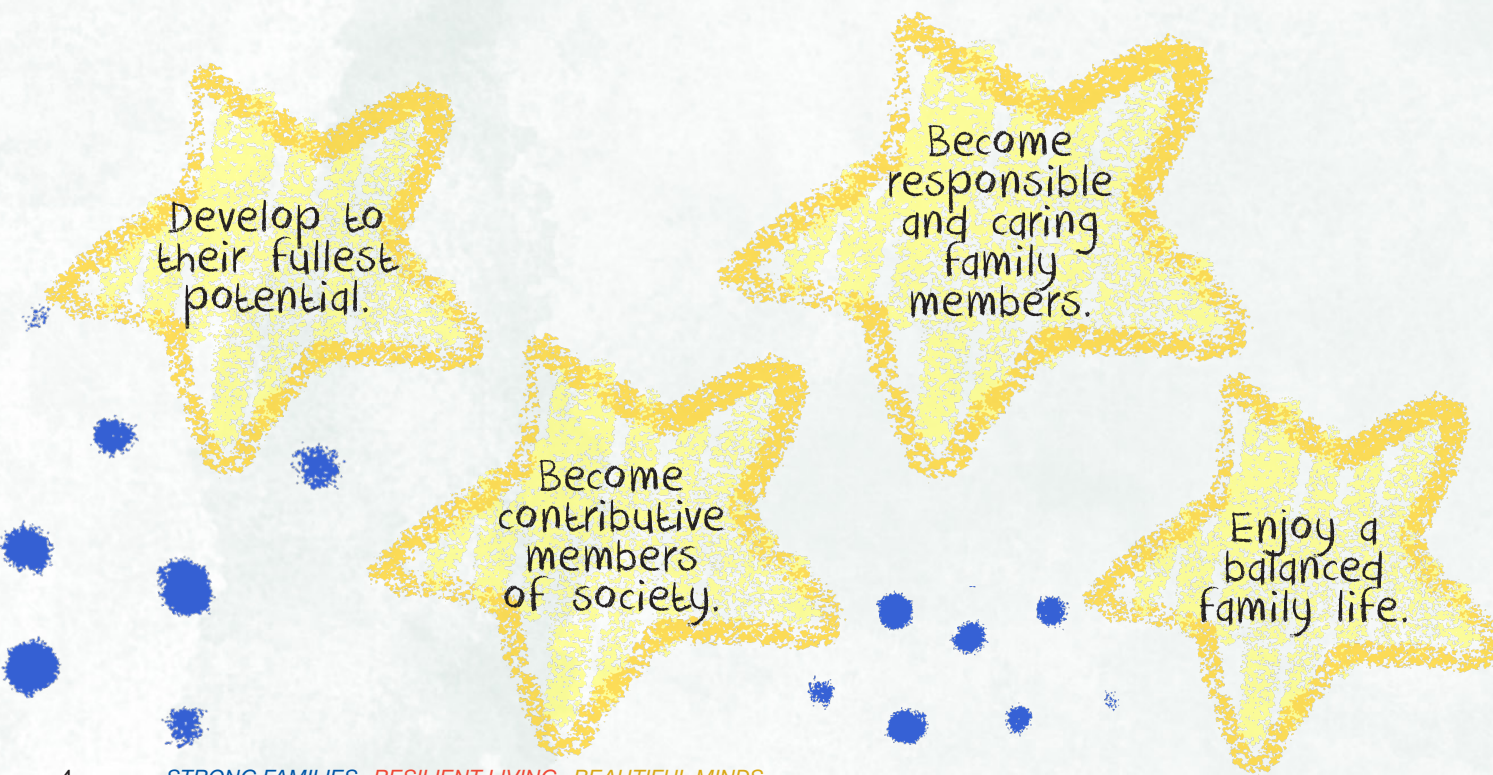
OUR MISSION

To reach out in Christian love, by providing quality programmes and services to all children, youths, parents and their families, of all language, race and religion. To nurture each family member in body, mind and spirit.



OBJECTIVE

To help children, youths and parents, especially those from dysfunctional and disadvantaged families to:



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MESSAGE FROM OUR CHAIRMAN AND EXECUTIVE DIRECTOR

SHARPENING OUR STRATEGIC DIRECTION

Highlights of the Last Financial Year

In our last financial year, Epworth Community Services was the proud recipient of the Charity Transparency Award 2023. This award is an initiative of the Charity Council that aims to promote good transparency and governance in the charity sector by acknowledging the excellent work of charities, while inspiring others to emulate their best practices. Being a recipient of this award is a testament of our organisation's consistent and persistent effort to establish excellence in governance, thereby building confidence and trust with our donors, volunteers and supporters.

We celebrated HomeSweetHome's 10th Anniversary on 12 Jan 2024, a significant milestone since its inception as the first therapeutic group home in Singapore. We are appreciative of all staff, past and present, who have contributed to this challenging endeavour of helping children who have suffered severe trauma and bringing them to recovery. We remember God's grace and blessings that has carried Epworth through this decade.

On 20 Feb 2024, Epworth was honoured to host a visit by President Tharman Shanmugaratnam and Ms Jane Ittogi at our centres in Jurong West. President Tharman and Ms Ittogi were briefed on Epworth's work in detail. They toured our Centre for Positive Recovery (CPR) and saw how we utilise our new Sensory Room at Epworth Literacy.

Strategic Direction and Decision

At the Board Retreat in Mar 2024, Board Members made a strategic decision to further sharpen Epworth's priorities in serving underprivileged families, children and youths. In line with this direction, we will no longer operate Student Care services at ACS (Primary) and ACS (Junior) after 2024.

Whilst continuing our work at HomeSweetHome, Foster Care and with families at risk, we will look at scaling up our intervention programs to help children with learning challenges. We also aspire to build up our work in addressing the mental well-being of children and youths through programmes and services that are preventive, interventive, and support developmental challenges in children and youths. This decision capitalises on the knowledge and strengths of our staff, especially in trauma care.

Pioneering New Initiatives

With donations from Rotary Club of the Garden City, Epworth Literacy was able to build two Sensory Rooms in Nov 2023: one at our Bukit Batok centre and the other at our Jurong West centre. The facilities in these Sensory Rooms help to mitigate the sensory impediments that hinder our clients from learning even as they attend remedial programmes at our centres.

As our Centre for Positive Recovery grew, our staff expanded their capability by learning a new intervention skillset, so we have more tools to serve our clients in addressing the complexities of early childhood trauma. Apart from using Trauma Focused Cognitive Behavioural Therapy (TFCBT), CPR's staff have now been trained to use Multi-channel Eye Movement Integration (MEMI) therapy.

In the last financial year, Emily Lim-Leh, an established children's book author (and Epworth's Board member), together with award-winning illustrator Josef Lee, again collaborated with Epworth in a voluntary e-book project. The e-book was to create awareness of Epworth's Centre for Positive Recovery (CPR) and its work on trauma care in the community. The e-book "I Really, Really Don't Feel Well!" was released on social media channels in Oct 2023 and made available for free download. There were 10,000 downloads of this e-book, which received very positive feedback from the community.

Our first voluntary e-book collaboration, "I Really, Really Cannot Catch These Words!", focused on Epworth's early literacy intervention work with children with learning needs, another pillar of Epworth's work. This was released in the year before and crossed 20,000 downloads in this last financial year.

Improving Human Resource Practices

With the tight labour market, Epworth's Board continues to support paying competitive remuneration to our staff by closely following the salary guidelines issued by the National Council of Social Service (NCSS). We continue to review and improve our organisation's HR people practices; in particular, having more progressive HR policies focusing on managing talent and promoting learning opportunities. This is with the view of attracting and retaining staff; at the same time, identifying those with good potential for leadership development. In addition, we revised our Paternity Leave Policy in Jan 2024 to provide our male staff with additional two weeks of paternity leave on a voluntary basis, in line with the government's recommendation.

We also continued with efforts towards better staff engagement, improving our communications and staff welfare initiatives. In the last financial year, department managers were invited to Board meetings to share about their work and for staff and Board Members to have greater interaction with each other. On 8 Dec 2023, we held a dinner at the Novotel Singapore on Stevens. Our staff and Board Members participated in games and had a fun time together!

Strengthening Digitalisation and Business Continuity Processes

We have taken steps to pivot towards more digitalisation in our work processes. In Apr 2024, we started work to achieve the Data Protection Essentials (DPE) and Data Security Instructions (DSI) compliance and certification by NCSS. We will then be able to plug-in and synchronise with online platforms of the Ministry of Social and Family Development (MSF). When this project is completed in May/Jun 2025, Epworth will be applying for the Data Protection Trust Mark (DPTM), further enhancing cybersecurity of our system and practice.

With a Business Continuity Plan and Management System in hand, we have raised the awareness and level of preparedness of the organisation. In the last financial year, we conducted fire drills at every centre and an organisation table-top exercise to test our readiness for a specified scenario.

Maintaining Financial Prudence

Our last financial year ended with a sizable deficit. Manpower contributed to 75% of expenditure. Inflation also played a part in contributing to rising expenditure.

Moving forward, we will remain prudent in managing our expenses amidst rising manpower cost and will continue to invest in areas where it meets the needs of the community.

Continuing Fundraising Efforts

We continue to fundraise to fund Epworth's operating needs and ensure financial resilience in unforeseen circumstances. Where possible, we will seek government funding and support for relevant programmes and services to improve the organisation's financial sustainability. The Board will endeavour to raise funds through existing avenues as well as new innovative ways to achieve fundraising goals.

In the last financial year, we raised \$1.67 million and the fundraising efficiency ratio was 5.86%.

One of our key campaigns was Give & Feast 4; in which the Executive Director cooked and delivered an appreciation Peranakan dinner for each donor's family when the donor donated \$5,000 or more to Epworth. In our 4th year of running this campaign, we raised about \$320,600 in nett donation.

We held another fundraising Gala Dinner at One Farrer Hotel on Friday, 26 Apr 2024. We are thankful to Dr Vivian Balakrishnan, Minister for Foreign Affairs, who graced the event as the Guest-of-Honour again. He was accompanied by his wife, Mrs Joy Balakrishnan. The Gala Dinner was attended by over 400 supporters, and we raised a nett donation of about \$525,000 from this event.

For the new financial year, we are planning a series of campaigns with the aim of raising \$2.5 million to fund current and future programmes and services. We are also planning for the next fundraising Gala Dinner, which will be held at One Farrer Hotel again on Friday, 16 May 2025.

Steering The Way Ahead

Epworth maintains its strategic direction of serving the needs of children and youths from disadvantaged backgrounds.

Since Epworth Foster Care's inception as the first fostering agency in Singapore, we have continued to build on our capabilities in this area of work. Our new Centre for Positive Recovery works closely with our Foster Care team, providing therapeutic care to foster children who have experienced trauma.

Epworth's Family Welfare Services and Foster Care team continue to deepen their core competencies to support foster children and at-risk youths. Epworth Literacy will continue to seek out sustainable ways to support more underprivileged children with learning needs.

Moving forward, we will also increase our engagement with more schools; addressing Adverse Childhood Experiences (ACEs) which contribute to physical, social and psychological issues in adulthood. This aligns with our aspiration to be a key agency in the western region, serving the community through partnership with community agencies like grassroot organisations and medical general practitioners, to support the government's effort to promote mental health in Singapore.

As we work to strengthen our areas of expertise through further training at all levels, we are thankful for our staff and management who remain resolute in the face of this challenging landscape. We are also grateful for our volunteers, donors, partners, supporters and Board members, all of whom are important and integral to our efforts to serve the community. And we thank God who has made all things possible, sustaining our organisation in good and difficult periods.

As we move ahead with our plans into the new financial year, we ask for your continued support and prayers.



Dr Benjamin Tan
Chairman, Board



Tan Khye Suan
Executive Director

BOARD STRUCTURE

The Board comprises individuals who share Epworth's vision and mission. Epworth's Board Members are passionate about, and have a deep interest in the mental well-being and development of children, youths and families.

Name	Board Appointment	Date of Appointment	Occupation
Tan Thong Kwan Benjamin	Chairman	18 Sep 2020	Specialist in Periodontics at Poon & Phay Dental Surgeons Pte. Ltd.
Bek Wei Da Edmund	Vice-Chairman	21 Nov 2019	Vice President, Morgan Stanley Bank Asia Limited
Ang Hock Kheng	Secretary	28 Nov 2015	Managing Director, HR Business Partners International Pte. Ltd.
Mr Choo Tuck Wai	Treasurer	18 Nov 2023	Executive Director, Group Governance, Risk & Compliance, United Overseas Bank
Sam Pei Pei	Vice-Treasurer	28 Nov 2015	Director of Financial Planning & Analysis, NTU
Chiang Chie Foo	Board Member	26 Jul 2017	Retired
Hardev Singh Sidhu	Board Member	01 Aug 2018	Head of Department, Ministry of Education
Emily Lim-Leh	Board Member	27 Nov 2021	Author
Chee Weng Yan Mike	Board Member	27 Nov 2021	Senior Shipping Operator, Clearlake Shipping, Gunvor Group
Brian Ng	Board Member	18 Nov 2023	Director, BIDEAS Holdings Pte Ltd, KC Group Pte Ltd
Chen Voon Hoe	Board Member	18 Nov 2023	Partner, Head of Accounting and Financial Reporting Advisory, PwC
Yvonne Lim	Board Member	18 Nov 2023	Head of Family Office, DBS Bank Ltd
Chow Kok Kin Christopher	Board Member	28 Nov 2015	Director, Asian Heritage Foods
Ting Yi Ting	Board Member	18 Nov 2020	Pastoral Team Staff (Outreach and Social Concerns Ministry) at Barker Road Methodist Church

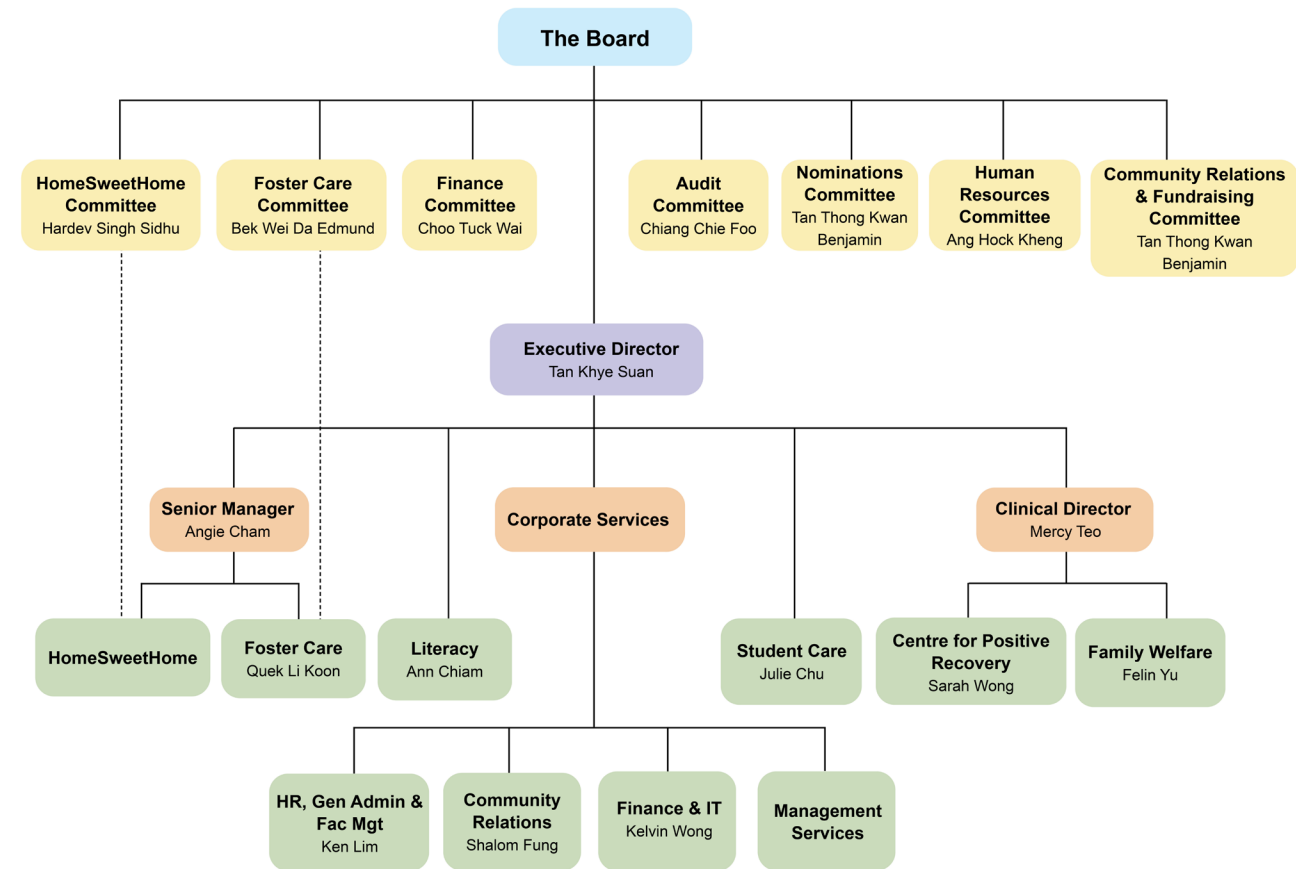
* Information as at 31 Jul 2024.

The Board also fulfils its responsibilities through committess, helmed by chairpersons who must be members of the Board.

Board Committee	Committee Chairman	Committee Members	
Audit	Chiang Chie Foo	Edmund Bek Wei Da Cheng Voon Hoe Ng Kin Mun Brian	
Finance	Choo Tuck Wai	Sam Pei Pei Chee Weng Yan Mike Boon Chia Pei	
Human Resources	Ang Hock Kheng	Lian Ying Ying Robert Lim Hui Beng	Tan Thong Kwan Benjamin Emily Lim-Leh
Nominations	Tan Thong Kwan Benjamin	Edmund Bek Wei Da Emily Lim-Leh	
Epworth HomeSweetHome	Hardev Singh Sidhu	Pang Tit Keong Boon Chia Pei Gan Eng Khoon	Era Cheong Chee Weng Yan Mike Sylvia Taslim
Epworth Foster Care	Bek Wei Da Edmund	Chee Weng Yan Mike Zhennan Low	Lin Huiying Lee Reginald Reagan Chua
Community Relations and Fundraising	Tan Thong Kwan Benjamin	Emily Lim-Leh Ng Kin Mun Brian	Tan Gee Shan Mun Kwok On

* Information as at 31 Jul 2024.

ORGANISATION STRUCTURE



MANAGEMENT TEAM

Name	Designation	Date of Appointment
Tan Khye Suan	Executive Director	15 Apr 2002
Mercy Teo	Clinical Director	1 Feb 2024
Angie Cham	Senior Manager, Foster Care & HomeSweetHome	5 Feb 2018
Ken Lim	Senior Manager, Human Resources & GAFM	1 Nov 2022
Ann Chiam	Senior Manager, Literacy (Bukit Batok & Jurong West)	11 Sep 2012
Kelvin Wong	Finance Manager	23 May 2023

* Information as at 31 Jul 2024.

CORPORATE GOVERNANCE

Board's Conduct of its Affairs

The Board's conduct of its affairs is set out in the Code of Conduct for Board Members. The Board is headed by the Chairman and consists of Board Members who possess diversified leadership experience across various sectors. The Board works in close partnership with the Management Team of Epworth Community Services ("Epworth"), and provides guidance at the strategic and policy level. The Board's responsibilities include providing oversight for fulfilment of the organisation's vision, mission and objectives, while ensuring compliance to the relevant governing instruments, laws and regulations.

The Board delegates the day-to-day management and operations of Epworth to the Executive Director and the Management Team. All Board Members serve on a voluntary basis, act independently of the Management Team, and do not receive any remuneration from the organisation. No employee of Epworth is serving on the Board.

All important updates and decisions which require the Board's approval will be circulated to the Board in writing. Decisions shall be made by the Board through email circulation or at Board meetings, and shall be decided by a majority vote of all Board Members. The Board Chairman shall have the casting vote.

The Board meets at least four times per year, with a quorum comprising more than half of the Members.

As part of Board induction, all newly appointed Board Members will attend an orientation session by the Board Chairman and Executive Director.

Guided by Epworth's Board Members Handbook and the latest Annual Report, new Members will be briefed on the following matters.

- Epworth's vision, mission, and values
- Epworth's strategic plans
- Epworth's key programmes and services
- Current Board Members and Management Team
- Latest financial statement and approved budget for the financial year
- Duties and responsibilities of a Board Member
- Board calendar for the year
- Code of Conduct
- Conflict of Interest

Board Roles and Responsibilities

The authorities, duties and responsibilities of the Board are guided by Epworth's Constitution and Terms of Reference for the various committees. The Board's core functions include the following.

- Determining the strategic vision, mission, policies and long-term direction
- Setting values and standards that define the organisation's culture
- Providing proper financial oversight and ensuring financial viability
- Ensuring integrity and maintaining accountability through corporate compliance and risk management
- Ensuring adequate resources for the organisation's effective functioning
- Actively engaging in fundraising
- Planning and appointing of key executive leadership; and, maintaining leadership continuity
- Renewing of Board and Committee with new members
- Enhancing the organisation's public standing
- To ensure relevancy, the Board reviews and updates the core functions of the Board as necessary.
- The Board's decision and approval is required for the following matters.
- Overall strategic direction of the organisation
- Epworth's strategy, vision, mission and objectives
- Annual budget, funding, accounts and report
- Introduction of new programmes and services
- Appointment of Board Members, Committee Members, External Auditors and Key Management Personnel
- Policies, standard operating procedures and manuals

Board Composition

Epworth's Board consists of qualified individuals who are of different backgrounds, specialisations and experiences, thereby, collectively bringing considerable knowledge, expertise and judgement that allows for the efficient and effective functioning of the Board.

Board Membership and Term of Office

The Board elects amongst themselves the various positions in the Board, including a Chairman, Vice-Chairman, Secretary and Treasurer. In addition to the aforementioned, up to a maximum of 11 Ordinary Members shall be elected or submitted for re-nomination and re-appointment at the Annual General Meeting each year.

The Board actively renews itself by recruiting new members. This enables the Board to draw on the experiences of longer-serving Members, while tapping on new perspectives and insights from newer Members. There is no Board Member that has served for more than 10 years.

The Treasurer does not serve on the Board for more than two consecutive terms of office.

Board Training and Self-Assessment

Board Members are encouraged to attend trainings, seminars and workshops, as necessary. The organisation, from time to time, will recommend suitable training and development opportunities to the Board for their consideration. Board Members may also make requests for suitable and relevant trainings.

As a condition of the Ministry of Social and Family Development (MSF) funding requirements for Epworth Foster Care and Epworth HomeSweetHome, at least 40 percent of Committee members from the Foster Care Committee and HomeSweetHome Committee, are required to attend a training course in each calendar year.

The Board shall complete a self-evaluation questionnaire to evaluate the effectiveness and performance of the Board as a whole, and as individual members. This evaluation shall be conducted once every two years, and serves as an opportunity to remind all Board Members of their duties and responsibilities, identify the strengths and weaknesses of Board operations, review and measure Epworth's progress towards its goals and mission, and open channels of communication.

Transparency and Disclosure

There are two staff members who are close members of the family belonging to the Executive Head or a governing Board Member of the organisation, whose total annual remuneration is below \$100,000 in the financial year. The annual remuneration of the three highest paid staff is as follows:

Remuneration Band	No. of Staff
\$100,001 to \$200,000	3
\$200,001 to \$300,000	-

The organisation abides by a formal and transparent procedure for determining the key management personnel’s remuneration. No employee is involved in deciding his or her own remuneration.

Board Members do not receive any remuneration from Epworth.

Audit Committee

The Audit Committee holds at least two meetings in a year, assists the Board in overseeing the financial reporting and disclosure processes, and monitors the choice of accounting policies and principles. The Audit Committee reviews and ensures that the approved audit recommendations are adequately followed up by the Management Team. The effectiveness of the actions taken by the Management shall also be reviewed and considered.

The Audit Committee has put in place a whistle-blowing policy and oversees its regulatory compliance. Independent investigations will be conducted and will be followed up with the appropriate actions.

POLICY STATEMENTS AND PRACTICES

Data Protection and Cybersecurity

Epworth remains committed to upholding the highest standards in data protection and security to maintain the trust and confidence of its stakeholders.

Safeguarding the personal data of all stakeholders is the organisation's priority. Comprehensive policies and procedures are in place and aligned with the Personal Data Protection Act 2012, ensuring full compliance and a robust framework for managing personal information.

Epworth maintains a high level of confidentiality for the personal data of all beneficiaries, clients, donors, sponsors, partners and volunteers. No personal data will

A Testament of Good Governance

Epworth received the Charity Transparency Award 2023, a recognition of its unwavering commitment to transparency and strong governance. This achievement reinforces the organisation's dedication to creating a trusted environment for giving, empowering the organisation to continue delivering high-quality programmes and services that support children, youths, parents, and families across Singapore. Epworth remains focused on its mission and will keep striving to make a meaningful impact in the communities it serves.



be published on any of Epworth’s corporate collaterals, publications or online platforms unless consent was provided.

As part of Epworth's ongoing efforts to enhance digitalisation in its work processes, the organisation has taken significant steps to strengthen its data protection capabilities. In Apr 2024, Epworth began working towards achieving the Data Protection Essentials (DPE) certification, laying a strong foundation for securing personal data and ensuring swift recovery in the event of a data breach. Moving forward, Epworth will apply for the Data Protection Trust Mark (DPTM), a certification that will further elevate its cybersecurity practices and reinforce the protection of its stakeholders’ data.

Reserves Policy

In Nov 2013, the Society established a Reserve Policy Fund, the purpose of which is to accumulate over a ten-year period excess funds equivalent to six months operating expenditure so as to provide for unexpected future working capital requirements. As at 31 July 2024 this Reserve Fund is represented by the fixed deposits of \$1,500,000.

Epworth’s reserves will be reviewed by the Board regularly. This is to ensure that Epworth’s reserves remain adequate for the sustainability of its programmes and services.

Conflict of Interest

Epworth has put in place the Conflict of Interest (COI) Policy to protect the organisation’s welfare and best interests. The policy mandates that no Board Member should have his own personal or business interests that directly or indirectly conflict, or appear to conflict, with the interests of the organisation.

Epworth has documented procedures for all Board Members and Staff to declare any actual or potential conflicts of interests upon appointment. This is done on an annual and need-to basis.

Whistle-Blowing Policy

Epworth is committed to a high standard of compliance with accounting, financial reporting, corporate governance and any legislation relating to these areas. In line with this commitment, any person who comes across any actual or suspected impropriety, irregularity, or illegal activity within Epworth Community Services, may make a report of their concerns.

All information provided, as well as its source, shall be treated with the strictest confidence. Whistle-blowers will be protected from discrimination, retaliation or harassment of any kind for disclosing concerns in good faith.

More information can be found on <https://www.epworth.sg/about/whistle-blowing-policy/> .

Environmental, Social and Governance (ESG)

Epworth is committed to operating with a mindful approach towards ESG factors. ESG factors will be taken into consideration to ensure responsible and sustainable practices are in place. This includes recognising the importance of environmental stewardship; being committed to ensuring positive

and transparent relationships with stakeholders; and upholding and complying with all applicable governance standards.

Volunteer Management Policy

Epworth has put in place a Volunteer Management Policy to provide guidance on the effective management of all volunteers. This includes the recruitment, orientation, deployment, and recognition of all volunteers.

All volunteers will be given an Epworth Volunteer Handbook. The Handbook details Epworth’s expectations on volunteers’ conduct; the organisation’s promise to safeguard volunteers’ confidentiality; emergency procedures; grievances; conflict management processes; and, termination policies. From time to time, feedback will be gathered from volunteers so as to review and improve the organisation’s volunteer management practices.

Crisis Management and Business Continuity Planning

Epworth has in place a crisis management and business continuity framework to ensure the organisation’s resilience and ability to respond swiftly and effectively in the event of a crisis. This framework includes, business continuity plans for each department, disaster recovery and crisis communications plans. Epworth also conducts ongoing training and regular testing of its business continuity plans; ensuring its staff are equipped to manage and mitigate potential risks, safeguarding the well-being those it serves. Epworth holds annual table-top exercises.

Workplace Safety and Health

Epworth is committed to fostering a safe, healthy, and supportive work environment for staff, recognising the importance of both physical and mental well-being. This includes, adhering to all relevant regulations, conducting regular risk assessments and implementing preventive measures to mitigate workplace risks.

Risk Management

Epworth has in place an enterprise risk management process, with each department’s risk register regularly reviewed, and proactive plans developed to address and manage identified risks. Epworth’s Management, employees and relevant Board Committees work collaboratively to continuously monitor, review, and strengthen its risk management practices, ensuring the resilience and sustainability of its operations.

TERMS OF REFERENCE

Audit Committee

The Audit Committee is to assist the Board in ensuring the integrity of the Organisation’s system of accounting and financial reporting and in maintaining a high standard of transparency and reliability in its corporate disclosures. As a Committee of the Board, the Committee provides a channel of communication between the Board, Management, the internal auditors and the external auditors on matters arising out of the internal and external audits.

Nomination Committee

The Nomination Committee is to review the composition of the Board and the Committees of Epworth Community Services; and, ensure that the Board and its Committees comprise Members who as a group provide core competencies in various areas that are required for the Board and its Committees to be effective.

Finance Committee

The Finance Committee is to assist the Board in fulfilling the financial oversight responsibilities of the Board and in overseeing management’s administration of Epworth on the following matters:

- Financial sustainability;
- Business planning, including operating and capital budgets;
- Unaudited financial reports;
- Banking, borrowing and investments;
- Contracts and agreements; and,
- Financial risk management oversight.

Human Resource (HR) Committee

The Human Resource Committee is to assist the Board in ensuring that the Organisation is able to attract, recruit, motivate and retain the best talents through competitive remuneration and progressive HR policies; so as to achieve the Organisation’s goals, and provide good stewardship and, thereby, sustainability. As a Committee of the Board, the Committee provides a channel of communication between the Board, Management and external consultants on HR matters.

Community Relations and Fundraising Committee

The Community Relations and Fundraising Committee is to assist the Board in providing strategic oversight in ensuring that the organisation can maintain a strategic level of donations, effectively engage the community, and achieve long-term sustainability. The Committee will oversee strategies and initiatives related to community engagement ensuring a holistic and integrated approach to both fundraising and community relations. It will also play a key role in identifying and connecting with potential donors who can significantly contribute to supporting Epworth’s programmes and services.

Foster Care Committee

The Ministry of Social and Family Development (MSF) requires Epworth, as a Social Service Agency (SSA) appointed to run a Foster Agency (FA), to set up a Committee to oversee the operations of the FA and to ensure that the FA’s mission and objectives are met. The FA’s mission and objectives are spelt out in the contract with MSF; and, may be modified or updated when the contract is renewed. The Committee reports to the Board.

HomeSweetHome Committee

The Ministry of Social and Family Development (MSF) requires the Social Service Agency (SSA) appointed to run a Therapeutic Group Home (TGH) to set up a Committee to oversee the operations of the TGH and to ensure that the TGH’s mission and objectives are met. The FA’s mission and objectives are spelt out in the contract with MSF; and, may be modified or updated when the contract is renewed. The Committee reports to the Board.

BOARD ATTENDANCE

The number of meetings attended by the Board during the year in review is as follows:

Name	4 Oct 2023	25 Oct 2023	18 Nov 2023	24 Jan 2024	23 Mar 2024	17 Apr 2024	31 Jul 2024
Tan Thong Kwan Benjamin	P	P	P	P	P	P	P
Bek Wei Da Edmund	P	P	P	P	P	P	P
Ang Hock Kheng	P	P	P	P	P	A	P
Choo Tuck Wai *	-	-	P	P	P	P	P
Sam Pei Pei	P	A	P	P	P	A	P
Chiang Chie Foo	P	P	P	P	P	P	P
Hardev Singh Sidhu	P	P	P	P	P	P	P
Emily Lim-Leh	P	A	P	P	P	A	P
Chee Weng Yan Mike	P	A	P	A	P	P	A
Brian Ng *	-	-	P	P	P	A	P
Chen Voon Hoe *	-	-	A	P	P	P	P
Ms Yvonne Lim *	-	-	P	P	P	A	P
Chow Kok Kin Christopher	P	A	P	A	A	A	A
Ms Ting Yi Ting	P	P	P	P	A	A	P
Robert Lim Hui Beng **	P	P	A	-	-	-	-
Huck Poc Poh **	P	A	-	-	-	-	-
Christina Cheng Shuet Wei **	P	A	A	-	-	-	-
Thean Pik Yuen Valerie **	P	A	A	-	-	-	-

* Joined the Board on 18 Nov 2023

** Stepped down from the Board on 18 Nov 2023

The Annual General Meeting was held on 18 November 2023. The Board Retreat was held on 23 March 2024.

CORPORATE INFORMATION

Unique Entity Number

T08SS0123D

Registered Address

Blk 106 Bukit Batok
Central #01-217
Singapore 650106

Trustees

Mr Lee Soo Chye

External Auditor

Baker Tilly TFW LLP

Internal Auditor

RSM Risk Advisory Pte Ltd

Banker

DBS Bank Ltd
Standard Chartered Bank

Affiliations

Member of National Council
of Social Service (NCSS)

OUR CORE VALUES

 We take PRIDE in what we do.
we are governed by the following guiding principles: 

Professionalism

We endeavour to apply the highest professional standards in our respective roles across the organisation, and we do this with competence, compassion and commitment.

Responsibility

We are responsible for the safeguarding and proper use of assets and resources, including the protection of all confidential information in our respective areas of work.

Integrity

We hold ourselves to the highest standards of integrity in our respective roles and in partnership with our key stakeholders, and avoid situations which may influence impartiality or compromise our professional judgement at work.

Discipline

We ensure that we are trained and qualified, performing our work responsibly and ethically, in compliance with all applicable laws and regulatory requirements.

Excellence

We strive for excellence in all that we do, upholding the trust placed in us, and making work decisions in the best interest of the organisation. Underpinning our quest for professional and organisational excellence is our belief in fairness, honesty and accountability to our stakeholders.

 We embody our corporate culture in FUN! 

Family Is Important

We recognise that family is important and that it is necessary to help staff work on their family challenges as well. We endeavour to support staff in best possible ways without compromising the delivery of our programmes and services.

United We Stand

We do not expect staff to struggle with challenges alone. Epworth's growth has been achieved through the years because our staff have worked together and stayed united as a TEAM. For us, that means: Together, Everyone Achieves More!

Nurturing Workplace

We recognise that the work that our staff do can be challenging at times. As such, we strive to foster a work culture where we are sensitive and open with each other, so we can address each other's concerns and needs promptly.

 FY 2023/2024 
at a glance... 

4,228 persons were supported through our programmes.

 799 volunteers of all ages joined us in supporting our cause.

33,501 reached through our social media platforms organically.

 We engaged our supporters through various online platforms. 

<u>2,500</u>	<u>794</u>	<u>466</u>	<u>2,815</u>
followers on Facebook,	followers on Instagram,	followers on LinkedIn,	email subscribers.



EMPOWERING CHILDREN: MAKING A DIFFERENCE

Epworth Literacy runs an aggregate of intervention programmes and services to help children with learning challenges and impairments so that they can cope with formal education. In this way, children will not be left behind in their education and can enjoy better mental well-being in their growing years.

A Collaborative Milestone

On 27 Jan 2024, Epworth Literacy officially opened two Sensory Rooms, marking a first step towards providing more comprehensive support to children with sensory needs. This achievement was made possible through a generous partnership with the Rotary Club of Garden City, which provided the necessary funding.

These funds not only facilitated the acquisition of sensory resources but also enabled teachers to undergo specialised training in addressing sensory needs. By equipping teachers with the right tools and knowledge, the Sensory Rooms are set to offer more effective and targeted support for students.

The introduction of the Sensory Rooms has allowed Epworth Literacy to strengthen its intervention programmes by incorporating sensory support directly into the learning environment.

This ensures that students can access the assistance they need without placing additional financial or time burdens on their families. This resulted in a more holistic, conducive space that maximises students' potential and improves their overall learning experience.

Approximately 25% of the students at Epworth Literacy present with some form of sensory need. Since incorporating the sensory tools, teachers have observed improvements in students' ability to focus and manage their behaviours. The impact extends beyond the classrooms — Epworth's teachers have begun recommending these resources to parents and Special Education Needs officers in nearby primary schools, thereby building a supportive network that spans both home and school environments.



Volunteers to Advance the Work of Epworth Literacy

Volunteers play an indispensable role in advancing Epworth Literacy's mission. Through their commitment and efforts, the organisation has been able to expand its reach and create more enriching experiences for students. In the year in review, 9 volunteer-led events were held, benefiting 276 students and their families from both Literacy Centres. These events serve as crucial touchpoints that complement the structured intervention programmes, giving students a chance to engage with the broader community in a fun and supportive environment.

One of the highlights was the Christmas Carnival, organised by Recruit Express on 18 Nov 2023. Held on the last day of the school term, this carnival provided a joyful and much-needed break for the students before the holiday season. Approximately 87 students from Epworth Literacy participated in this festive celebration.

The various activities at the Christmas Carnival were designed to help students develop important life skills. Games encouraged teamwork and cooperation, while an arts and crafts station nurtured creativity as students learned to transform simple socks into snowman creations. The event left students with a sense of accomplishment as they completed different activity stations, making it both an enjoyable and meaningful experience.



Creating A Lasting Impact

On 20 Feb 2024, President Tharman Shanmugaratnam and Ms Jane Ittogi visited Epworth Literacy Centre (Jurong West). During their visit, they had the opportunity to interact with some of the students, as they learnt more about the intervention tools and work of Epworth Literacy. It was a great honour for the centre to be able to host President Tharman and Ms Ittogi, marking a memorable day for both students and staff.

As Epworth Literacy continues to grow and evolve, the contribution of volunteers remains vital. Their involvement not only amplifies the scope of events and programmes but also deepens the impact on students' lives. The success of the Sensory Rooms, the Christmas Carnival, and other volunteer-led initiatives highlights the collective effort required to uplift children facing educational challenges.

Together, Epworth Literacy, its partners, and volunteers are shaping a brighter future for students, ensuring that they receive the support they need to thrive both academically and personally.



In this Financial Year...

- 270 students enrolled under LIP and STAR.
- 473 parents supported through the programmes.
- 253 families served.
- 12,860 hours of LIP and STAR lessons.



LOOKING BACK WITH THANKSGIVING

Epworth Student Care Centres (SCCs) are currently operating in Anglo-Chinese School (Primary) and Anglo-Chinese School (Junior). We provide a caring, safe and conducive environment for children whose parents are unable to look after them during the day because of work commitments. Creating a stable home-away-from-home environment at each centre is important so that students can spend their time meaningfully and be positively nurtured in their mental well-being.

Celebrating Achievements

Since the establishment of our first school-based student care centre in 2009 at ACS(P), Epworth has operated at Hong Kah Primary between 2011 to 2014, and Bukit View Primary between 2013 to 2017, and thereafter, ACS(J) in 2020. Over the past 14 years, we have served 941 students, with 115 students currently enrolled at ACS(P) and 74 at ACS(J). Throughout this journey, we have built strong partnerships with schools and parents, working closely to ensure the well-being of our students while aligning with the school and Ministry of Social and Family Development (MSF) guidelines.

On 14 Nov 2024, we celebrated the achievements of our students during the Annual Award Presentation and Primary 6 Graduation Day at both SCCs. There were 3 award categories – Rising Star (Most Improved Student), Shooting Star (Most Helpful/Kind), and Shining Star (Model Student)—which were presented to each grade level, along with a voucher and a certificate of achievement. Additionally, students were recognised with the Character Champion Badge for their outstanding performance throughout the year.

Separately, both SCCs received Grade A in the MSF Student Care Fee Assistance (SCFA) Administrator Audit for 2023/2024. The audits, held on 30 May 2024 at SCC@ACS(P) and 6 Jun 2024 at SCC@ACS(J), reflect our continued commitment to maintaining the highest standards of care and compliance.

Holistic Development: Programmes for Growth and Well-Being

Various programmes were carried out in the year in review, and were designed to nurture the physical, emotional, social, and intellectual development of our students:



Physical Development: Each day, an hour is dedicated to enhancing students' motor skills through sports and games. During the Dec 2023 and Jun 2024 school holidays, students enjoyed enriching learning journeys to places such as Qian Hu Fish Farm, LKC History Museum, Gardens by the Bay, and Kidz Splash at Safran Punggol, fostering both fun and learning.

Moral and Emotional Development: Our focus on Growth Mindset helps students express themselves, respect their peers' opinions, and cultivate resilience in facing challenges.

Social Development: We foster social skills and cultural appreciation through celebrations of Singapore's diverse cultures. Quarterly birthday celebrations, along with special events for Chinese New Year, National Day, Racial Harmony Week, Mooncake Festival, Deepavali, and Christmas, help students understand and appreciate the importance of the various festivals.

Intellectual Development: To support academic growth, we allocate at least an hour each day for students to complete their schoolwork, revise, and work on supplementary materials provided by parents or teachers, ensuring a balance between learning and play.

As we look back on this impactful year, we are grateful for the capable leadership and dedicated staff who strive to create a supportive and nurturing environment for the students.



In this Financial Year...

- 265 students were under the care of SCC.
- 240 families served.
- 46 extra-curricular events were held.
- 970 hours of lesson and engagement sessions held.

EMPOWERING YOUTHS AND THEIR PARENTS

To promote mental well-being, the programmes and services of Epworth Family Welfare (EFW) are aimed at addressing at-risk behaviours of children and youths. These programmes and services are designed to mend and build stronger relationships between family members, in particular, parents with their children and youths. The department works closely with the Ministry of Social and Family Development (MSF) on various fronts.

Pioneering New Expertise

Since Feb 2024, Cai Huitian, Assistant Manager for Epworth Family Welfare, has been undertaking an externship with Functional Family Therapy (FFT) USA, marking the initial step toward becoming an FFT supervisor. Once qualified, Huitian will be among the first FFT supervisors in Singapore outside of the Ministry of Social and Family Development (MSF), a significant milestone for Epworth.

She will play a key role in overseeing Pre-FGO FFT practitioners within Epworth, driving greater expertise in therapeutic family interventions. This accomplishment not only reflects Epworth's commitment to advancing professional development but also strengthens its capacity to provide high-quality, evidence-based support for families in need.

Leading the Conversation

Epworth Family Welfare is honoured to be presenting at two Singapore conferences.

Felin, Manager for Epworth Family Welfare and Huitian will be leading a master class at the Youth Outreach Conference – Meeting the NEETs (Not in Education, Employment or Training), from 25 to 27 Sep 2024. This is an inaugural Youth Outreach Conference organised by Fei Yue Community services with the support of Youth Worker Association Singapore (YWAS).

The conference will bring together a myriad of international speakers, local social service practitioners, educators and policymakers enabling them to engage in comprehensive discussion on the emerging challenges faced by NEET youths and showcase the different programmes and services available to support this population.



Additionally, Elijah Chin, Senior Counsellor, will co-present a workshop with MSF at the Singapore Family Therapy Conference on 17 Oct 2024, which aims to promote Family / Systemic work in Singapore to all practitioners.

Empowering Youths for Resilience

Moving forward, Family Welfare will be looking to engage more schools and their students through talks and group workshops. These initiatives aim to equip students with vital life skills to enhance resilience, foster healthier relationships, and better manage personal challenges.

By focusing on early intervention and equipping youths with practical tools for emotional and relational well-being, Family Welfare strives to continue to play an active role in shaping a supportive and empowering environment for young people, helping to cultivate more resilient communities.



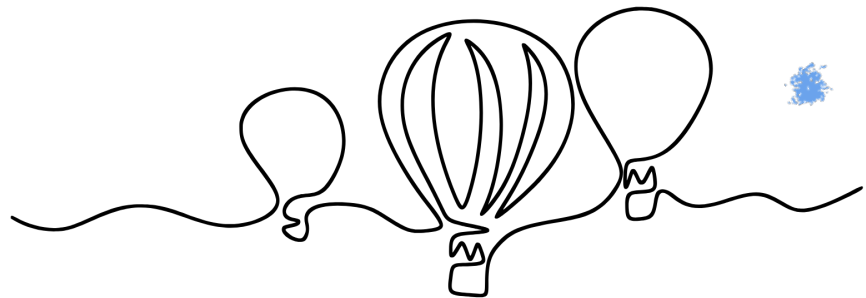
In this Financial Year...

252 families served.

277 children and youths served.

399 parents served.

1,246 hours of engagement and intervention work completed.



CONNECTING AND TRANSFORMING LIVES



Epworth Community Services was appointed by the Ministry of Social and Family Development (MSF) to set up the first Fostering Agency on 1 September 2015. At Epworth Foster Care, we aim to provide quality care and support to foster parents and foster children, while the reintegration of foster children with their natural families are being worked on.

Epworth Foster Care has been working in partnership with the Ministry of Social and Family Development (MSF) in supporting foster families in caring for the foster children under their care.

Strengthening our Network of Support

During the year in review, Epworth Foster Care made significant strides in raising awareness through targeted recruitment events and delivering impactful programmes that empowered both foster parents and children,

On 9 Sept 2023, we hosted our first Foster Parent Orientation for newly approved foster parents, with five pairs of foster parents in attendance. The orientation introduced foster parents to Epworth's services and outlined key administrative procedures before, during, and after welcoming a foster child into their care.

Feedback from participants highlighted how the session provided clarity on their roles and created an opportunity to connect with other foster parents. A second orientation, held on 22 Jun 2024, saw the participation of seven foster parents, further strengthening our network of support.

To further support our foster parents, on 4 May 2024, we engaged Clinical Psychologist Dr Quah Saw Han to lead a trauma-informed workshop at the e2i Centre. This session, open to foster parents from all fostering agencies, deepened participants' understanding of trauma's impact on children and offered trauma-informed strategies for managing behaviours.

Additionally, on 25 May 2024, we partnered with MINDS to host a workshop focused on managing behaviours of children and youth with special needs, providing valuable insights and resources for caregivers.

Recognising the importance of self-care for caregivers, we organised a self-care art workshop for foster parents in collaboration with Red Pencil on 20 Jan 2024. This initiative gave foster parents an opportunity to engage in a creative and therapeutic activity, allowing them to recharge and focus on their well-being.

Building Essential Skills

We also prioritised emotional development for foster children through our Feelings Explorer ; Emotional Regulation Groupwork. This interactive series is a six-week programme held from 21 Oct to 25 Nov 2023. The programme helped foster children learn how to identify, express, and regulate their emotions, equipping them with essential emotional tools.

On 31 May 2024, we partnered with Junior Achievement Singapore (JA) to offer two Financial Literacy Workshops for children and youths from various fostering agencies.

On 14 Jun 2024, we organised a laser tag event for foster youths, providing a fun and interactive space for them to bond.

Celebrating Milestones

One of the highlights of the year was our 8th Anniversary Event, held on 2 Dec 2023. The superhero-themed carnival-style event brought foster families together in a fun and engaging way, where they donned creative superhero costumes and enjoyed interactive game booths. These games were designed to promote communication and teamwork, while also celebrating the dedication of our long-serving foster parents and regular volunteers.

Impactful & Meaningful Collaborations

Throughout the year in review, we were fortunate to collaborate with various community partners. In Dec 2023, XCL Academy sponsored Christmas gifts, delivering them to foster homes. In Mar 2024, DIY Art Kits for mobile phone straps were sponsored by 32CM, offering foster children a creative outlet during the school holidays. In Jun 2024, staff from Michelin organised an outing to the MINT Museum for foster children, engaging them in an exciting Amazing Race event

Looking back, it was an eventful and impactful year for Epworth Foster Care. We remain dedicated to enhancing the services we provide to foster families and will continue working to create a supportive, enriching environment for both foster parents and children in the coming year.



In this Financial Year...

- 169 foster and kinship care children served.
- 155 foster, kinship, and natural families served.
- 275 foster, kinship, and natural parents served.
- 3,148 hours of face-to-face sessions and home visits completed.



CELEBRATING A DECADE OF EXCELLENCE



The mission of HomeSweetHome (HSH) as a Therapeutic Group Home (TGH) is to meet the needs of children (Boys from 7 to below 12 years who are assessed by MSF to have moderate to high needs) who present with severe emotional and behavioural dysregulation and/or sexualised behaviours, and as such, requiring specialised and intensive care and treatment for a discrete period of time (12-18 months).

HSH's objective is to provide trauma-informed care treatment in a safe and nurturing environment to help the Children and Young Persons (CYPs) recover from their past traumatic experiences and promote their overall well-being.

On 12 Jan 2024, Epworth HomeSweetHome (HSH) celebrated its 10-year anniversary, marking a decade of commitment to transforming the lives of children through trauma care. Since its inception in 2013, HSH continues to play an important role in Singapore's child protection landscape.

During the year in review, HSH supported 12 residents through their trauma systems therapy (TST) treatment. TST is a model of care for traumatised children that addresses both the individual child's emotional needs as well as the social environment in which he or she lives in. By going beyond trauma-focused intervention with our residents, HSH actively works to improve their environments and cultivate strong, supportive networks, empowering them to build resilience and thrive despite their past challenges.

Excellence through Training and Community Engagement

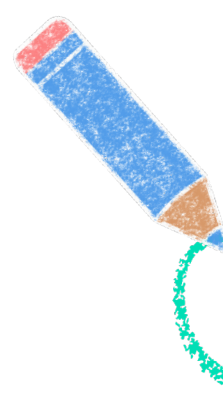
At HSH, our commitment to excellence is reflected in our continuous focus on professional development and community engagement. In the past year, 7 new staff were trained in trauma-informed care and the application of TST. Additionally, we are working to certify existing staff as in-house TST expert practitioners. This ensures that the HSH team continues to deliver evidence-based treatment with the highest fidelity, maintaining our standard of care.

Community engagement remains central to our work, allowing volunteers to engage and provide enriching experiences to our residents whilst raising awareness on the work of HSH and trauma-informed care. HSH continues to actively involve volunteers in programmes and workshops for residents. Highlights of activities conducted in the year in review include; Sneakers Art Jamming and Acrylic Bear Pour workshop, in collaboration with volunteers from UOB. HSH continues to partner with long-term supporters like Michelin; building up strong relationships with community partners.



A Vision for the Future

We are deeply grateful to our dedicated colleagues and volunteers, whose tireless support have been essential to the success of our programmes. As we look ahead, HSH remains unwavering in our commitment to excellence in trauma care and the organisation's mission to cultivate resilience and foster beautiful minds in the individuals we serve.



In this Financial Year...

- 12 residents served.
- 25 parents/ caregivers served.
- 12 families served.
- 351 hours of counselling and therapy sessions.



DEDICATION TO HEALING AND RESILIENCE



The Centre for Positive Recovery (CPR) started its operations in Mar 2022, providing therapeutic programmes and services for children and youth between the ages of 6 to 18 years, as well as their caregivers. In particular, to those who have been affected by trauma such as abuse, neglect, parental divorce, bullying and the loss of loved ones. CPR's multi-disciplinary team consists of Psychologists, Counsellors and Social Workers; who apply evidence-based approaches in the running of the trauma-informed programmes and services. Specialised programmes and services provided include:

- Trauma Treatment Care for Children and Adolescents
- Family Therapy and Individual Counselling
- Parenting for Caregivers
- Trauma-Informed Intervention for Foster Families
- Trauma-Informed Trainings and Workshops

Since its inception, CPR has made meaningful strides in raising awareness and fostering community engagement through collaborative efforts and strategic partnerships. Committed to advocating for trauma-informed responses, CPR focuses on empowering communities and providing enhanced support to individuals affected by trauma. The team has launched several initiatives aimed at educating the public, promoting understanding of trauma, and cultivating empathy. These efforts reinforce CPR's dedication to healing and resilience, positioning the organisation as a key advocate for trauma-informed care within the community.

Strengthening Support: President Tharman's Visit to CPR

On 20 Feb 2024, Epworth hosted President Tharman Shanmugaratnam and Ms Jane Ittogi at our Literacy Centre (Jurong West) and Centre for Positive Recovery. During their visit, Mr President and Ms Ittogi had the opportunity to learn more about CPR's work and how we are helping support children and youths overcome adverse childhood experiences and early childhood trauma.



Expanding Horizons: CPR's Community Outreach Initiative

On 20 Jan 2024, CPR participated in the "More Green, Less Screen" community outreach event at Sembawang Park, aimed at increasing awareness of CPR's services and programmes. This initiative engaged the community through interactive activities, providing a platform to educate participants on trauma recovery and effective community support strategies. Attendees gained valuable insights into the importance of trauma-informed care and the range of resources available to support individuals in need, which were highlighted as crucial components of mental health and well-being.

Networking for a Cause: Building Stronger Support Systems

In collaboration with the Bukit Batok Green Ribbon Taskforce, the Youth Mental Health Connect event was held on 27 May 2024 at TAVA by Talent Beacon. This event offered valuable networking opportunities with other mental health providers, where CPR shared its expertise in trauma-informed care practices within the community. The event was attended by Mr. Murali Pillai, Adviser to the Bukit Batok Grassroots Organisations, providing a platform for meaningful exchanges on mental health and trauma support systems.

Transformative Learning: Trauma in Children and Youth

On 19 Jun 2024, a total of 52 attendees from various departments at Epworth participated in an internal Quarterly Learning Practice session conducted by CPR on the topic of "Understanding Trauma in Children and Youth". This platform facilitated knowledge sharing on how trauma affects children and youth, their perceptions and responses, and effective strategies for staff to support them.

On 23 Jul 2024, CPR conducted a training titled "Trauma-Informed Care Practice in Schools" at Park view Primary School. A total of 14 school counsellors from the East 6 Cluster attended the training, which provided strategies to support students, teachers, and parents affected by trauma. The training enabled school counsellors to create a nurturing, safe, and supportive environment within their schools.

On 30 Jul 2024, CPR hosted a networking session, "Cambodian Counsellors Connect," welcoming 4 trained Cambodian counsellors and leaders. The session explored trauma-specific approaches and facilitated a meaningful exchange on Singapore's trauma landscape and CPR's interventions. This event paved the way for international collaboration, enhancing the exchange of knowledge and resources in trauma care beyond Singapore.

Driving Change: CPR's Research Innovations

CPR submitted research abstracts for the Woofoo 3A Project and the MSF Asian Family Conference, focusing on refining existing practices, shaping future interventions, and enhancing treatment efficacy for foster families. The research highlighted innovative approaches to improving support systems, policies, and practices in foster placement stability.

Through targeted outreach events, strategic partnerships, knowledge-sharing sessions, and international collaborations, CPR will continue to expand its impact by educating, empowering, and supporting individuals and communities affected by early childhood trauma. Through its efforts, CPR is dedicated to driving positive change, building resilient support systems, and contributing to the overall well-being of those it serves.

In this Financial Year...

- 608 sessions of conselling and intervention completed.
- 1,216 hours of conselling and intervention sessions completed.
- 44 parents served.
- 35 children and youths served.



FUELING GROWTH THROUGH OUR PEOPLE



The Human Resources (HR) department is a key function within any organisation, entrusted with the management of its most valuable asset—its people. As a strategic partner to both employees and management, the HR department plays a pivotal role in ensuring the organisation attracts, retains, develops, and engages a skilled and diverse workforce to achieve its goals and objectives.

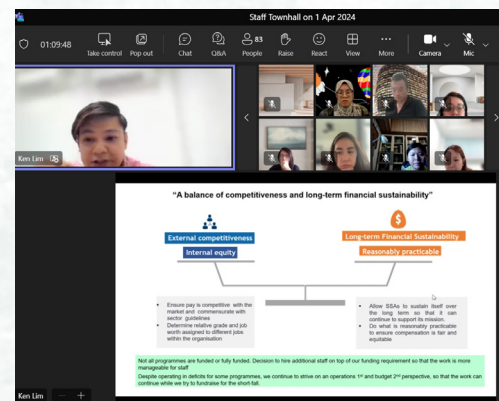
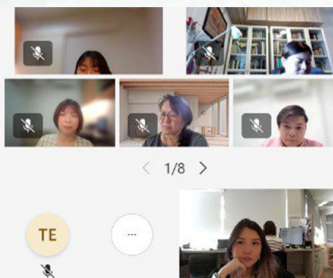
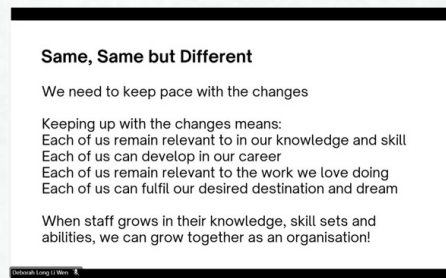
Epworth is dedicated to fostering a supportive and growth-oriented environment for our staff. To encapsulate this, the HR department has been pivotal in driving new people initiatives that prioritise the well-being and development of staff. With the goal to enhance employee satisfaction, improve competencies, and ensure opportunities for continuous professional development.

Enhancing the Work We Do

In the year in review, we adopted the technical skills and competencies (TSC) and Critical Core Skills (CCS) framework to define the Key Result Areas (KRAs). This approach allowed us to clearly define staff's critical work functions while providing a structured method to assess performance. By aligning the KRAs with TSC and CCS, we have created a more targeted framework for staff training and development, ensuring that skill enhancement is tailored to the needs of both the individual and the organisation.

In Sept 2023, we conducted a comprehensive review and revision of our HR policies, resulting in updates to 36 existing policies and the introduction of 5 new policies focused on compensation, training, and staff benefits. These changes were made to align with current industry trends and to incorporate progressive HR practices, so as to enhance staff recruitment and retention.

During a Townhall session held in Apr 2024, staff were also provided insights into the NCSS Salary Guidelines and the principles of Total Rewards in Compensation. This session aimed to increase transparency and understanding of compensation structures.



Bonding & Comradeship

Recognising that our staff are our greatest asset, we have implemented a variety of initiatives to promote a positive and healthy work environment. Alongside complimentary health screenings and access to confidential, paid one-on-one counselling sessions through NCSS-affiliated providers, the HR department has organised wellness and engagement activities, such as yoga sessions and pottery classes, aimed at fostering stronger bonds among staff. Through these efforts, we hope to contribute to strengthening team morale and creating a supportive workplace culture.



Learning & Development

Central to our people strategy is our commitment to enhancing the skills and capabilities of our staff, equipping them to be future-ready and fostering a growth mindset. We encourage all employees to take ownership of their learning journey, providing them with the tools and resources to continuously develop their expertise.

In addition to training on technical competencies, selected key staff members were trained in enterprise risk management and change management to better navigate the evolving challenges within the sector. Staff also received training in areas beyond their core roles, such as cybersecurity, first aid, and workplace safety and health, ensuring they are well-rounded and equipped to handle diverse workplace scenarios.

Beyond this, our focus on personal development extended to supporting further education. Through the NCSS Professional Development Sponsorship, we awarded joint sponsorships to two employees, enabling them to pursue further studies in social work.

In this Financial Year...

8 corporate events were held.

90 staff sent for training.

221 training sessions attended by staff.

A YEAR OF COLLECTIVE IMPACT

The work of Epworth’s Community Relations department focuses on the recruitment and management of volunteers, fundraising, managing of Epworth’s social media accounts, as well as the planning and executing of Epworth’s events.

Enriching Lives through Volunteering

Over the last financial year, like-minded individuals came together to support at-risk children, youths and their families. Together, we have created a stronger, more meaningful impact in the lives of those we serve.

Epworth partnered with corporates, educational institutes and other volunteer groups to deliver a variety of enriching programmes. Highlights included a photography workshop by NUS Office of Risk Management and Compliance (ORMC); a thrilling carnival planned by Recruit Express; and, and a creative sneaker decorating session with staff from UOB’s Office for Risk Management.

Educational institutions such as Temasek Junior College, Anglo-Chinese School, and National Junior College also contributed by planning a guitar workshop, a mini sports day, and an engaging science experiment session, respectively.

We partnered with over 19 volunteer groups in the year in review, this includes:

Corporates	Learning Institutions and Others
Recruit Express	Ngee Ann Polytechnic
United Overseas Bank	Singapore Institute of Technology
Teekay Marine	Temasek Junior College
UBS	Hwa Chong Institution
UOB Office for Risk Management	River Valley High School
Michelin	Anglo-Chinese Junior College
Salesforce	National University of Singapore
	Anglo-Chinese School (Barker Road)
	HerePhoGood
	Shine x YouthCorps



Since its inception in 2019, Project Lightbulb has been a strong source of support for underprivileged children needing extra academic assistance. In addition to tutoring, our volunteers provide mentorship; offering moral support and encouragement to the children. In the year in review, 31 volunteers generously contributed 250 hours of their time, benefiting 24 children.

For the past 11 years, Epworth Literacy has been running kidsREAD, a reading initiative by NLB. Our committed volunteers conducted 42 kidsREAD sessions, benefiting 26 children in their journey toward literacy.

Epworth also hosted its annual Volunteer Appreciation Event, bringing together 20 new and experienced volunteers. The event helped volunteers align their goals with Epworth’s vision and mission while fostering stronger bonds between staff and volunteers through shared activities and discussions.

In the year in review, we are deeply grateful to the 799 dedicated volunteers who partnered with Epworth, making a meaningful impact on 1,217 children, youths, and families through our programmes.



Empowering Lives through Giving

In the year in review, Epworth ran 5 major fundraising campaigns:

Campaign	Campaign Period
Trauma to Triumph	August 2023 – October 2023
Give and Feast 4	November 2023 – December 2023
Soaring with the Learning Champ	January 2024 – March 2024
Fundraising Gala Dinner	January 2024 – May 2024
Bridges towards Brighter Futures	June 2024 – July 2024

Through these fundraising initiatives, we raised a total of \$1,499,326, allowing us to continue our work in transforming the lives of those we serve.

Epworth held its Gala Dinner on 26 April 2024, at One Farrer Hotel. The theme for this year's fundraising dinner is 'Threads of Hope, Fabric of Healing' – it depicts how Epworth's programmes and services are like threads woven together into a fabric of healing for our beneficiaries. Highlights included a song item performed by children from our Student Care Centres and Literacy Centres, an exciting auction segment, and a captivating e-book narration of "I Really, Really Don't Feel Well!" authored by Emily Lim-Leh and illustrated by Josef Lee, in collaboration with Epworth.

The Gala Dinner served not only as a fundraiser but also as a celebration of our collective commitment to Epworth's cause. We are grateful to all who contributed to making this event a resounding success, allowing us to continue making a positive impact in the lives of those we serve.



Elevating Lives through Awareness

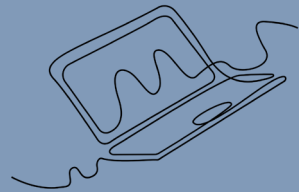
We utilised various social media platforms to meaningfully engage with our followers. Short videos and reels, created in-house by our staff, highlighted the importance and impact of our work.

In the year in review, we saw a growth in both social media followings and engagement. We now have 6,575 followers and achieved 33,501 organic reaches across all platforms.

We are grateful to our partners and supporters who have been instrumental in enabling Epworth to expand our reach and serve more individuals. With your support, we can continue creating a brighter future for at-risk children, youths, and families.

In this Financial Year...

- 732 programmes and tutoring sessions were held.
- 373 project lightbulb tuition befriending sessions held.
- 1,317 hours of volunteer engagement.
- 33,501 persons reached through Epworth's Facebook and Instagram pages organically.



MAJOR DONORS AND PARTNERS

With grateful appreciation to our donors & partners in FY23/24
We can do so much more because of your giving

DIAMOND (\$50,000 & Above)

Mr Cavinder Bull

PLATINUM (\$15,000 - \$49,999)

ACS (International)
Catherine Ong Associates Pte Ltd
Dr Tan Thong Kwan Benjamin
Fu Foundation Ltd
Mr and Mrs Wen Tai and Karen Tan

Ms Sng I-Hsien Riselle
Sayampanathan
Teekay Marine (Singapore) Pte Ltd
The Majority Trust

GOLD (\$10,000 - \$14,999)

DLOH Strategic Development Pte Ltd
Dr Ivy Ng
Mr Chen Chee Yan David
Mr Michael Lim

Mr Chen Voon Hoe
Ms Irene Chan Kim Geok
Tan Chin Tuan Foundation
Yeoman Capital Management Pte Ltd

SILVER (\$5,000 - \$9,999)

Dr Ngoi Sing Shang
Dr Phay Yew Ming
Dr Vivian Balakrishnan
Mr Brian Ng
Mr Caesar Tan
Mr Edmund Bek
Ms Frances Cheo (Hwang)
Mr & Mrs Mark & Valerie Tan
Mr Quek Peck Lim

Mr Tan Khye Suan
Mr Tan Wei Jie
Mr & Mrs Wendell & Janette Wong
Ms Winnie Ang
Ms Yvonne Lim
KC Group Pte Ltd
K&L Gates Straits Law LLC
Recruit Express Pte Ltd
Seraphim Holdings Private Limited

With Special Thanks to:



UBS Optimus
Foundation



We also wish to acknowledge the 30 donors who have donated
and requested to remain anonymous.

FACTS AND FIGURES

Programmes & Services	Total hours	No. of persons served
Epworth Literacy	12,860	743
Epworth Student Care	970	777
Epworth Family Welfare	1,246	887
Epworth Foster Care	3,148	488
Epworth HomeSweetHome	351	37
Centre for Positive Recovery	1,216	79
Community Relations	1,317	1,217
TOTAL	21,108	4,228

Roles	Full-time & Part-time Staff	Temporary Staff (including Interns & Trainees)
Administrative & Support Staff	26	1
Counsellors / Case Workers	8	-
Social Workers	21	-
Psychologists	4	-
Teaching Staff	20	-
Programme Support Staff	11	11
Residential Care Workers	12	-
TOTAL	102	12

2024 FINANCIALS

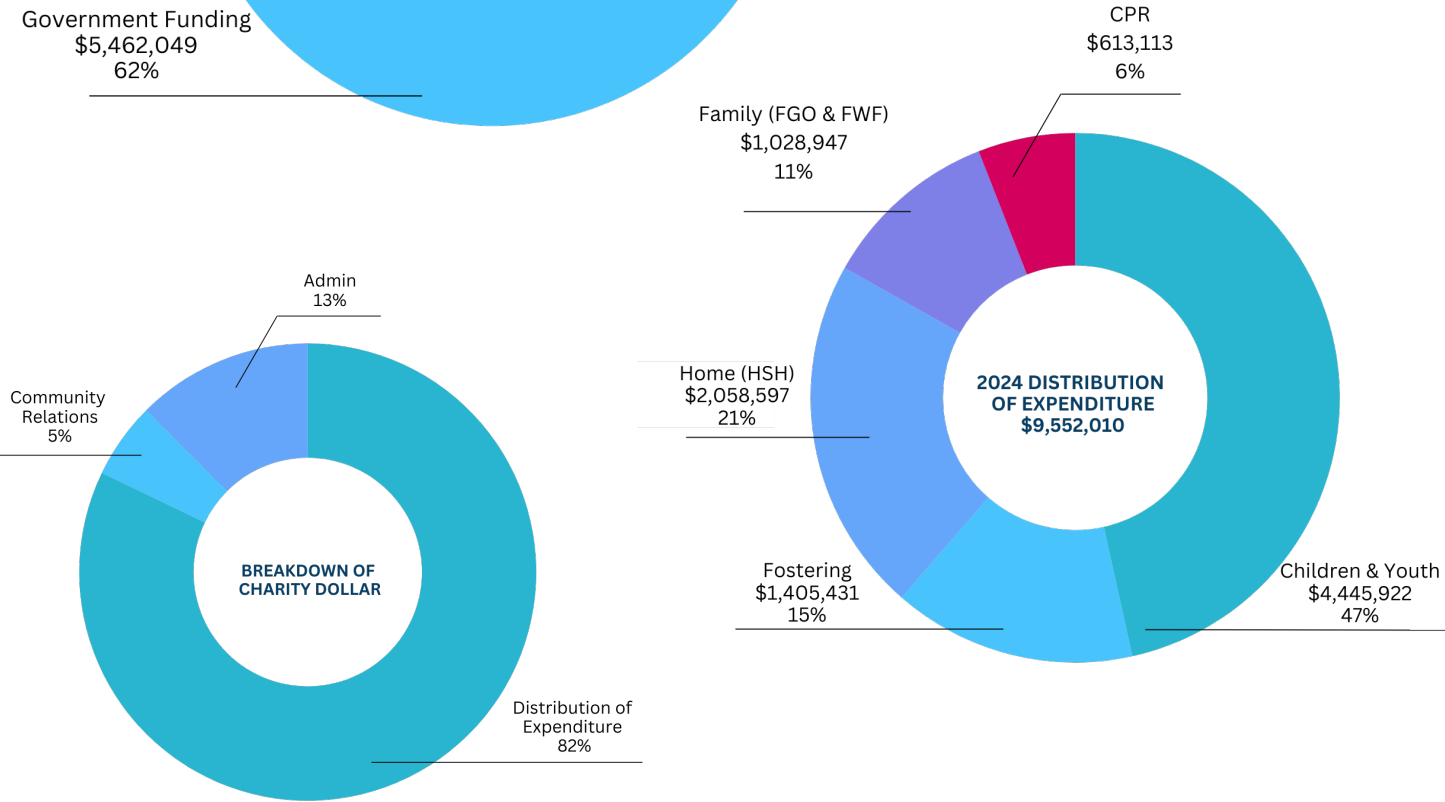
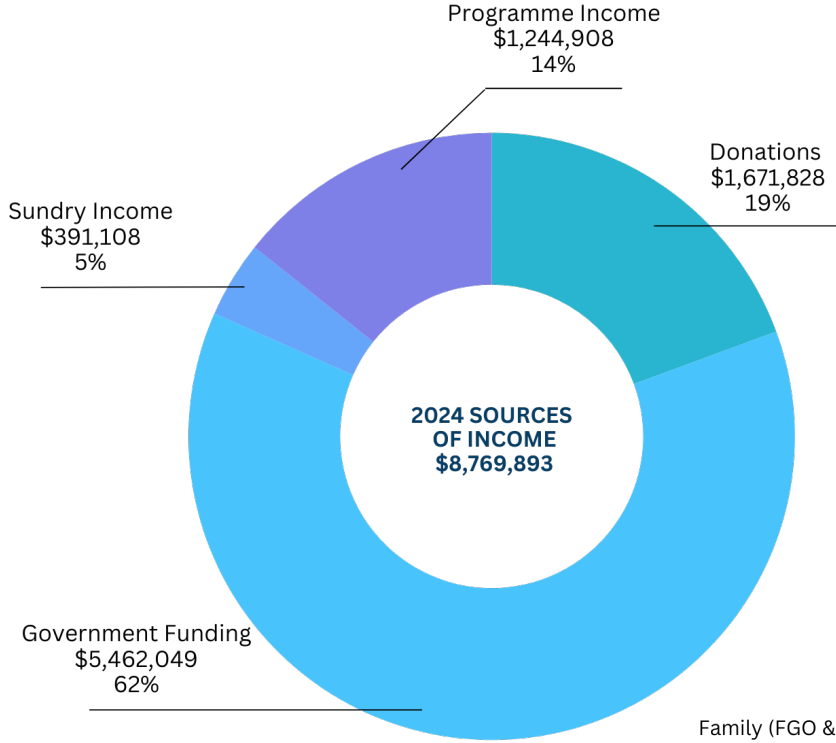
Total income and total expenditure for the financial year amounted to \$8,769,893 and \$9,552,010 respectively, resulting in a deficit of (\$782,117).

The accumulated fund stands at \$2,807,209. Also included the restricted funds from Epworth Foster Care for amount \$119,972, Epworth Home Sweet Home for amount \$204,211, Epworth Pre-FGO Services for amount \$464,643. For Epworth Literacy and STAR, the deficit of (\$899,226) and (\$573,122) in restricted funds, respectively, are covered by donations and other Government funds from Epworth. Included in the general funds is a Reserve Policy Fund of \$1,500,000.

Epworth is working towards building up its reserve so as to improve the organisation's financial sustainability. Comprehensive fundraising plans are in place to reach this goal.

There were 5 main fundraising campaigns held in the Financial Year. Total raised from the 5 main fundraising campaigns was \$1,499,326. The fundraising efficiency ratio for the Financial Year 2023/2024 is 5.86%.

The audited financial statements for the financial year ended 31 Jul 2024 are available in the Annexe.



GOVERNANCE EVALUATION CHECKLIST

BOARD GOVERNANCE

Induction and orientation are provided to incoming Board members on joining the Board.	Complied
Are there Board members holding staff* appointments?	No
There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	Complied
All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	Complied
The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	Complied
Are there Board member(s) who have served for more than 10 consecutive years?	No
There are documented terms of reference for the Board and each of its Board committees.	Complied

CONFLICT OF INTEREST

There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	Complied
Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	Complied

STRATEGIC PLANNING

The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	Complied
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GOVERNANCE EVALUATION CHECKLIST

HUMAN RESOURCE AND VOLUNTEER* MANAGEMENT

The Board approves documented human resource policies for staff.	Complied
There is a documented Code of Conduct for Board members, staff* and volunteers* (where applicable) which is approved by the Board.	Complied
There are processes for regular supervision, appraisal and professional development of staff*.	Complied
Are there volunteers* serving in the charity?	Yes
There are volunteers* management policies in place for volunteers*.	Complied

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	Complied
The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	Complied
The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	Complied
The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	Complied
The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	Complied
Does the charity invest its reserves, including fixed deposits?	Yes
The charity has a documented investment policy approved by the Board.	Complied

FUNDRAISING PRACTICES

Did the charity receive cash donations (solicited or unsolicited) during the year?	Yes
All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	Complied
Did the charity receive donations-in-kind during the year?	No

GOVERNANCE EVALUATION CHECKLIST

Year ended 31 July 2024

DISCLOSURE AND TRANSPARENCY

The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	Complied
Are Board members remunerated for their Board services?	No
Does the charity employ paid staff?	Yes
No staff is involved in setting his or her own remuneration.	Complied
The charity discloses in its annual report: (i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff*, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and (ii) If any of the 3 highest paid staff* also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff* receives more than \$100,000 in annual remuneration each.	Complied
The charity discloses the number of paid staff* who are close members of the family* of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff* who are close members of the family* of the Executive Head or Board Member, who receives more than \$50,000 during the year.	Complied

PUBLIC IMAGE

The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	Complied
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ANNEXE

EPWORTH COMMUNITY SERVICES
FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED
31 JULY 2024

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EPWORTH COMMUNITY SERVICES

STATEMENT BY THE BOARD

On behalf of the Board, we, Dr. Tan Thong Kwan Benjamin and Choo Tuck Wai, being the Chairman and Treasurer of Epworth Community Services (the "Society") respectively, do hereby state that in our opinion, the financial statements set out on pages 5 to 24 are properly drawn up in accordance with the Societies Act 1966, the Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore so as to present fairly, in all material respects, the financial position of the Society as at 31 July 2024 and of its financial performance, changes in funds and cash flows of the Society for the financial year ended on that date.



Dr. Tan Thong Kwan Benjamin
Chairman



Choo Tuck Wai
Treasurer

23 October 2024

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
EPWORTH COMMUNITY SERVICES****Report on the Audit of the Financial Statements*****Opinion***

We have audited the accompanying financial statements of Epworth Community Services (the "Society") as set out on pages 5 to 24, which comprise the balance sheet as at 31 July 2024, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the Societies Act 1966 (the "Societies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the financial position of the Society as at 31 July 2024 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 Board is responsible for the other information. The other information obtained at the date of this auditor's report is the Statement by the Board as set out on page 1 and the Annual Report for the financial year ended 31 July 2024, 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
EPWORTH COMMUNITY SERVICES (cont'd)**

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
EPWORTH 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.

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

Report on Other Legal and Regulatory Requirements

In our opinion,

- (i) the accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- (ii) the fund-raising appeals held during the financial year ended 31 July 2024 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 appeals.

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 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.



Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

23 October 2024

EPWORTH COMMUNITY SERVICES

STATEMENT OF COMPREHENSIVE INCOME
For the financial year ended 31 July 2024

	Note	2024 \$	2023 \$
Income			
Amortisation of capital grants	13	623,322	501,715
Donations	4	1,671,828	1,532,987
Government grants	5	4,838,727	4,931,809
Programme income		1,244,908	1,356,958
Sundry income	6	391,108	671,097
Total income		8,769,893	8,994,566
Less expenditure			
Depreciation - property, plant and equipment	9	809,359	691,240
Depreciation - right-of-use assets	10	229,443	177,929
Rental of premises	10	16,464	23,446
Staff costs	7	7,173,907	6,253,919
Other operating expenses	8	1,322,837	1,419,165
		9,552,010	8,565,699
Net (deficit)/surplus and total comprehensive (loss)/income for the financial year		(782,117)	428,867

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

EPWORTH COMMUNITY SERVICES

BALANCE SHEET

At 31 July 2024

	Note	2024 \$	2023 \$
Non-current assets			
Property, plant and equipment	9	592,594	1,303,577
Right-of-use assets	10	264,711	288,002
		<hr/> 857,305	<hr/> 1,591,579
Current assets			
Other receivables	11	605,355	1,036,457
Fixed deposits	12	2,210,346	2,150,634
Cash and bank balances		1,968,336	1,775,976
		<hr/> 4,784,037	<hr/> 4,963,067
Total assets		<hr/> 5,641,342	<hr/> 6,554,646
Non-current liabilities			
Capital grants	13	383,225	881,997
Other payables	14	455,700	395,000
Lease liabilities	10	81,933	100,764
		<hr/> 920,858	<hr/> 1,377,761
Current liabilities			
Lease liabilities	10	111,955	145,175
Other payables	14	1,801,320	1,442,384
		<hr/> 1,913,275	<hr/> 1,587,559
Total liabilities		<hr/> 2,834,133	<hr/> 2,965,320
Net assets		<hr/> 2,807,209	<hr/> 3,589,326
Funds			
Accumulated funds	15	2,807,209	3,589,326

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

EPWORTH COMMUNITY SERVICES

STATEMENT OF CHANGES IN FUNDS

For the financial year ended 31 July 2024

	Accumulated funds \$
Balance at 1 August 2022	3,160,459
Net surplus and total comprehensive income for the financial year	428,867
	<hr/>
Balance at 31 July 2023 (Note 15)	3,589,326
Net deficit and total comprehensive loss for the financial year	(782,117)
	<hr/>
Balance at 31 July 2024 (Note 15)	2,807,209
	<hr/>

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

EPWORTH COMMUNITY SERVICES

STATEMENT OF CASH FLOWS

For the financial year ended 31 July 2024

	Note	2024 \$	2023 \$
Cash flows from operating activities			
(Deficit)/surplus for the financial year		(782,117)	428,867
Adjustments for:			
Amortisation of capital grants	13	(623,322)	(501,715)
Depreciation - property, plant and equipment	9	809,359	691,240
Depreciation - right-of-use assets	10	229,443	177,929
Property, plant and equipment written off		34	—
Interest income	6	(64,234)	(48,289)
Interest expenses	10	9,096	13,515
Operating cash flows before working capital changes		(421,741)	761,547
Receivables		(33,932)	211,894
Payables		415,540	(614,744)
Grants		550,821	283,106
Net cash generated from operating activities		510,688	641,803
Cash flows from investing activities			
Purchases of property, plant and equipment	9	(133,854)	(922,076)
Interest received		45,757	31,991
Net cash used in investing activities		(88,097)	(890,085)
Cash flows from financing activities			
Repayments of lease liabilities	10	(161,423)	(152,774)
Interest paid on lease liabilities	10	(9,096)	(13,515)
Net cash used in financing activities		(170,519)	(166,289)
Net change in cash and cash equivalents		252,072	(414,571)
Cash and cash equivalents at beginning of the financial year		3,926,610	4,341,181
Cash and cash equivalents at end of the financial year		4,178,682	3,926,610
Cash and cash equivalents comprise:			
Cash and bank balances		1,968,336	1,775,976
Fixed deposits		2,210,346	2,150,634
		4,178,682	3,926,610

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

EPWORTH COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2024

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

1 General information

Epworth Community Services (the “Society”) is registered in Singapore under the Singapore Societies Act.

The Society offers programmes and services to help children, youth and their families in the local communities. Services include Epworth Literacy, Epworth Student Care, Epworth Family Welfare, Epworth Foster Care and Epworth HomeSweetHome.

The headquarters is located at Blk 106 Bukit Batok Central, #01-217, Singapore 650106.

The principal services of the Society are as follows:

Epworth Literacy

Epworth Literacy provides an aggregation of intervention programmes and services to help children overcome learning challenges so that they can cope with formal education. These programmes includes, the Literacy Intervention Programme, STAR Behavioural Modification Programme and Epworth Literacy and Behaviour Intervention Programme.

Epworth Student Care

Epworth Student Care provides a caring, safe and conducive environment for children whose parents are unable to look after them during the day. This ensures that students can spend their time meaningfully and be positively nurtured in their mental well-being.

Epworth Family Welfare

Epworth Family Welfare are aimed at addressing at-risk behaviours of children and youths, and are designed to mend and build stronger relationships between family members. These programmes include, Pre-Family Guidance Order, Family Guidance Order, Functional Family Therapy - Juvenile Justice, Supervised Access and Project Dawn.

Epworth Foster Care

Epworth Foster Care was appointed by the Ministry of Social and Family Development (“MSF”) in September 2015 to be the first Fostering Agency in Singapore. The mission of Epworth Foster Care is to provide quality care and support to foster parents and connect them to a wider network of resources.

Epworth HomeSweetHome

Epworth Community Services was appointed by the Ministry of Social & Family Development (“MSF”) in July 2013 to set up the first Therapeutic Group Home in Singapore. The home, Epworth HomeSweetHome, uses Trauma Systems Therapy as a treatment model to help children who display severe behavioural problems, after having experienced complex trauma and attachment issues.

Epworth Centre for Positive Recovery

Epworth Centre for Positive Recovery (“CPR”) provides specialized therapeutic service to support children, youths and their caregivers in their mental well-being. Using evidence-based approaches, CPR provides counselling, family therapy, and behavioural support to those affected by trauma.

2 Material accounting policies

a) Basis of preparation

The financial statements, expressed in Singapore dollar (“\$”), which is the functional currency of the Society, have been prepared in accordance with the Societies Act 1966 (the “Societies Act”), Singapore Charities Act 1994 and other relevant regulations (the “Charities Act and Regulation”) 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 the Board’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.

The areas involving a higher degree of judgement in applying accounting policies, or areas where assumptions and estimates have a significant risk of resulting in material adjustment within the next financial year are disclosed in Note 3 to the financial statements.

The carrying amounts of cash and cash equivalents, other current receivables and payables (other than lease liabilities) approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

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. Changes to the Society’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 and revised FRSs and INT FRSs did not have any material effect on the financial results or position of 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 Society 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 Society’s financial statements.

2 Material accounting policies (cont'd)

a) Basis of preparation (cont'd)

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 July 2024 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) Property, plant and equipment

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

	Years
Computers	3
Furniture and fittings	5
Office equipment	3
Renovation	Over the remaining lease term

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

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

c) Income recognition

Programme income

Programme income are recognised over the period of provision of services to clients.

Interest income

Interest income is accrued on a time proportion basis, by reference to the principal outstanding and at the interest rate applicable.

Donation income

Donation income is recognised when received.

d) 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 income on the balance sheet and transferred to capital grant on the balance sheet when the grant is utilised. The capital grant is amortised to statement of comprehensive income 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 comprehensive income over the period necessary to match them on a systematic basis to the costs that it is intended to compensate.

2 Material accounting policies (cont'd)

e) Financial assets

Recognition and derecognition

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.

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.

Subsequent measurement

The Society's financial assets at amortised cost include other receivables (excluding prepayments and accrued income), fixed deposits, and cash and bank balances.

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

Impairment

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

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

If the Society has measured the loss allowance for a financial asset at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Society measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

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

f) Financial liabilities

Financial liabilities which comprise other payables (excluding Goods and Services Tax ("GST") payable, advance receipts, deferred income, provision for reinstatement and provision for unutilised leave) and lease liabilities are initially measured at fair value minus directly attributable transaction costs and are subsequently measured at amortised cost using the effective interest method.

2 Material accounting policies (cont'd)

g) Impairment of non-financial assets

Non-financial assets are reviewed for impairment at each balance sheet 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 comprehensive income.

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 income. 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.

h) Income tax

The Society is registered under the Charities Act and is exempt from income tax under the Income Tax Act. As such, no provision for income tax has been made in the financial statements of the Society.

i) Provisions

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

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

Lease 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.

The lease liabilities are presented as a separate line in the balance sheet.

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

2 Material accounting policies (cont'd)

j) Leases (cont'd)

When the Society is the lessee (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 liability, lease payments made at or before the commencement date, initial direct cost, less any lease incentive received.

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

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

The right-of-use assets are presented as a separate line in the balance sheet.

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

3 Critical judgement in applying the Society's accounting policies

In the process of applying the Society's accounting policies, management has made the following judgement that have the most significant effect on the amounts recognised in the financial statements.

Determining the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended.

For leases of premises, the following factors are considered to be most relevant:

- If any leasehold improvements are expected to have a significant remaining value, the Society typically includes the extension option in lease liabilities;
- The Society considers other factors including its historical lease periods and the costs and business disruption required to replace the leased asset.

The assessment of reasonable certainty to exercise extension options is only revised if a significant change in circumstances occurs which affects this assessment, and that is within the control of the lessee.

4 Donations

	2024 \$	2023 \$
Tax exempted	1,153,607	844,289
Non-tax exempted	518,221	688,698
	1,671,828	1,532,987

5 Government grants

	2024 \$	2023 \$
MSF baseline funding	2,097,733	2,460,063
MSF functional family therapy and functional family therapy case management	703,849	712,236
MSF functional family therapy juvenile justice	113,516	110,147
MSF per capita grant	601,385	114,403
MSF pre-FGO screening & outreach	33,345	17,074
MSF life programme	74,635	12,413
National Council of Social Service grants	(18,164)	114,057
MSF reimbursements	337,135	254,037
Care and share grant	—	(186,130)
Invictus fund	—	5,169
Tote board social service fund	525,075	444,020
Sayang-sayang fund	—	47,899
Enhanced fundraising government grant	359,915	651,639
Wages credit scheme	9,920	91,040
Others	383	83,742
	4,838,727	4,931,809

6 Sundry income

	2024 \$	2023 \$
Centre for positive recovery - UBS income	283,748	347,765
Centre for positive recovery - President Challenge Fund	3,931	225,194
Interest income	64,234	48,289
Other grant and subsidies	34,762	41,929
Others	4,433	7,920
	391,108	671,097

7 Staff costs

	2024 \$	2023 \$
Salaries and related costs	5,972,486	5,258,889
Central Provident Fund	940,602	706,360
Others	260,819	288,670
	<u>7,173,907</u>	<u>6,253,919</u>

Included in staff costs are remuneration paid to key management personnel as follows:

	2024 \$	2023 \$
Salaries and related costs	518,506	413,777
Central Provident Fund	64,373	44,361
	<u>582,879</u>	<u>458,138</u>

Key management personnel comprise of the Executive Director, the Divisional Director, and Finance Manager.

8 Other operating expenses

Included in other operating expenses are the following expenses:

	2024 \$	2023 \$
Cleaning charges	102,196	76,078
Food and refreshments	161,238	157,066
Gala dinner expenses	78,088	72,508
Professional fees	95,217	193,422
Rental of premises	16,464	23,446
Transport and travelling	239,736	242,201
	<u>239,736</u>	<u>242,201</u>

9 Property, plant and equipment

	Computers \$	Furniture and fittings \$	Office equipment \$	Renovation \$	Total \$
2024					
Cost					
At 1 August 2023	303,234	64,443	22,518	1,985,212	2,375,407
Additions	127,306	4,280	—	2,268	133,854
Transfer to right-of-use assets	—	—	—	(55,000)	(55,000)
Reclassification	—	9,968	—	(9,968)	—
Written off	(16,645)	(170)	—	—	(16,815)
At 31 July 2024	413,895	78,521	22,518	1,922,512	2,437,446
Accumulated depreciation					
At 1 August 2023	177,436	35,316	6,749	852,329	1,071,830
Depreciation charge	112,447	12,773	7,505	676,634	809,359
Transfers to right-of-use assets	—	—	—	(19,556)	(19,556)
Reclassification	—	5,538	—	(5,538)	—
Written off	(16,645)	(136)	—	—	(16,781)
At 31 July 2024	273,238	53,491	14,254	1,503,869	1,844,852
Net carrying value At 31 July 2024	140,657	25,030	8,264	418,643	592,594

9 Property, plant and equipment (cont'd)

	Computers	Furniture and fittings	Office equipment	Renovation	Renovation- in- progress	Total
	\$	\$	\$	\$	\$	\$
2023						
Cost						
At 1 August						
2022	537,898	96,360	130,065	1,775,423	472,452	3,012,198
Additions	47,933	—	10,349	863,794	—	922,076
Reclassification	—	—	—	472,452	(472,452)	—
Written off	(282,597)	(31,917)	(117,896)	(1,126,457)	—	(1,558,867)
At 31 July 2023	303,234	64,443	22,518	1,985,212	—	2,375,407
Accumulated depreciation						
At 1 August						
2022	360,821	54,086	118,063	1,406,487	—	1,939,457
Depreciation charge	99,212	13,147	6,582	572,299	—	691,240
Written off	(282,597)	(31,917)	(117,896)	(1,126,457)	—	(1,558,867)
At 31 July 2023	177,436	35,316	6,749	852,329	—	1,071,830
Net carrying value						
At 31 July 2023	125,798	29,127	15,769	1,132,883	—	1,303,577

The Society received capital grants from the Ministry of Social and Family Development Service and the National Council of Social Service to finance purchase of computers, office equipment and renovation of the Society.

10 Right-of-use assets and lease liabilities**The Society as a lessee****Nature of the Society's leasing activities**

The Society leases premises and office equipment from non-related parties under non-cancellable operating lease agreements. These leases have an average tenure of between one to three years, varying terms, escalation clauses and renewal options.

The maturity analysis of the lease liabilities is disclosed in Note 16(b).

10 Right-of-use assets and lease liabilities (cont'd)**The Society as a lessee (cont'd)**

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

Amounts recognised in balance sheet

	2024 \$	2023 \$
<u>Carrying amount of right-of-use assets</u>		
Leasehold premises	153,040	190,693
Renovation	77,502	53,258
Office equipment	34,169	44,051
	264,711	288,002
<u>Carrying amount of lease liabilities</u>		
Current	111,955	145,175
Non-current	81,933	100,764
	193,888	245,939
Additions to right-of-use assets	170,708	69,218
Transfer to right-of-use assets	55,000	—

Amounts recognised in statement of comprehensive income

	2024 \$	2023 \$
<u>Depreciation charged for the year</u>		
Leasehold premises	141,366	141,075
Renovation	71,898	22,285
Office equipment	16,179	14,569
	229,443	177,929
<u>Lease expense not included in the measurement of lease liabilities</u>		
Lease expense - short-term leases	16,464	23,446
Interest expense on lease liabilities	9,096	13,515

During the financial year, total cash flow for leases amounted to \$186,983 (2023: \$189,735).

As at 31 July 2024, the Society is committed to \$20,387 (2023: \$42,086) for short-term leases.

10 Right-of-use assets and lease liabilities (cont'd)

The Society as a lessee (cont'd)

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

	2024 \$	2023 \$
Balance at 1 August	245,939	329,495
Changes from financing cash flows:		
- Repayments	(161,423)	(152,774)
- Interest paid	(9,096)	(13,515)
Non-cash changes:		
- Interest expense	9,096	13,515
- Additions	109,372	69,218
Balance at 31 July	193,888	245,939

11 Other receivables

	2024 \$	2023 \$
Accrued income	446,965	819,501
Sundry receivables	26,007	35,714
Sundry deposits	41,026	111,039
Prepayments	91,357	70,203
	605,355	1,036,457

12 Fixed deposits

	2024 \$	2023 \$
Fixed deposits - Reserve Policy Fund (Note 18)	1,500,000	1,500,000
Fixed deposits - General Fund	710,346	650,634
	2,210,346	2,150,634

Fixed deposits are short-term in nature, mature less than 4 months (2023: 12 months) after balance sheet date and earn interests ranging from 2.38% to 3.30% (2023: 0.95% to 3.60%) per annum.

13 Capital grants

	2024 \$	2023 \$
Balance at beginning of the financial year	881,997	973,324
Grants utilisation	124,550	410,388
Amortisation	(623,322)	(501,715)
Balance at end of the financial year	<u>383,225</u>	<u>881,997</u>
Accumulated amortisation comprises:		
Balance at beginning of the financial year	2,475,235	1,973,520
Amortisation	623,322	501,715
Balance at end of the financial year	<u>3,098,557</u>	<u>2,475,235</u>

The Society received capital grants from the Ministry of Social and Family Development, the Ministry of Education and the National Council of Social Service for the purchase of computers, office equipment and renovation works and the related grants are amortised over the respective assets' useful life.

14 Other payables

	2024 \$	2023 \$
Provision for reinstatement	455,700	395,000
Accrued operating expenses	528,163	550,828
Advance receipts	1,480	1,944
Deferred income	926,284	454,151
GST payable	21,526	20,393
Provision for unutilised leave	119,616	138,955
Students' deposits	101,660	119,013
Sundry payables	102,591	157,100
	<u>2,257,020</u>	<u>1,837,384</u>
Non-current portion - provision for reinstatement	(455,700)	(395,000)
	<u>1,801,320</u>	<u>1,442,384</u>

15 Accumulated funds

	2024 \$	2023 \$
Epworth Pre-FGO Services	464,643	455,754
Epworth Functional Family therapy - Juvenile Justice	2,900	7,869
Epworth Foster Care	119,972	184,581
Epworth HomeSweetHome	204,211	267,573
Epworth Literacy	(899,226)	(264,773)
Epworth Star	(573,122)	(573,122)
Unrestricted fund *	3,487,831	3,511,444
	<u>2,807,209</u>	<u>3,589,326</u>

* Offsetting the deficits of Epworth Literacy and Epworth Star, the unrestricted fund available for use by the Society is \$2,015,483 (2023: \$2,673,549).

15 Accumulated funds (cont'd)

Funds received by respective divisions specifically for the respective divisions are strictly not transferrable to other divisions and are restricted for the respective division's use only.

Included in the unrestricted fund is a Reserved Policy Fund of \$1,500,000 (2023: \$1,500,000) (Note 18) designated by the Board to provide for unexpected future working capital requirements.

The purpose of restricted funds is as follow:

Epworth Pre-FGO Services

It is for the guidance of families in their parenting, the improvement of parent-child relationships, as well as the addressing of care, protection and rehabilitation for children and youths presenting at-risk behaviours.

Epworth Functional Family Therapy - Juvenile Justice

It is to decrease youths' risk factors while enhancing their protective factors and to reduce their risk of recidivism. It is also used to address all other matters relevant to the care, protection and rehabilitation for youths presenting at-risk of offending behaviours.

Epworth Foster Care

It is to enable the provision of quality care and support for foster parents, kin carers and foster children, connect them to a wider network of resources, and enable the re-integration of foster children with their natural families. It is also used to support the publicity and recruitment of foster parents and volunteers.

Epworth HomeSweetHome

It is to provide stay-in treatment for children between the ages of 7 to 12 years old who have experienced abuse. Ultimately, working towards their discharge and thus, placement in a safe home.

Epworth Literacy

It is to support the provision of early intervention programmes and services to help children between the ages of 5 to 12 years old bridge the gaps in their literacy skills.

Epworth Star

It is to cultivate skills and strategies for children to manage their behaviours.

16 Financial instruments

a) Categories of financial instruments

Financial instruments at their carrying amounts at balance sheet date are as follows:

	2024 \$	2023 \$
<i>Financial assets</i>		
At amortised cost	4,245,715	4,073,363
<i>Financial liabilities</i>		
At amortised cost	926,302	1,072,880

16 Financial instruments (cont'd)

b) Financial risk management

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

Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Society. The Society's exposure to credit risk arises primarily from sundry receivables, sundry deposits and cash and cash equivalents. The Society places its cash and fixed deposits with reputable banks and financial institutions.

The Society does not have any 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 credit risk exposure in relation to financial assets at amortised cost as at 31 July 2024 and 31 July 2023 is insignificant, and accordingly no credit loss allowance is recognised as at 31 July 2024 and 31 July 2023.

Interest rate risk

Interest rate 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 interest rates. The Society's income and operating cash flows are substantially independent of changes in market interest rates as it does not have significant interest-bearing financial instruments.

Liquidity risk

The Board exercises prudent liquidity and cash flow risk management policies and aims at maintaining a sufficient level of liquidity and cash flow at all times to meet the Society's financial liabilities which are due and payable within 12 months from the end of the reporting period.

The table below summarises the maturity profile of the Society's financial liabilities at the end of the reporting period based on contractual undiscounted cash flows:

	1 year or less \$	1 to 5 years \$	Total \$
2024			
Other payables	732,414	–	732,414
Lease liabilities	115,597	96,794	212,391
	848,011	96,794	944,805
2023			
Other payables	826,941	–	826,941
Lease liabilities	154,399	115,778	270,177
	981,340	115,778	1,097,118

17 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 due to their short-term nature.

18 Fund management

The Society's objective when managing its funds are to safeguard and to maintain adequate working capital to continue as going concern and to develop its principal activities over the longer term through programme income and significant support in the forms of donations.

The Society established a Reserve Policy Fund, the purpose of which is to accumulate over a ten-year period, excess funds equivalent to six months operating expenditure so as to provide for unexpected future working capital requirements. At 31 July 2024, this Reserve Policy Fund is represented by the fixed deposits of \$1,500,000 (2023: \$1,500,000) (Note 12).

There were no changes to the Society's objective, policy or process during the financial years ended 31 July 2024 and 31 July 2023.

19 Authorisation of financial statements

The financial statements of the Society for the financial year ended 31 July 2024 were authorised for issue in accordance with a resolution of the Board dated 23 October 2024.

LOCATIONS

Epworth Corporate Services

Block 153 Bukit Batok Street 11 #04-284
Singapore 650153
Tel: 6562 2211
Fax: 6715 3737

Epworth Foster Care

Blk 107 Bukit Batok West Avenue 6 #01-98
Singapore 650107
Tel: 6562 2211

Epworth Family Welfare

Blk 107 Bukit Batok West Avenue 6 #01-98
Singapore 650107
Tel: 6562 2211

Epworth Literacy Centre (Bukit Batok)

Blk 106 Bukit Batok Central #01-217
Singapore 650106
Tel: 6562 2211

Epworth Literacy Centre (Jurong West)

Blk 471 Jurong West Street 41 #01-505
Singapore 640471
Tel: 6715 3416

Epworth Centre for Positive Recovery

Block 472 Jurong West Street 41 #01-409
Singapore 640472
Tel: 6562 2211

Epworth Student Care Centre

Anglo-Chinese School (Primary)
50 Barker Road
Singapore 309918
Tel: 6259 7579

Epworth Student Care Centre

Anglo-Chinese School (Junior)
16 Winstedt Road
Singapore 227988
Tel: 6592 2846

MDDI (P) 004/09/2024

An official publication of
Epworth Community Services.

