



A Home Refreshed





*A Home
Refreshed*

SASCO Annual Report FY 2022

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A Word **From Our Senior Executives**

Our Chairman

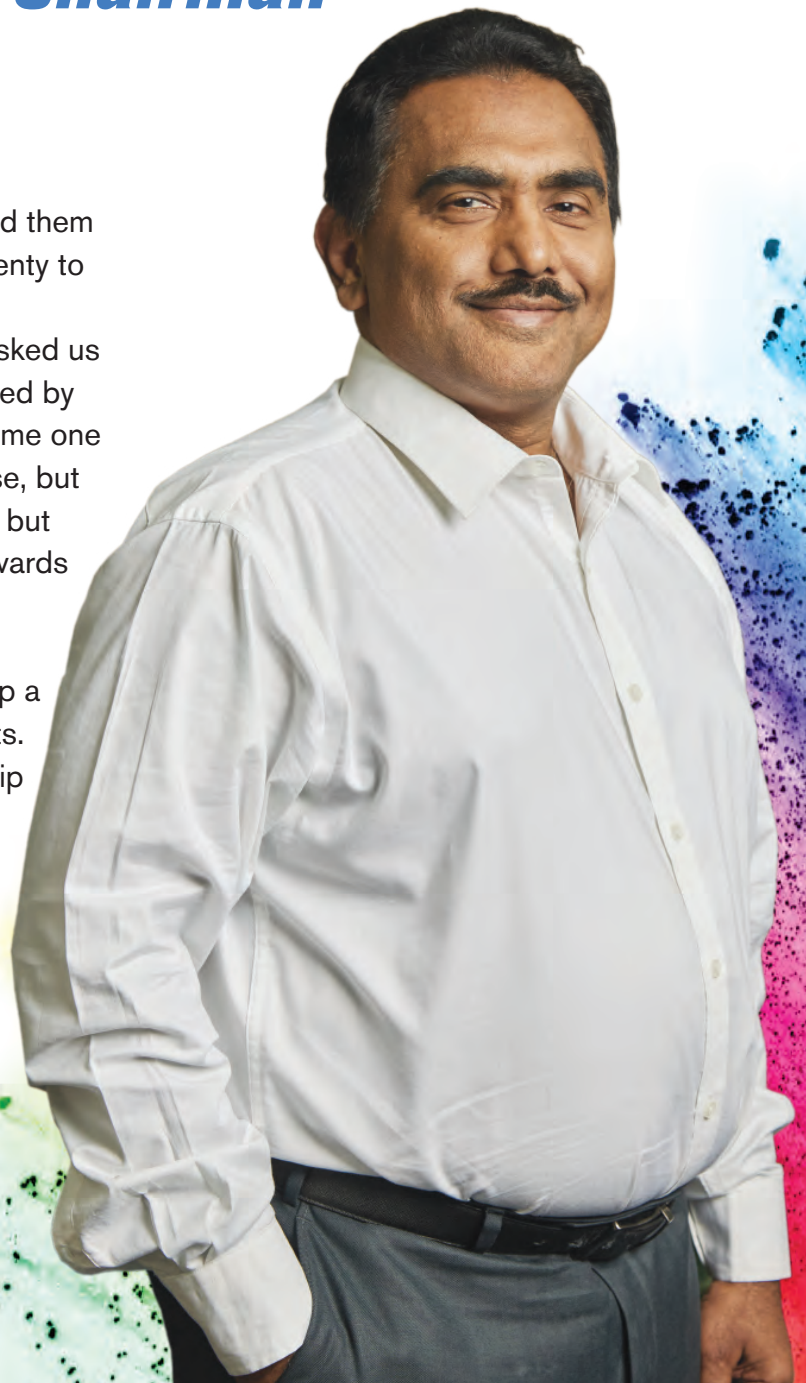
*A*s always, there were challenges. Not insurmountable, but not easy either. We faced them with confidence, and overcame them with plenty to cheer about.

Our parent body, SASCO Limited, had tasked us – SASCO Home COM, the executive team led by CEO Seak Poh Leong – with making our Home one of the best in the nation; not just quantity-wise, but also in terms of quality. We are not there yet, but we are making slow and steady progress towards our target.

We had our first management summit in Chiang Mai, Thailand. We have also drawn up a three-year plan to propel us to greater heights.

We are continuing our donation partnership with SG Labuan, and have also revived our partnership with Salesworks/LadderPro. Their hard work plus the continued support from the government will ensure our financial stability for many more years to come.

We have also secured our IPC status for the next 21 months. The credit for this recognition goes to the able advice of SASCO Limited, the dedication and passion of the SASCO Home COM, and the selfless, hard work of the staff, led by our CEO, Seak Poh Leong.



FARIHULLAH S/O A W SAFIULLAH



Our Chief Executive Officer

*W*hat began as a challenging year ended up becoming a successful and satisfying 12 months. We secured an IPC status for a longer period (21 months). We succeeded in getting the Data Protection Trust Mark (for a three-year period, 2022–2025). We also attained the Tripartite Standards of being an age-friendly organisation.

In setting out to map out our three-year plan, we participated in the Organisational Health Framework for Social Services (OHFSS) self-assessment, and achieved a creditable 'fair' index.

The three-year roadmap entails initiatives that will enhance our current level of services, as well as new initiatives to serve our Seniors with a difference, such that we can achieve a level comparable to the best in the business.

Our Senior Care Centres also received a facelift, with renovations done to improve the facilities and enhance the quality of services catering to our Seniors. I want to take this opportunity to thank everyone involved.

But, most importantly, we have put in place an able, passionate and dedicated lot in almost each and every position in the organisation. Each and every staff knows what is expected of them, and they give nothing less than their best to ensure that the needs of each Senior are taken care of.

Together, with our government's continued support, we are safe and sound.



SEAK POH LEONG
Since 13 July 2020

An Overview of FY 2022

In the face of pandemic times, 2022 for SASCO Home has been uplifting. Coming out of 2021 with a relatively positive and encouraging outlook, we needed to ride on our 'rising tide' (in 2021), having reviewed our systems and processes in as many areas and ensuring 'things are in place'.

We were on a momentum. We started several things in the previous year including embarking on a 'Project Organisational Excellence' journey, which comprised 'Independent Reviews' (from various Consultants), 'Digitalisation Transformation' (going digital with main and core systems), and 'Corporate Development Advancements' (renovations of Centres and several other initiatives).

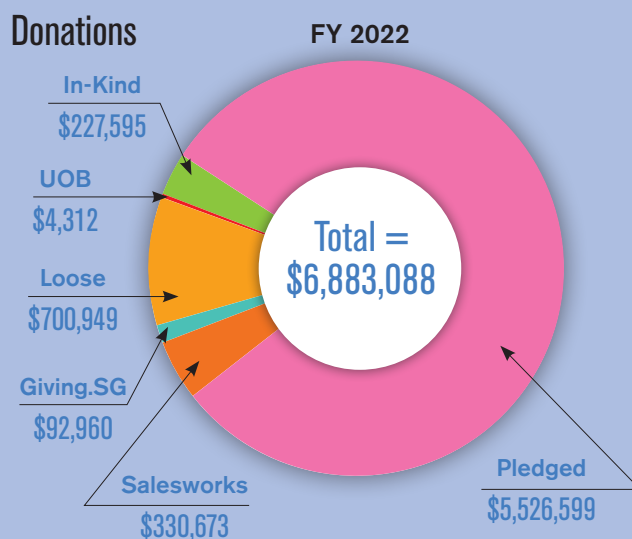
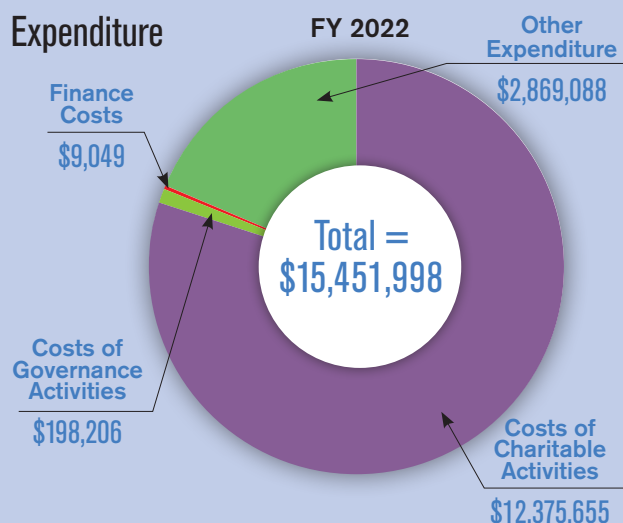
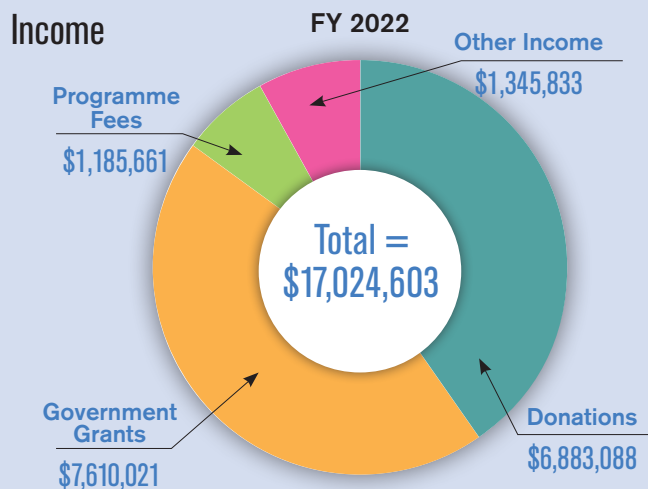
IPC Renewal Status – 21 Months

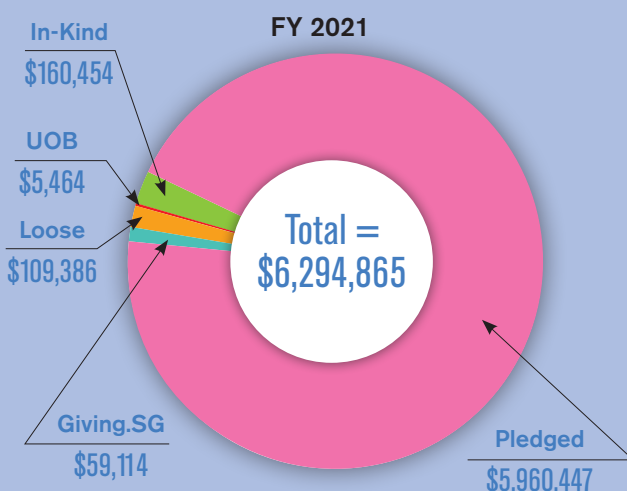
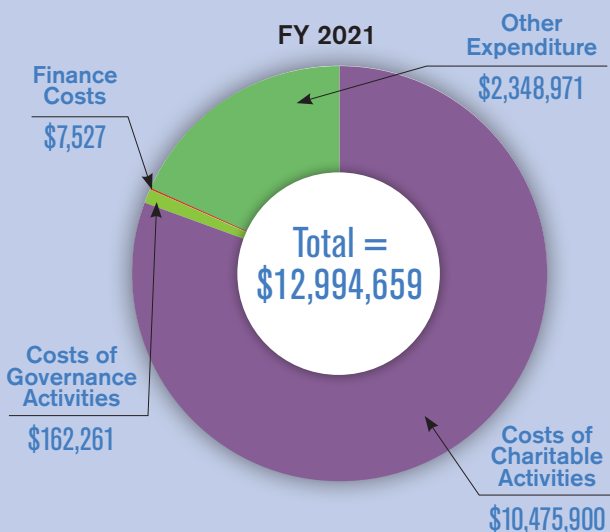
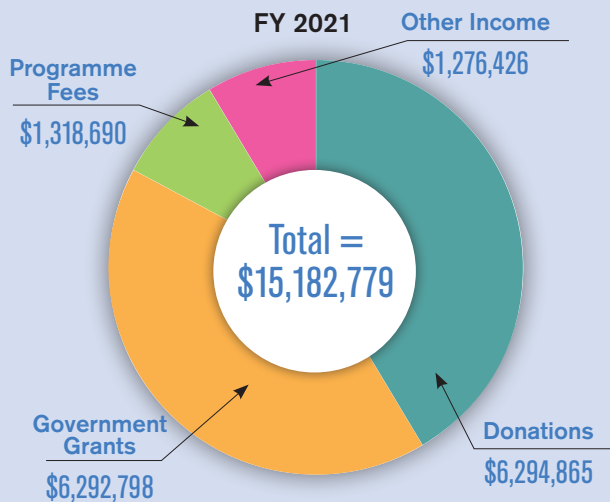
Our momentum resulted in a significant milestone in July when, for the first time in a long while, we were granted the renewal of our IPC status for 21 months (7 Jul 2022 – 6 Apr 2024).

Financial Health

Funds	FY2022	FY2021
Unrestricted Funds (Reserves)	\$44,402,324	\$44,838,604
Designated Funds	\$2,000,000	-
Restricted Funds	\$4,401,257	\$1,932,911
Total Funds	\$50,803,581	\$46,771,515
Ratio of Reserves to Annual Operating Expenditure	3.29	3.60
Annual Operating Expenditure	\$15,451,998.00	\$12,994,659.42
Finance Cost	(\$9,049)	(\$7,527)
Income Tax	(\$8,884)	-
Annual Operating Expenditure (nett)	\$15,434,065.00	\$12,987,132.42

Financial Results





Fundraising

While maintaining the current fundraising ‘taps’, there were plans to expand our fundraising channels. These included:

- Working with current partner fundraisers to enhance present programmes
- Looking out for new partner fundraisers
- Working on fundraising projects and events, pending the ease of movement restrictions in the period ahead.

In August 2022, we found an ‘old partner’ who has since taken on different organisational names – AppCo to Salesworks and then eventually LadderPro. We inked the fundraising agreement with Salesworks (and later, LadderPro) on 31 August 2022. The street collections then resumed on 17 October 2022.

Continuing the Organisational Excellence Journey

In continuing our journey to take the organisation to the next level in 2022, a number of the initiatives from 2021 rolled over into 2022.

Independent Reviews

Having had our ‘health check’ concerning our status of compliance with legislation in 2021, we had the MSF Governance Review and also drew up our Compliance Checklist with the help of MFE Consulting.

There was another part which got us looking more intensely at the digital aspects. RSM Singapore was thus engaged to create a comprehensive documentation of our IT Policies as well as conduct an IT Security health check during the process. The work with RSM Singapore was completed in the second half of 2022, with the full suite of Policy and SOPs.

Organisational Health Framework for Social Services (OHFSS)

Following the independent reviews (on our ‘governance and internal controls’ by Consultants), we were the first few to get on board NCSS’ Organisational Health Framework for Social Services (OHFSS) when they launched in February 2022. We were looking for an instrument to measure our ‘health’ too and the OHFSS, based on the ‘Business Excellence’ framework, could not have been more timely.

It required a rigorous self-assessment process that involved heads of departments and board members. We attained a score of ‘Fair’ at 61.1% (consolidated by NCSS). We were then appointed an ‘OHFSS Ambassador’.

Knowing ‘where we are’, with our OHFSS score as an indicator, we planned for a Strategic Planning Summit to then look at ‘where we want to be’ and determine how ‘we will arrive there’.



Strategic Planning Summit – Chiang Mai 2022

Strategic Planning Summit – Chiang Mai 2022

Encouraged by SASCO Limited, our parent-body, we went on our Strategic Planning Summit, making our way to Chiang Mai from 5 – 8 July 2022. SASCO Limited COM members, together with our Board members, CEO and HODs participated in the Summit.

We returned from the Summit with:

- Refreshed Vision, Mission, and Values for the organisation;
- Strategic directions via our Strategy Map, for the next 3 years.

Together with our middle management and the assistance of a Consultant, the strategy map was further expanded to comprise four main strategic thrusts, from which evolved sixteen (16) initiatives – twelve (12) of which would enhance current services being provided, and four (4) new services which would align with our refreshed Vision and Mission.

Project Mid-Term Plan (MTP), as we coined it, was thus led by CEO Seak himself, with two coordinators, Head of Centre Management Damien Ooi and Head of Corporate Affairs & Administration Eric Song; and then the Team Leads of each of the initiatives.

Digitalisation Transformation

In keeping with the move towards digitalisation, 2022 saw the finalisation of digitalising key operational processes.

The Holistic Care System which entailed a massive and comprehensive set-up to ensure the efficiency and effectiveness in manning the healthcare sector of the house – the Sheltered Home, Day Care Centres, and Active Ageing Centres – was finalised with the new system on board by November 2022.

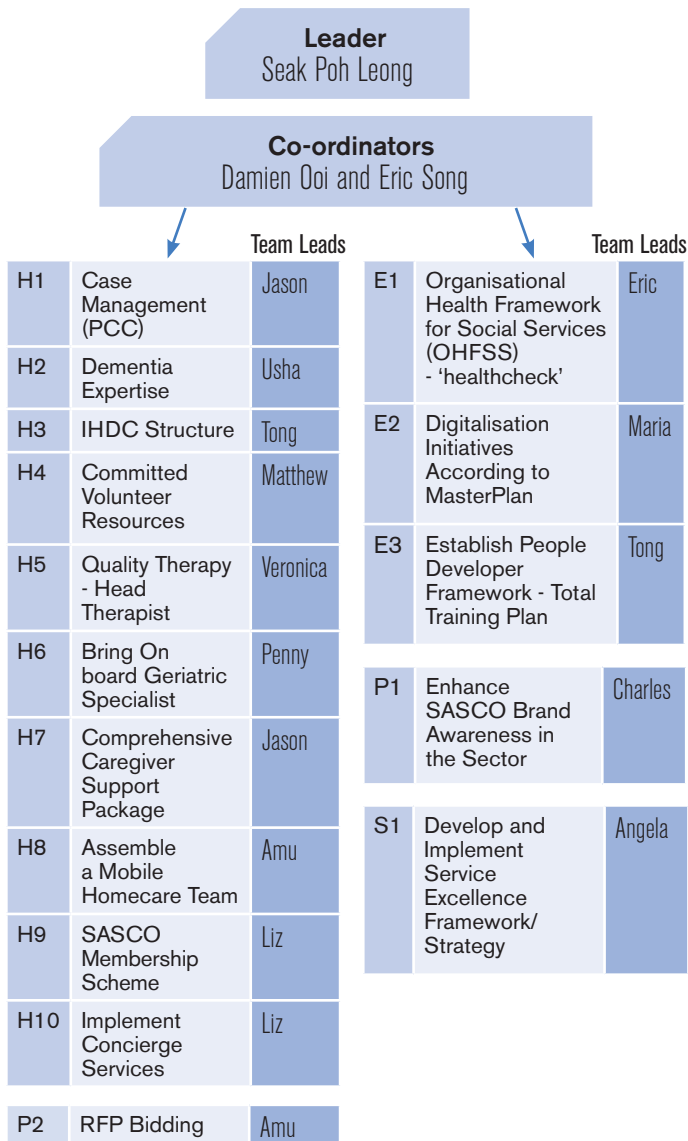
The Donor Management System and the Volunteer Management System was started a while ago but more time may be needed to ensure that they have on board a compatible and efficient system.

Another key operation was the Human Resource/Payroll and Appraisal System. Towards the last quarter of the year, the system was eventually confirmed and work on it began immediately. The target was to have the whole system up and running by early 2024.

These digitalisation efforts were also consolidated in a Digital Masterplan for SASCO Home. It was also one of the MTP initiatives.

Having obtained our NCSS' Digital Accelerator Index (DAI) in 2021, we then set ourselves the target of moving from 'Starter' (on the DAI) to 'Performer'.

Mid-Term Plan (MTP) Structure



Corporate Development Advancements

Corporate Branding

As part of our digital transformation but on the corporate branding front, the Home's website and social media platforms were revamped.

Our corporate collaterals were 'refreshed' with a new design. The 'swoosh' of orange to represent the inspiration that we aim to bring to ageing; the blue represents the



positivity with which we would embrace our seniors at SASCO Home, and the red signifies the passion and commitment with which we serve or deliver our services to our seniors.

Hence, we changed our letterheads, revised our corporate slides, and re-upholstered our vans.

We aimed to establish clear communication channels that would reflect a sustainable and consistent messaging, as well as enhance our online visibility.

Renovation of Day Care Centres

On the physical front, we endeavoured to refresh our look by renovating our various Senior Care Centres.

The completion of the renovation for SASCO@HongKahNorth in 2021 provided the inspiration for the other Senior Care Centres. Our seniors certainly found their 'new' place an amazing transformation.

SASCO@TelokBlangah entered 2022 with a fresh new look, completing its renovation in February 2022.

It was also targeted to complete the renovations of the other two Day Care Centres, both SASCO@WestCoast and SASCO@JurongWest in the second quarter of 2022. However, due to some delays, the renovation of SASCO@WestCoast could only start in the latter part of 2022. Thus, the renovation of SASCO@JurongWest will be in 2023.

Data Protection Trust Mark (DPTM)

In the light of our digitalisation efforts and modus operandi of our eldercare business, there is a need to enhance the policies and practices in managing personal data in the organisation to demonstrate accountability and responsibility, so as to provide confidence to stakeholders, and foster high-trust relationships with our clients and business partners.

Hence, with a robust Data Protection Management Programme that covers policies and processes for handling personal data as well as defines roles and responsibilities, we managed to attain the Data Protection Trust Mark (DPTM) certification, which would then validate the organisation's data management regime.

We received the certification on 14 December 2022.



SASCO@WestCoast after renovation

Looking Ahead – 2023



Road Map for the next Three Years

Emerging from the Management Summit in Chiang Mai in July 2022, the 'directional roadmap' was further distilled into various initiatives which were consolidated into a 'Mid-Term Plan'.

Mid-Term Plan

- Going into 2023, the 16 initiatives that make up the Mid-Term Plan will be rolled out, albeit in different respective stages and phases.
- The initiatives can be categorised into 'Enhancement of Current Services' and 'New Services' that SASCO Home can implement and see if we could make a difference – in the eldercare landscape.
- As the initiatives pan out and with close monitoring, it should culminate partly at the 2023 Management Retreat, planned for August/September 2023.
- There may be additional initiatives or reductions, pending

developments on the national directions for eldercare. There are plans to review the MTP on a quarterly basis.

Corporate Development Advancements

At the corporate level, we look to the several fronts of the organisation in order to establish our position as an evolving and learning organisation, and making headway or progress as an entity that would contribute to the eldercare landscape in Singapore.

Changes in Organisational Structure

- It is all related. With some of the MTP initiatives, it also became necessary to review and relook at some of the manpower resources.
- There were also movements in staff resources which added up to realignment of departments and support staff functions.
- Changes or additions of resources would more likely fall



under the Centre Management which inevitably houses the healthcare system for our business of eldercare.

- At the departmental level, changes and refinements at work, as well as the undertaking of new projects and initiatives, would all be driven by the Mid-Term Plan.

Revised By-Laws

- We should be receiving our revised By-Laws from the authorities. The last revision was done in 2013 with minimal changes.
- One of the main changes would be the one from 'Committee of Management' to 'Board', to be aligned and consistent with the practice in the Charities and Social Services Sectors.

Corporate Planning and Corporate Identity

- With the website revamped, and various corporate collaterals refreshed – with new and deliberate designs and looks, 2023 should soon see the increasing presence of SASCO Home in the social media sphere.
- Due to exigencies of services, there was a delay in the wrapping of our 10 transport vans. This should be completed before the end of 2023.

Fundraising

- Working in conjunction with our third-party fundraiser, Salesworks and then LadderPro, the marketing collaterals also helped lend more visibility to our SASCO Home brand.
- As the donation collection on the streets increased with the ongoing fundraising campaign, SASCO Home is getting better recognised in the eldercare sphere.

Digital Transformation

Digitalisation

It is also embedded in one of the 16 initiatives of the MTP. In accordance with the Digitalisation Master Plan for SASCO Home, 2023 would see to the onboarding of some of the key systems:

- The purchase of the Holistic Care system was finalised and customisation work has begun.
- Almost in conjunction with that, the new Human Resource system came on board and work has also

- begun to activate the respective modules in the system.
- With our new Finance Manager on board, search for the new Finance system should be concluded and the 'Request for Proposal' is anticipated to be ready by the middle of 2023. The finance system should also incorporate the Procurement module.
- Apart from these main systems, the Digital Master Plan also entailed looking at digitalisation of various other processes:
 - I) In looking for the finance system, we came across a Donor Management System and the Volunteer Management System that would comprehensively meet the respective needs of SASCO Home. These should commence in the second half of 2023.
 - II) There was also the possibility of looking at a comprehensive Visitor Record System that would cover all the various facilities in a consistent and standardised manner.



Committees & Members

Committee of Management (COM) 2022

Mr Farihullah s/o A W Safiullah

Chairman (Appointed on 18 Mar 2020)
Trade Investigation Officer, Customs Credit
Co-operative Society (S) Pte Ltd

Mr Bernard Tan Leng Joo

Secretary (Appointed 17 Jun 2021)
Business Owner, ST Sports Distributor LLP

Mr Hussain bin Yunos

Treasurer (Appointed 16 Jun 2021)
Retiree

Mr Subramaniam Krishnan

Committee Member (Appointed 15 Nov 2018)
Retiree

Mr John Raghavan

Committee Member (Appointed 15 Nov 2018)
Retiree

Mr Jignesh s/o Surendra Ramanlal

Committee Member (Appointed 10 Jun 2020)
ACE Group Team Lead, Ministry of Manpower

Mr Lakhbir Gill

Committee Member (Appointed 27 Jan 2021)
Consultant, Equibloom Asia

Mr Daryl Han Keen Siew

Committee Member (Appointed 16 Jun 2021)
Sales Consultant, Borneo Motors (S) Pte Ltd

Mr Abdul Kalam Azad

Committee Member (Appointed 15 Nov 2018)
Self-employed, Silver Screen International
Pte Ltd

Mr Iskander bin Abdul Kabis

Committee Member (Appointed 16 Jun 2021)
Self-employed, 165 Services Pte Ltd



Mr Lakhbir Gill
Committee Member

**Mr Subramaniam
Krishnan**
Committee Member

**Mr Abdul
Kalam Azad**
Committee Member



Mr Hussain bin Yunos
Treasurer

Mr Iskander bin Abdul Kabis
Committee Member

Mr Jignesh s/o Surendra Ramanlal
Committee Member

Mr Bernard Tan Leng Joo
Secretary

Mr Daryl Han Keen Siew
Committee Member



Mr Farihullah s/o A W Safiullah
Chairman

Mr John Raghavan
Committee Member

Committee Attendance 2022

Jan-Jun 2022

Committee of Management	26 Jan	23 Feb	30 Mar	27 Apr	25 May	29 Jun	Total
Mr Farihullah s/o A W Safiullah	1	1*	1	1	1	1	6/6
Mr Bernard Tan Leng Joo	1	1	1	0	1	1	5/6
Mr Hussain bin Yunos	1	1*	1	1	1	1	6/6
Mr Abdul Kalam Azad	1	1*	1	1	1	1*	6/6
Mr Subramaniam Krishnan	1	1*	1	1	1	1*	6/6
Mr John Raghavan	1*	1*	1*	1	1*	0	5/6
Mr Jignesh s/o Surendra Ramanlal	1	1	1*	1	0	1	5/6
Mr Lakhbir Gill	1*	1*	1*	1	1*	1*	6/6
Mr Daryl Han Keen Siew	1	1	1	1	1	0	5/6
Mr Iskander bin Abdul Kabis	1	1	1	0	1	1	5/6
Ms Lee Choy Ling	1	1	1	1	1	1	6/6
Total (Jan-Jul 2022)	11	11	11	9	10	9	

* attended virtually

Jul-Dec 2022

Committee of Management	27 Jul	31 Aug	28 Sep	26 Oct	30 Nov	28 Dec	Total
Mr Farihullah s/o A W Safiullah	1	1	1	1	1	1	6/6
Mr Bernard Tan Leng Joo	1	1	1	0	1	1	5/6
Mr Hussain bin Yunos	1	1	1	1	1	1	6/6
Mr Abdul Kalam Azad	1	1	1*	1	1	1	6/6
Mr Subramaniam Krishnan	1	1	1	1	1	1	6/6
Mr John Raghavan	1*	0	1*	1*	1*	1*	5/6
Mr Jignesh s/o Surendra Ramanlal	1	1	1	1	1	1	6/6
Mr Lakhbir Gill	1*	1	1	1*	1*	1	6/6
Mr Daryl Han Keen Siew	1	1	1	1	0	1	5/6
Mr Iskander bin Abdul Kabis	1	1	1*	0	1	1	5/6
Ms Lee Choy Ling	1	Did not continue to serve in the COM					1/1
Total (Jul-Dec 2022)	11	9	10	8	9	10	

* attended virtually



Audit Sub-Committee	16 Mar	25 Apr	14 Sep	19 Oct
Mr Bernard Tan Leng Joo	1	1	1	1
Mr Subramaniam Krishnan	1	1	1	1
Mr Rajan Manogaran	1	1	1	1

Marketing Sub-Committee	21 Sep
Mr Jignesh s/o Surendra Ramanlal	1
Mr Lakhbir Gill	1
Mr Daryl Han Keen Siew	1

HR Sub-Committee	21 Feb	20 Apr	7 Jun	27 Dec
Mr Farihullah s/o A W Safiullah	1	1	1	1
Mr Hussain bin Yunos	1	1	1	1
Mr Abdul Kalam Azad	1	1	1	1

Admin Sub-Committee	23 Mar	16 May
Mr Farihullah s/o A W Safiullah	1	1
Mr Hussain bin Yunos	1	1
Mr Abdul Kalam Azad	1	1
Mr Subramaniam Krishnan	0*	1

*not available to attend

Investment Sub-Committee	14 Feb	9 Mar	16 Mar	24 Jun
Mr Farihullah s/o A W Safiullah	1	1	1	1
Mr Subramaniam Krishnan	1	1	1	1
Mr Abdul Kalam Azad	1	1	1	0*
Mr Bernard Tan Leng Joo	1	1	1	1
Mr Hussain bin Yunos	1	1	1	1

Evaluation Sub-Committee	24 Jun
Mr Farihullah s/o A W Safiullah	1
Mr Bernard Tan Leng Joo	1
Mr Hussain bin Yunos	1
Mr Subramaniam Krishnan	1

*not available to attend

Jan-Jun 2022

Finance Sub-Committee	17 Jan	16 Feb	23 Mar	20 Apr	18 May	27 Jun
Mr Farihullah s/o A W Safiullah	1	1	1	1	1	1
Mr Hussain bin Yunos	1	1	1	1	1	1

Jul-Dec 2022

Finance Sub-Committee	22 Jul	24 Aug	26 Sep	18 Oct	28 Nov	20 Dec
Mr Farihullah s/o A W Safiullah	1	1	1	1	1	1
Mr Hussain bin Yunos	1	1	1	1	1	1

Corporate Governance

SASCO Senior Citizens' Home ("SASCO Home") is always committed to living its vision, mission and values (V-M-V) in carrying out its activities. We have reviewed our V-M-V in 2022:

Vision: To be the preferred eldercare organisation that inspires active and quality ageing.

Mission: To provide holistic care that makes a positive difference in every life that we touch.

Values: We serve with **COMPASSION**, we strive for **TEAMWORK**, we are **PROFESSIONAL**, we deliver **QUALITY SERVICES**.

Our parent body, SASCO Limited, appoints the Members of the Committee of Management ("COM"), with 49% representation from the Board of SASCO Limited and 51% being Independent Members. The structure of the COM is in compliance with the Charities Act and the by-laws of the Home.

COM Members are encouraged to attend training programmes, seminars and workshops organised by professional institutions to keep apprised of relevant laws, regulations and changes in the social service landscape. SASCO Home conducts monthly COM meetings to keep pace with management.

COM Members serve as volunteers and do not receive any remuneration or benefits, but are reimbursed for out-of-pocket expenses when in the service of SASCO Home.

Staff remuneration is subject to remuneration guidelines approved by the COM and sector salary guidelines. SASCO Home has one paid staff who is related to a COM Member who received more than \$50,000 during 2022:

In December 2022, COM Members continued to conduct a self-evaluation assessment, which was used to identify the gaps in its duty delivery to meet the evolving needs of the organisation. This is the second consecutive year that this assessment was conducted.

SASCO Home has benefitted from the experience of two (2) COM Members who have been contributing to the cause for more than 10 years: Subramaniam s/o Krishnan and John Raghavan.

Audit Committee

The Audit Committee (AC) comprises Mr Bernard Tan Leng Joo (Head of Committee), Mr Subramaniam s/o Krishnan, and Mr Manogaran Rajan (Independent Member). The Committee was emplaced in October 2021 and continued in 2022.

The Committee assists the COM in fulfilling its overseeing and fiduciary responsibilities to act in the interest of SASCO Home. The Committee's scope and responsibilities include:

- Reviewing and evaluating the effectiveness and adequacy of internal control systems to ensure the integrity and confidentiality of critical information;
- Ensuring the adequacy of disclosure of any public financial reporting;
- Reviewing the effectiveness of internal control to mitigate operational, financial and business risks;
- Reviewing the robustness of the corporate governance structure; and
- Reviewing the internal and external audit plans and reports.

Internal Audit

The AC conducted an internal audit in two areas – transportation and IT equipment purchases. The findings were shared with Management and noted by COM.

Remuneration Band	Number of staff	Name of Executive Head or COM Member to whom the staff is a close family member
Between \$50,000 and \$100,000	1	Subramaniam s/o Krishnan
Between \$150,000 and \$250,000	–	–



Annual Remuneration Disclosure

In accordance with the Code of Governance for Charities and Institutions of Public Character 2017, it is recommended that charities shall disclose the remuneration of its three highest-paid staff.

The annual remuneration of SASCO Home's three highest paid staff, each of whom receives more than \$100,000, in bands of \$100,000, is as follows:

Remuneration Band	Number of staff
Between \$100,000 and \$200,000	2
Between \$200,000 and \$300,000	1

Conflict of Interest Policy

As members of the charity sector, we have an obligation to act in the best interests of SASCO Senior Citizens' Home (the Charity) and the public. Hence, we need to avoid situations where there may be real, potential or perceived conflicts of interest, which may arise when a member's personal or family interests are in conflict with those of the Charity. This policy aims to protect both the Charity and its members from any appearance of impropriety. Such conflicts may result in:

- damaging the Charity's reputation;
- influencing the member's judgement and compromising objectivity when conducting the Charity's affairs;
- restricting free discussion, thus resulting in decisions or actions that are not in the interest of the Charity; and
- risking the impression that the Charity has acted inappropriately or unfairly.

Whistle-blowing Policy

SASCO Home is committed to lawful and ethical behaviour in all its activities, and requires that its COM Members, Management, staff, volunteers and consultants conduct themselves in a manner that complies with all applicable laws and internal policies. In keeping with this commitment and SASCO Home's interest in promoting open communication, its whistle-blowing policy aims to provide a means through which concerned employees can raise ethics- and governance-related issues with the assurance that their identity will be kept confidential, and that they will be protected from reprisals or victimisation for acting in good faith.

Funds	FY2022	FY2021
Unrestricted Funds (Reserves)	\$44,402,324	\$44,838,604
Designated Funds	\$2,000,000	–
Restricted Funds	\$4,401,257	\$1,932,911
Total Funds	\$50,803,581	\$46,771,515
Ratio of Reserves to Annual Operating Expenditure	3.29	3.60

Investment Policy & Reserves Policy

These policies govern the Charity's financial and accounting activities to ensure compliance and accountability in the usage of charitable funds received through donations and grants.

By-laws

The governing instrument for the Charity is its by-laws, which were revised and registered on 22 June 2010, and last amended on 16 October 2013. In 2022, the 'proposed amendments to the by-laws' were sent to MSF and the Commissioner of Charities for approval.

Charities Act

SASCO Senior Citizens' Home is registered under the Charities Act.

UEN: **S89CC0702G**

GST Registration No: **M90368299G**

It is an Approved Institution of a Public Character (IPC), and affiliated to the National Council of Social Service (NCSS).

Submission Form for Governance Evaluation Checklist



Board Governance	
CODE GUIDELINE	
<p>1 Induction and orientation are provided to incoming governing board members upon joining the Board. 1.1.2</p>	✓
<p>Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")</p>	NO
<p>2 Staff does not chair the Board and does not comprise more than one third of the Board. 1.1.3</p>	✓
<p>3 There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role. 1.1.5</p>	✓
<p>4 The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.</p> <p>If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity. 1.1.7</p>	✓
<p>5 All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years. 1.1.8</p>	✓
<p>6 The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter. 1.1.12</p>	✓
<p>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")</p>	YES
<p>7 The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years. 1.1.13</p>	✓
<p>8 There are documented terms of reference for the Board and each of its committees. 1.2.1</p>	✓


Conflict of Interest	
CODE GUIDELINE	
<p>9 There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity. 2.1</p>	✓
<p>10 Governing board members do not vote or participate in decision making on matters where they have a conflict of interest. 2.4</p>	✓


Strategic Planning	
CODE GUIDELINE	
<p>11 The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives. 3.2.2</p>	✓
<p>12 There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan. 3.2.4</p>	✓





Human Resource and Volunteer Management


CODE GUIDELINE

13 The Board approves documented human resource policies for staff. **5.1** 

14 There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board. **5.3** 


15 There are processes for regular supervision, appraisal and professional development of staff. **5.5** 


Are there volunteers serving in the charity? (skip item 16 if "No") **YES** 


16 There are volunteer management policies in place for volunteers. **5.7** 


Financial Management and Internal Controls


CODE GUIDELINE


17 There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes. **6.1.1** 


18 The Board ensures that internal controls for financial matters in key areas are in place with documented procedures. **6.1.2** 

19 The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted. **6.1.3** 

20 The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks. **6.1.4** 

21 The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure. **6.2.1** 

Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No") **YES** 

22 The charity has a documented investment policy approved by the Board. **6.4.3** 



Submission Form for Governance Evaluation Checklist (continued)



Fundraising Practices	
CODE GUIDELINE	
Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")	YES
23 All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity. 7.2.2	✓
Did the charity receive donations in kind during the financial year? (skip item 24 if "No")	YES
24 All donations received in kind are properly recorded and accounted for by the charity. 7.2.3	✓

Disclosure and Transparency	
CODE GUIDELINE	
25 The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings. 8.2	✓
Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")	NO
26 No governing board member is involved in setting his own remuneration. 2.2	NA
27 The charity discloses the exact remuneration and benefits received by each governing board member in its annual report.	NA
OR The charity discloses that no governing board member is remunerated. 8.3	NA
Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")	YES





Disclosure and Transparency (continued)	
CODE GUIDELINE	
<p>28 No staff is involved in setting his own remuneration.</p> <p style="text-align: right;">2.2</p>	
<p>29 The charity discloses in its annual report –</p> <p>(a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p> <p style="text-align: right;">8.4</p>	
<p>30 The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p> <p style="text-align: right;">8.5</p>	

Public Image	
CODE GUIDELINE	
<p>31 The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.</p> <p style="text-align: right;">9.2</p>	



Our Vision

To be the preferred eldercare Organisation that inspires active and quality ageing.



Our Mission

To provide holistic care that makes a positive difference in every life we touch.





Relationship with Seniors

We Serve with
Compassion

We do our best, always aiming to improve but with empathy, care and consideration for other than ourselves.



Our service and value proposition

We Deliver
Quality Services

We attend to our work and matters, with excellence in our mind.



Corporate and Employee Culture

We Strive for
Teamwork

We respond, being prepared to face challenges together, thinking of how we best contribute to finding the solution.



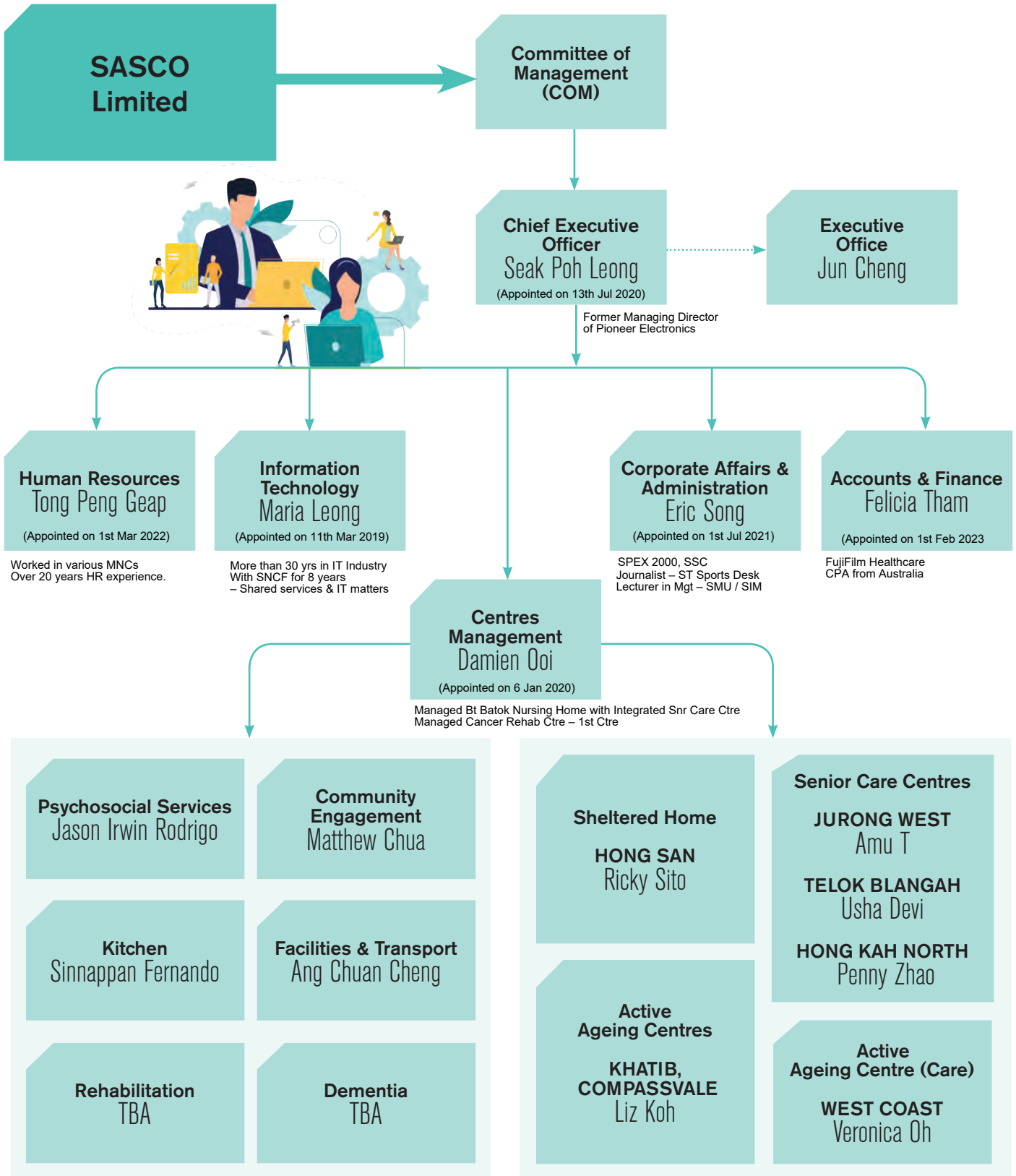
Relationship with stakeholders

We Are
Professional

We act and work with integrity and respect, in the best interests of our organisation and identity.



How We Are Structured





There are four tenets in our care philosophy. They are:

Tenet 1: *Improving the Quality of Life*

We operate on the premise that all clients are able to achieve a better quality of life arising from our care, from the time they enrol into our programmes and services. We therefore work towards helping clients alleviate and improve their

- physical and functional abilities
- medical condition
- mental health
- psychosocial status
- financial burden

bearing in mind that quality of life is affected by a combination of the above factors.

Tenet 2: *Person-centred Care*

Each client is a unique individual with a particular set of history, achievements, abilities, limitations and needs, as well as expectations, aspirations and potential. We strive to

- recognise all the uniqueness of each client
- understand the specific needs of that individual
- provide care that is customised for that person in order to bring about improvements mentioned in Tenet 1 above, in consultation and collaboration with the client and/or family members where possible. We know that it is important to allow the client and/or family members to participate in the care-planning and decision-making processes so that the client's preferences and choices are respected.

Tenet 3: *Holistic Approach*

The well-being of clients is influenced by not only their condition, but also the state of their family unit. In Tenets 1 and 2, we focus on the client's whole person. In Tenet 3, we aim to be more holistic and attempt to address issues faced by the client's family unit, so that the stability of the family environment can contribute to an improved quality of life. This case management work is done in collaboration with other social service agencies and government agencies to provide more coordinated and comprehensive support for the entire family. This approach is also in line with the Ministry of Social and Family Development's S3D (Strengthening Social Service Delivery) strategy, which calls for a holistic approach, integrating services, being proactive, going upstream to address root problems, and concentrating services around the care recipient.

Tenet 4: *Mission-driven & Guided by Core Values*

We align our entire organisation with our vision and mission, so that the actions of our staff are purposefully channelled towards achieving our overarching objective. As a social service agency, we are aware that our raison d'être is to serve the elderly who come from less privileged households, and that we have an obligation to serve them with the best possible care through prudent use of the resources we garner.

Leveraging Social Media

W

ith social media proving to be so popular among members of the public, it is no surprise that numerous SASCO Home Centres have – for a couple of years already – taken advantage of the platforms, particularly Facebook, to publicise their activities and achievements on their respective accounts.

However, in order to achieve a more consistent tone and messaging, it was decided that the Corporate Affairs & Administration department will oversee a centralised Facebook account for all SASCO Home Centres. In addition, SASCO Home engaged a vendor to plan a content calendar, decide on the content categories, write each post's text and design each post's visual.

There are four content categories:

- Programmes and activities at or organised by the various SASCO Home centres, such as physiotherapy sessions, recreational games, excursions to places of interest, etc
- Profiles of volunteers and donors
- Educational content on conditions that seniors often face, such as dementia, sarcopenia, arthritis, etc. The posts could also share articles on similar topics by trustworthy and authoritative outlets
- Corporate matters that SASCO Home wishes to announce, such as festive greetings, a new programme offered by a centre, acquisition of major equipment, expansion plans, awards and other recognition, mentions of SASCO Home in the media

The following are examples of posts from that centralised Facebook account that went live in 2022:





Coming to Home Changed My Life

'The end is near....', the end of the year that is. We will soon face the 'final curtain' for 2022. In a pandemic world, the past couple of years could only be filled with ups and downs and drastic changes. Still, we are extremely thankful for all the support of our donors, volunteers, partners, and everyone's collective efforts in helping us face challenges together; and provide a sustainable commitment of care for our elderly.

In a year of hard biddings, we need to hear a story.

Mr Hassan (not his real name) aged 78, was a seasoned sailor. As a sailor, he travelled far and wide and across lands and oceans. It was enriching; it was fulfilling; it was carefree and satisfying in many ways.



But life somehow was not always as smooth sailing. He got older and had to make some life decisions including leaving his sailor-life. Misfortunes made its way into his life, and his health deteriorated.

His family being unable to take care of him, Mr Hassan soon took to living on the streets.



Given his advanced age and having no access to stable living conditions, Mr Hassan found himself in one of the darkest moments of his life. Being a 'homeless', the housing insecurities, financial troubles, social stigma, and language barriers soon took a huge toll on Mr Hassan's pre-existing health conditions.

It is without a doubt that being chronically homeless for years, would adversely affect one's mental health and gives rise to interrelated problems. Mr Hassan managed to keep himself 'afloat', to the best of his ability but eventually succumbed to his various medical conditions. He soon found himself admitted to a local hospital. There, after a partial recovery, he was referred to SASCO Senior Citizens' Home to continue his recuperation and recovery.



Upon his admission here at SASCO Senior Citizens' Home, our social worker put together a holistic care-plan for him, alongside our multi-disciplinary team of nurses, physiotherapists, and occupational therapists. Six months passed, Mr Hassan was beginning to regain his strength and his mental outlook also improved, gaining more and more confidence, amidst the caring and conducive environment at SASCO Home.

Together, we then began working on viable goals to reintegrate Mr Hassan back to the community.

With a 'proper case management' and Mr Hassan's dauntless efforts, we eventually managed to find a placement for him in a 'senior group living' locality. Such a locality allows a neighbourhood of seniors to live together.

Mr Hassan has now been officially discharged from the SASCO Senior Citizens' Home and is enjoying peaceful days and living happily with the other elderly residents in the senior group neighbourhood home.

Homelessness is an extremely complex situation and without helping hands, it is near impossible to free oneself from the tangled 'mess'. It can be an abyss that sucks the living out of one's life. In a year of hope, Mr Hassan's story is one that we need to hear – that no matter how hopeless our situation, we can make less of it.

We wish Mr Hassan all the best in his new place, his new home, with his new friends.

In addition to social media platforms such as Facebook, SASCO Home also employs electronic direct mailers (EDMs) to promote our programmes and publicise our achievements.

Pictured here is one such EDM, which highlights one of our success stories. As part of SASCO Home's mission, we not only provide shelter for seniors at SASCO@HongSan, we also have a responsibility to re-integrate them into society. This EDM tells the story of Mr Hassan (not his real name).

The former sailor faced long-term housing insecurity, financial trouble, social stigma and language barriers, the combination of which exacerbated his pre-existing medical conditions while also adversely affecting his mental health.

After treatment in a local hospital, Mr Hassan was referred to SASCO Home to recuperate. One of our social workers then put together a holistic care plan to not only help him regain his physical and mental health, but also give him back his independence so he could be a contributing member of society. He has since been discharged from SASCO Home, and is now happily living in a group home for seniors.

By the Numbers

161
STAFF
STRENGTH



109 Direct and Ancillary Care

+

52 Corporate HQ & Support

Direct

- Nursing Manager
- Enrolled & Registered Nurse
- Nursing Aides
- Therapists
- Therapy Aides
- Healthcare Assistants

Ancillary

- Head Centre Management
- Head Psychosocial Services
- Centre Managers
- Nursing Trainer
- Social Workers
- Social Worker Associates
- Counsellors
- Programme Executives
- Programme Assistants
- Community Engagement

Corporate HQ

- CEO's Office
- Corporate Planning
- Finance
- General Affairs
- Human Resource
- Information Technology



Support

- Facilities
- Transport
- Kitchen
- Hygiene & Laundry



257 SASCO @ HQ

+

36 SASCO @ JurongWest

+

97 SASCO @ HongSan

+

52 SASCO @ HongKahNorth

2,379 CLIENTS SERVED



120 SASCO @ WestCoast

+

48 SASCO @ TelokBlangah

+

709 SASCO @ Compassvale

+

1,058 SASCO @ Khatib



Art & Craft Workshops

- batik painting
- origami
- calligraphy
- soft toy stitching

Attendance Numbers:

764 42



Other Workshops

- Chair Yoga
- Digital Literacy
- Baking

Attendance Numbers:

36 2



Celebrations

- Christmas
- Hari Raya Puasa
- Chinese New Year

Attendance Numbers:

1,125 15



Games

- Bingo
- Seniors' Sports Day

Attendance Numbers:

165 4

PROGRAMME DETAILS



seniors



volunteers



Interactions with Volunteers

- Befriending Sessions
- VIA with various schools
- CSR with Singtel

Attendance Numbers:

3,173 128



Outings & Excursions

- Gardens by the Bay
- SEA Aquarium
- Sembawang Hot Springs Park

Attendance Numbers:

370 17



Haircutting Sessions

Attendance Numbers:

445 7



Karaoke Sessions

Attendance Numbers:

74 5



Movie Nights

Attendance Numbers:

275 1



Music Workshops

Attendance Numbers:

160 9



Pet-assisted Activities

- dog
- cat
- rabbit

Attendance Numbers:

289 20



Vaccinations

- at SATA

Attendance Numbers:

110 11

Admission & Programme Enquiries

Active Ageing Centre (Care)



SASCO @ West Coast

Blk 704, #01-431
West Coast Road
Singapore 120704

Active Ageing Centres



SASCO @ Compassvale

Blk 274B, #01-521 &
Blk 274C, #01-509
Compassvale Bow
Singapore 542274
& 543274

SASCO @ Khatib

Blk 813, #01-01
Yishun Ring Road
Singapore 760813

Sheltered Home

SASCO @ HongSan

30 Hong San Terrace
Singapore 688246



Senior Care Centres



SASCO @ Hong Kah North

Blk 337, #01-06
Bukit Batok St 34
Singapore 650337

SASCO @ Jurong West

Blk 715, #01-47
Jurong West St 71
Singapore 640715

SASCO @ Telok Blangah

Blk 30, #01-316
Telok Blangah Rise
Singapore 090030

Corporate Services

SASCO @ HQ

991, #01-04
Alexandra Road
Singapore 119964



Tel: **6273 5183** for all enquiries



Financial Statements

SASCO Senior Citizens' Home

31 December 2022

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Statement of financial activities	36
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Notes to the financial statements	50

HOME INFORMATION

Home registration number:	S89CC0702G
Registered office:	991 ALEXANDRA ROAD, #01-04, Singapore 119964
Management committee:	Farihullah s/o Abdul Wahab Safiullah (Chairman) Tan Leng Joo Bernard (Secretary) Hussain Bin Yunos (Treasurer) Abdul Kalam Azad s/o Savukat Ally (Member) John s/o Raghavan (Member) Subramaniam s/o Krishnan (Member) Lakhbir Gill (Member) Jignesh s/o Surendra Ramanlal (Member) Daryl Han Keen Siew (Member) Iskander Bin Abdul Kabis (Member) Lee Choy Ling (Member) (Resigned on 28 August 2022)
Secretary:	Tan Leng Joo Bernard
Banker:	United Overseas Bank Limited Maybank Singapore Limited BNP Paribas, Singapore Branch
Independent auditor:	Foo Kon Tan LLP Public Accountants and Chartered Accountants 1 Raffles Place #04-61/62 One Raffles Place Tower 2 Singapore 048616

SASCO Senior Citizens' Home

Statement by the Management Committee for the financial year ended 31 December 2022

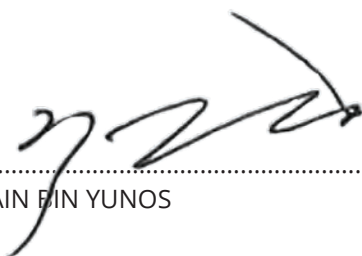
In the opinion of the Management Committee,

- (a) the financial statements are drawn up in accordance with the provisions of the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRS") so as to present fairly, in all material respects, the state of affairs of the SASCO Senior Citizens' Home (the "Home") as at 31 December 2022 and of the results, changes in funds and cash flows of the Home for the financial year ended;
- (b) at the date of this statement, there are reasonable grounds to believe that the Home will be able to pay its debts when they fall due;
- (c) the Home has used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations;
- (d) the Home has complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations; and
- (e) the accounting and other records required to be kept by the Home have been properly kept in accordance with the provisions of the Charities Act and Regulations.

On behalf of the Management Committee



.....
FARIHULLAH S/O ABDUL WAHAB SAFIULLAH



.....
HUSSAIN BIN YUNOS

Dated: 3 May 2023

Independent auditor's report to the members of SASCO Senior Citizens' Home

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of SASCO Senior Citizens' Home (the "Home"), which comprise the statement of financial position of the Home as at 31 December 2022, and the statement of financial activities, statement of changes in funds and statement of cash flows of the Home for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRS") so as to present fairly, in all material respects, the state of affairs of the Home as at 31 December 2022 and of the results, changes in funds and cash flows of the Home for the 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 Home in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. The other information comprises the Statement by the Management Committee but does not include the financial statements and our auditor's report thereon, which we obtained prior to the date of this auditor's report, and the remaining sections of the annual report, which is expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information and we do not and will 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 identified above 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 that we 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 SASCO Senior Citizens' Home (Cont'd)

Other information (Cont'd)

When we read the remaining sections of the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.

Responsibilities of Management and Management Committee for the Financial Statements

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

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

The Management Committee's responsibilities include overseeing the Home'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 skepticism 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 Home's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Independent auditor's report to the members of SASCO Senior Citizens' Home (Cont'd)

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Home'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 Home to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

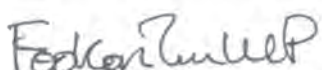
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Home have been properly kept in accordance with the provisions of the Charities Act and Regulations.

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

- (i) the Home has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (ii) the Home has not complied with the requirements of Regulation 15 (Fund-raising expenses limit) of the Charities (Institutions of a Public Character) Regulations.



Foo Kon Tan LLP
Public Accountants and
Chartered Accountants

Singapore,
3 May 2023

SASCO Senior Citizens' Home

Statement of financial position as at 31 December 2022

	Note	31 December 2022 \$	31 December 2021 \$
ASSETS			
Non-Current Assets			
Plant and equipment	3	1,586,305	1,078,734
Intangible assets	4	67,494	62,168
Right-of-use assets	5	798,391	893,778
Investment properties	6	9,627,521	-
		<u>12,079,711</u>	<u>2,034,680</u>
Current Assets			
Receivables	7	2,659,615	1,622,073
Cash and cash equivalents	8	39,452,112	46,072,437
		<u>42,111,727</u>	<u>47,694,510</u>
Total assets		<u>54,191,438</u>	<u>49,729,190</u>
FUNDS AND LIABILITIES			
FUNDS			
Unrestricted funds		44,402,323	44,838,602
Designated funds	9	2,000,000	-
Restricted funds	10	4,401,257	1,932,911
Total Funds		<u>50,803,580</u>	<u>46,771,513</u>
LIABILITIES			
Non-Current Liabilities			
Lease liabilities	11	311,286	504,573
Provisions	12	70,000	-
		<u>381,286</u>	<u>504,573</u>
Current Liabilities			
Lease liabilities	11	426,899	389,921
Other payables	13	2,570,789	2,063,183
Tax payable		8,884	-
		<u>3,006,572</u>	<u>2,453,104</u>
Total liabilities		<u>3,387,858</u>	<u>2,957,677</u>
Total funds and liabilities		<u>54,191,438</u>	<u>49,729,190</u>

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

SASCO Senior Citizens' Home

Statement of financial activities

for the financial year ended 31 December 2022

2022

	Note	General fund \$	Evergreen Place, Home @ HongSan Fund (Note 10) \$
Income:			
<i>Voluntary income:</i>			
Donations		6,428,671	364,050
Funding from Ministry of Social and Family Development		-	1,129,385
Funding from Ministry of Health Agency for Integrated Care subsidy		-	28,852
Funding under Community Care Salary Enhancement ("CCSE") from Agency of Integrated Care		-	-
Funding under Community Silver Trust ("CST") from Agency of Integrated Care ("AIC")		-	825,536
Rental subvention from Ministry of Health and Ministry of Social and Family Development		-	283,999
<i>Income from charitable activities:</i>			
Income from residents		-	338,408
<i>Interest income:</i>			
Interest on fixed deposits		437,686	-
Other income	14	-	285,806
Total income		6,866,357	3,256,036

The annexed notes form an integral part of and should be read in conjunction with these financial statements.



Restricted Funds

Ministry of Health ("MOH") Centre-based Services Fund (Note 10) \$	Ministry of Health ("MOH") Active Ageing Centre Fund (Note 10) \$	Ministry of Health ("MOH") IHDC Fund (Note 10) \$	Ministry of Health ("MOH") SSL Fund (Note 10) \$	Total \$
8,654	71,870	9,759	84	6,883,088
-	-	-	-	1,129,385
1,032,084	141,093	-	-	1,173,177
92,363	318,510	1,447,722	14,541	1,901,988
611,597	-	292,430	-	904,027
590,990	145,858	482,897	6,390	2,051,671
28,320	62,416	73,823	1,216	449,774
446,703	94,629	309,267	(1,297)	1,187,710
-	-	-	-	437,686
225,134	174,730	218,358	2,069	906,097
3,035,845	1,009,106	2,834,256	23,003	17,024,603

SASCO Senior Citizens' Home

Statement of financial activities (Cont'd)

for the financial year ended 31 December 2022

2022

	Note	General fund \$	Evergreen Place, Home @ HongSan Fund (Note 10) \$
Expenditures:			
Costs of charitable activities	15	1,665,653	3,420,398
Costs of governance activities	16	47,356	50,734
Other expenditure	17	209,320	1,071,139
Finance costs		-	5,394
Total expenditures		1,922,329	4,547,665
Surplus/(Deficit) before tax		4,944,028	(1,291,629)
Tax expenses	18	8,884	-
Surplus/(Deficit) for the year		4,935,144	(1,291,629)

The annexed notes form an integral part of and should be read in conjunction with these financial statements.



Restricted Funds

Ministry of Health ("MOH") Centre-based Services Fund (Note 10) \$	Ministry of Health ("MOH") Active Ageing Centre Fund (Note 10) \$	Ministry of Health ("MOH") IHDC Fund (Note 10) \$	Ministry of Health ("MOH") SSL Fund (Note 10) \$	Total \$
3,338,351	950,900	2,971,569	28,785	12,375,656
45,925	15,073	38,770	349	198,207
642,619	360,305	580,250	5,453	2,869,086
1,472	884	1,287	12	9,049
4,028,367	1,327,162	3,591,876	34,599	15,451,998
(992,522)	(318,056)	(757,620)	(11,596)	1,572,605
-	-	-	-	8,884
(992,522)	(318,056)	(757,620)	(11,596)	1,563,721

SASCO Senior Citizens' Home

Statement of financial activities (Cont'd)
for the financial year ended 31 December 2022

2021

	Note	General fund \$	Evergreen Place, Home @ HongSan Fund (Note 10) \$
Income:			
<i>Voluntary income:</i>			
Donations		6,025,025	238,537
Funding from Ministry of Social and Family Development		-	1,155,227
Funding from Ministry of Health		-	-
Agency for Integrated Care subsidy		-	-
Funding under Community Care Salary Enhancement ("CCSE") from Agency of Integrated Care		-	-
Funding under Community Silver Trust ("CST") from Agency of Integrated Care		-	814,379
Rental subvention from Ministry of Health and Ministry of Social and Family Development		-	290,878
<i>Income from charitable activities:</i>			
Income from residents		-	397,352
Other services rendered		-	-
<i>Interest income:</i>			
Interest on fixed deposits		179,799	-
Other income	14	-	287,420
Total income		6,204,824	3,183,793

The annexed notes form an integral part of and should be read in conjunction with these financial statements.



Restricted Funds

Ministry of Health ("MOH") Centre-based Services Fund (Note 10) \$	Ministry of Health ("MOH") Active Ageing Centre Fund (Note 10) \$	Ministry of Health ("MOH") IHDC Fund (Note 10) \$	Ministry of Health ("MOH") SSL Fund (Note 10) \$	Total \$
6,524	16,977	7,748	54	6,294,865
-	-	-	-	1,155,227
1,145,583	219,914	-	-	1,365,497
-	1,350	1,208,882	8,025	1,218,257
168,786	-	90,758	-	259,544
538,179	165,779	416,279	2,545	1,937,161
30,328	-	35,785	120	357,111
495,349	73,135	357,690	329	1,323,855
-	-	-	-	-
-	-	-	-	179,799
325,641	198,136	278,844	1,422	1,091,463
2,710,390	675,291	2,395,986	12,495	15,182,779

SASCO Senior Citizens' Home

Statement of financial activities (Cont'd)

for the financial year ended 31 December 2022

2021		General fund	Evergreen Place, Home @ HongSan Fund (Note 10)	Ministry of Health ("MOH") Centre-based Services Fund (Note 10)
	Note	\$	\$	\$
Expenditures:				
Costs of charitable activities	15	1,109,482	3,220,882	2,933,447
Costs of governance activities	16	9,211	36,481	64,011
Other expenditure	17	107,239	975,737	489,217
Finance costs		-	2,337	1,770
Total expenditures		1,225,932	4,235,437	3,488,445
Surplus/(Deficit) for the year		4,978,892	(1,051,644)	(778,055)

The annexed notes form an integral part of and should be read in conjunction with these financial statements.



Restricted Funds

Ministry of Health ("MOH") Active Ageing Centre Fund (Note 10) \$	Ministry of Health ("MOH") IHDC Fund (Note 10) \$	Ministry of Health ("MOH") SSL Fund (Note 10) \$	Total \$
652,550	2,545,173	15,262	10,476,796
8,253	44,169	138	162,263
299,476	473,419	2,987	2,348,075
1,844	1,568	8	7,527
962,123	3,064,329	18,395	12,994,661
(286,832)	(668,343)	(5,900)	2,188,118

SASCO Senior Citizens' Home

Statement of changes in funds

for the financial year ended 31 December 2022

2022	Unrestricted Funds	Designated Funds		
	General Fund	Programme Funds (Note 9)	Evergreen Place, Home @ HongSan Fund (Note 10)	Ministry of Health ("MOH") Centre-based Services Fund (Note 10)
	\$	\$	\$	\$
At 1 January	44,838,602	-	-	-
Surplus/(Deficit) for the year, representing total comprehensive income/(loss) for the year	4,935,144	-	(1,291,629)	(992,522)
Transfer to restricted funds	(3,371,423)	-	1,291,629	992,522
Transfer to designated funds	(2,000,000)	2,000,000	-	-
Funding receipt for the year	-	-	-	-
Utilisation of restricted fund	-	-	-	-
At 31 December	44,402,323	2,000,000	-	-

The annexed notes form an integral part of and should be read in conjunction with these financial statements.



Restricted Funds

Ministry of Health ("MOH") Active Ageing Centre Fund (Note 10)	Ministry of Health ("MOH") Integrated Home and Day Care ("IHDC") Fund (Note 10)	Ministry of Health ("MOH") Senior Supportive Living ("SSL") Fund (Note 10)	Community Silver Trust ("CST") Fund (Note 10)	Total
\$	\$	\$	\$	\$
-	-	-	1,932,911	46,771,513
(318,056)	(757,620)	(11,596)	-	1,563,721
318,056	757,620	11,596	-	-
-	-	-	-	-
-	-	-	4,520,017	4,520,017
-	-	-	(2,051,671)	(2,051,671)
-	-	-	4,401,257	50,803,580

SASCO Senior Citizens' Home

Statement of changes in funds (Cont'd)
for the financial year ended 31 December 2022

2021	Unrestricted Funds	Designated Funds		
	General Fund \$	Programme Funds (Note 9) \$	Evergreen Place, Home @ HongSan Fund (Note 10) \$	Ministry of Health ("MOH") Centre-based Services Fund (Note 10) \$
At 1 January	22,744,332	19,906,152	-	-
Surplus/(Deficit) for the year, representing total comprehensive income/(loss) for the year	4,978,892	-	(1,051,644)	(778,055)
Transfer to restricted funds	(2,790,774)	-	1,051,644	778,055
Transfer to unrestricted funds	19,906,152	(19,906,152)	-	-
Funding receipt for the year	-	-	-	-
Utilisation of restricted fund	-	-	-	-
At 31 December	44,838,602	-	-	-

The annexed notes form an integral part of and should be read in conjunction with these financial statements.



Restricted Funds

Ministry of Health ("MOH") Active Ageing Centre Fund (Note 10)	Ministry of Health ("MOH") Integrated Home and Day Care ("IHDC") Fund (Note 10)	Ministry of Health ("MOH") Senior Supportive Living ("SSL") Fund (Note 10)	Community Silver Trust ("CST") Fund (Note 10)	Total
\$	\$	\$	\$	\$
-	-	-	1,661,791	44,312,275
(286,832)	(668,343)	(5,900)	-	2,188,118
286,832	668,343	5,900	-	-
-	-	-	-	-
-	-	-	2,191,895	2,191,895
-	-	-	(1,920,775)	(1,920,775)
-	-	-	1,932,911	46,771,513

SASCO Senior Citizens' Home

Statement of cash flows

for the financial year ended 31 December 2022

	Note	2022 \$	2021 \$
Cash Flows from Operating Activities			
Surplus before tax		1,572,605	2,188,118
Adjustments for:			
Fixed assets written off	3	536	12,590
Depreciation of plant and equipment	3	422,700	276,242
Amortisation of intangible assets	4	19,834	3,222
Depreciation of right-of-use assets	5	481,765	435,682
Depreciation of investment properties	6	48,379	-
Interest income		(437,686)	(179,799)
Amortisation of deferred income	13	(15,179)	(8,897)
Government grants	10	(2,051,671)	(1,920,775)
Interest on lease liabilities		9,049	7,527
Operating cash flows before movements in working capital		50,332	813,910
Changes in receivables		(1,037,542)	841,729
Changes in payables		522,785	801,273
Cash (used in)/generated from operations		(464,425)	2,456,912
Government grant received		4,520,017	2,191,895
Net cash generated from operating activities		4,055,592	4,648,807
Cash Flows from Investing Activities			
Acquisition of plant and equipment	3	(930,807)	(808,073)
Acquisition of intangible assets	4	(25,160)	(65,390)
Acquisition of investment properties	6	(9,675,900)	-
Interest received		437,686	179,799
Net cash used in investing activities		(10,194,181)	(693,664)
Cash Flows from Financing Activities			
Lease liabilities:			
- Principal paid	A	(472,687)	(439,636)
- Interest paid	A	(9,049)	(7,527)
Net cash used in financing activities		(481,736)	(447,163)
Net (decrease)/increase in cash and cash equivalents		(6,620,325)	3,507,980
Cash and cash equivalents at beginning of the year		46,072,437	42,564,457
Cash and cash equivalents at end of the year	8	39,452,112	46,072,437

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

SASCO Senior Citizens' Home

Statement of cash flows (Cont'd)

for the financial year ended 31 December 2022

Note A:

The following is the disclosure of the reconciliation of items for which cash flows has been, or would be, classified as financing activities, excluding equity item:

	As at 1 January 2022 \$	< ----- Cash flows ----- >		<- Non-cash changes ->		As at 31 December 2022 \$
		Principal repayment \$	Interest paid \$	New leases \$	Interest expense \$	
Lease liabilities (Note 11)	894,494	(472,687)	(9,049)	316,378	9,049	738,185

	As at 1 January 2021 \$	< ----- Cash flows ----- >		<- Non-cash changes ->		As at 31 December 2021 \$
		Principal repayment \$	Interest paid \$	New Leases \$	Interest expense \$	
Lease liabilities (Note 11)	251,501	(439,636)	(7,527)	1,082,629	7,527	894,494

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

SASCO Senior Citizens' Home

Notes to the financial statements

for the financial year ended 31 December 2022

1 General information

The financial statements of the SASCO Senior Citizens' Home (the "Home") for the year ended 31 December 2022 were authorised for issue in accordance with a resolution of the directors on the date of the Statement by Management Committee.

The Home is registered in the Republic of Singapore under the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations"). The registered office is located at 991 Alexandra Road, #01-04 Singapore 119964. The principal place of business is located at No. 30 Hong San Terrace, Singapore 688246. The Home was granted the status of Institutions of Public Character ("IPC") from 7 July 2022 to 6 April 2024.

The Home is principally engaged to provide aid and relief to a group of people who are in need or in distress, by running a Home for the Aged and to establish and run social and community projects or enterprises and such other welfare activities as may be considered necessary from time to time.

The financial statements for the Home include the financial statement of SASCO@HongKahNorth (Hong Kah Day Care Centre), SASCO@TelokBlangah or SASCO Day Activity Centre for the Elderly (DACE), SASCO@WestCoast or Singapore Programme for Integrated Care for the Elderly (SIECC), SASCO@JurongWest, SASCO@Khatib, SASCO@Compassvale and SASCO Senior Citizens' Home (SASCO Home).

2(a) Basis of preparation

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

The financial statements are presented in Singapore dollars, which is the Home's functional currency. All financial information are presented in Singapore dollars, unless otherwise stated.

2(b) Adoption of new and revised FRS effective for the current financial year

On 1 January 2022, the Home has adopted all the new and revised FRSs, interpretations ("INT FRSs") and amendments to FRSs, effective for the current financial year that are relevant to them. The adoption of these new and revised FRSs pronouncements does not result in significant changes to the Home's accounting policies and has no material effect on the amounts or the disclosures reported for the current or prior reporting periods.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(c) New and revised FRS in issue but not yet effective

At the date of authorisation of these financial statements, the following FRSs were issued but not yet effective which are relevant to the Home and has not early adopted:

Reference	Description	Effective date (Annual periods beginning on or after)
FRS 117	<i>Insurance Contracts</i>	1 January 2023
Amendments to FRS 1	Classification of Liabilities as Current or Non-current	1 January 2023
Amendments to FRS 117	<i>Insurance Contracts</i>	1 January 2023
Amendments to FRS 104	<i>Extension of the Temporary Exemption from Applying FRS 109</i>	1 January 2023
Amendments to FRS 1 and FRS Practice Statement 2	<i>Disclosure of Accounting Policies</i>	1 January 2023
Amendments to FRS 8	<i>Definition of Accounting Estimates</i>	1 January 2023
Amendments to FRS 12	<i>Deferred Tax related to Assets and Liabilities arising from a Single Transaction</i>	1 January 2023
Amendment to FRS 117	<i>Initial Application of FRS 117 and FRS 109 Comparative Information</i>	1 January 2023
FRS 116	<i>Amendments to FRS 116: Lease Liability in a Sale and Leaseback</i>	1 January 2024
Various	<i>Amendments to FRS 1: Non-current Liabilities with Covenants</i>	1 January 2024
Amendments to FRS 110 and FRS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Yet to be determined

The Home intend to adopt the above FRSs when they become effective.

The initial applications of the above-mentioned FRSs are not expected to have significant impacts on the financial statements of the Home.

2(d) Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements in conformity with FRSs requires the use of judgements, estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the reporting period in which the estimate is revised and in any future reporting periods affected.

The areas involving significant judgement and critical accounting estimates and assumptions used are described below.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(d) Critical accounting judgements and key sources of estimation uncertainty (Cont'd)

Significant judgements used in applying accounting policies

Classification between investment properties and property, plant and equipment

The Home has developed certain criteria based on FRS 40 *Investment Property* in making judgement whether a property qualifies as an investment property. Investment property is a property held to earn rentals or for capital appreciation or both. Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portions could be sold separately (or leased out separately under a finance lease), the Home would account for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. Judgement is made on an individual property basis to determine whether ancillary services are significant that a property does not qualify as investment property.

Determining the lease term of contracts with renewal options – Home as lessee

The Home determines the lease term as the non-cancellable term of the lease, together with any period covered by an option to extend the lease if it is reasonably certain to be exercised.

The Home has several lease contracts that include extension options. The Home applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the Home reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew (e.g., construction of significant leasehold improvements or significant customisation to the leased asset).

The Home includes the renewal period as part of the lease term for office building with non-cancellable period included as part of the lease term as these are reasonably certain to be exercised because there will be a significant negative effect on operation if a replacement asset is not readily available.

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period, are discussed below.

Depreciation of plant and equipment (Note 3)

Plant and equipment are depreciated on a straight-line basis over their estimated useful lives. The Home's estimates the useful lives of plant and equipment to be within 3 to 10 years. The carrying amount of the Home's plant and equipment as at 31 December 2022 is \$1,586,305 (2021: \$1,078,734). Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. If the estimated useful lives of plant and equipment increase/decrease by 10% from management's estimates, the Home's surplus for the year will decrease/increase by approximately \$42,270 (2021: \$27,624).

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(d) Critical accounting judgements and key sources of estimation uncertainty (Cont'd)

Key sources of estimation uncertainty (Cont'd)

Amortisation of intangible assets (Note 4)

Intangible assets are accounted for using the cost model. The capitalised costs of these intangible assets are amortised on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these intangible assets to be within 3 to 5 years. After initial recognition, the intangible assets are carried at cost less accumulated amortisation and impairment, if any. In addition, the intangible assets are subject to impairment testing if there are any indicators of impairment, and are written off when, in the opinion of management, no further economic benefits are expected to arise. The carrying amount of the Home's intangible assets is disclosed in Note 4. In 2022, a change of 20% in the amortisation rate of these intangible assets will not lead to significant change in the amortisation expense for the year and their carrying amount at the reporting date.

Estimation of the incremental borrowing rate ("IBR") (Note 11)

For the purpose of calculating the right-of-use asset and lease liability, the Home applies the interest rate implicit in the lease ("IRIIL") and, if the IRIIL is not readily determinable, the Home uses its IBR applicable to the lease asset. The IBR is the rate of interest that the Home would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. For most of the leases whereby the Home is the lessee, the IRIIL is not readily determinable. Therefore, the Home estimates the IBR relevant to each lease asset by using observable inputs (such as market interest rate and asset yield) when available, and then making certain lessee specific adjustments (such as the Home's credit rating). The carrying amount of the Home's right-of-use assets and lease liabilities are disclosed in Notes 4 and 11 respectively.

An increase/decrease of 50 basis points the estimated IBR will decrease/increase the Home's right-of-use assets and lease liabilities by approximately \$4,500 (2021: \$3,700) respectively.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies

Plant and equipment

Plant and equipment are initially recorded at cost. Subsequent to recognition, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is computed on a straight-line method to allocate depreciable amounts over their estimated useful lives. The estimated useful lives are as follows:

Computers	- 3 years
Electrical equipment	- 3 years
Furniture and fittings	- 5 years
Other equipment	- 3 to 5 years
Motor vehicle	- 10 years
Renovation	- 5 years

Fully depreciated assets still in use are retained in the financial statements.

The carrying values of plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

2(e) Significant accounting policies (Cont'd)

Plant and equipment (Cont'd)

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in statement of financial activities.

Intangible assets

Intangible assets acquired separately

Intangible assets acquired separately, are initially recognised at cost. Such costs include the purchase price (net of any discounts and rebates) and other directly attributable costs of preparing the assets for their intended use.

Subsequent to initial recognition, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses, if any. These costs are amortised to profit or loss using the straight-line method over 3 to 5 years, which is the shorter of their remaining estimated useful lives and periods of contractual rights.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies (Cont'd)

Plant and equipment (Cont'd)

The estimated useful lives are as follows:

Computer software - 3 to 5 years

Leases

The Home as lessee

The Home assesses whether a contract is or contains a lease, at inception of the contract. The Home recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of twelve months or less) and leases of low value assets. For these leases, the Home recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Home uses the incremental borrowing rate specific to the lessee. The incremental borrowing rate is defined as the rate of interest that the lessee would have to pay to borrow over a similar term and with a similar security the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Home shall recognise those lease payments in profit or loss in the periods that trigger those lease payments.

For all contracts that contain both lease and non-lease components, the Home has elected to not separate lease and non-lease components and account these as one single lease component.

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

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

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies (Cont'd)

Leases (Cont'd)

The Home as lessee (Cont'd)

The Home remeasures the lease liability (with a corresponding adjustment to the related right-of-use asset or to profit or loss if the carrying amount of the right-of-use asset has already been reduced to Nil) whenever:

- the lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Home as lessor

When the Home acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. Leases in which the Home does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases.

The Home recognises lease payments under operating leases as income on a straight-line basis over the lease term unless another systematic basis is more representative of the pattern in which benefit from the use of the underlying asset is diminished. The lease payment recognised is included as part of "Other income". Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

Subsequent to initial recognition, the Home regularly reviews the estimated unguaranteed residual value and applies the impairment requirements, recognising an allowance for expected credit losses on the lease receivables.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies (Cont'd)

Right-of-use asset

The right-of-use asset comprises the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and accumulated impairment losses, if any.

Whenever the Home incurs an obligation for costs to dismantle and remove a leased asset, restore the office premises on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset.

Depreciation on right-of-use assets is calculated using the straight-line method to allocate their depreciable amounts over the shorter period of lease term and useful life of the underlying asset, as follows:

Office equipment	- over lease term of 5 years
Office premises	- over lease term of 2 to 5 years

If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Home expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line item in the statement of financial position.

The Home applies FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

Investment properties

Investment properties are properties which are owned or held under a freehold interest to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Investment properties are measured initially at cost, including transaction costs, and subsequently carried at cost less accumulated depreciation and any impairment loss. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met; and excludes the costs of day-to-day servicing of an investment property.

Depreciation is calculated on a straight-line basis over a period of 50 years.

Investment properties are derecognised upon disposal or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. Any gain or loss on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognised.

Investment properties are subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are written off to profit or loss. The cost of maintenance, repairs and minor improvements is recognised in profit or loss when incurred.

When the cost model is applied, the fair value of the investment property is disclosed at each reporting date.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies (Cont'd)

Investment properties (Cont'd)

Transfers are made to or from investment properties when and only when there is a change in use. For a transfer from investment property to owner occupied property, the deemed costs of property for subsequent accounting is its fair value at the date of change in use. For a transfer from owner occupied property to investment property, the property is accounted for in accordance with the accounting policy for property, plant and equipment up to the date of change in use.

Transfers to or from investment properties are made when there is a change in use evidenced by:

- Commencement of owner's occupation, for a transfer from investment properties to property, plant and equipment; or
- End of owner occupation, for a transfer from property, plant and equipment to investment properties.

Financial instruments

Financial assets and financial liabilities are recognised in the Home statement of financial position when the Home becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value, except for receivables that do not have a significant financing component which are measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Financial assets and financial liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

Financial assets

(i) Classification

The Home classifies its financial assets in the following measurement categories:

- amortised cost;
- fair value through other comprehensive income ("FVOCI"); and
- fair value through profit or loss ("FVPL").

The classification depends on the Home's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset. The Home reclassifies investments in debt instruments when and only when its business model for managing those assets changes.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies (Cont'd)

Financial assets (Cont'd)

(ii) Measurement

At initial recognition, the Home measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset.

Investments in debt instruments

Investments in debt instruments mainly comprise receivables, cash and cash equivalents/ There are three subsequent measurement categories, depending on the Home's business model for managing the asset and the cash flow characteristics of the asset:

- *Amortised cost*: Investments in debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest method.
- *FVOCI*: Investments in debt instruments that are held for collection of contractual cash flows and for sale, and where the assets' cash flows represent solely payments of principal and interest, are classified as FVOCI. Movements in fair values are recognised in other comprehensive income ("OCI") and accumulated in fair value reserve, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit and loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and presented in "other gains and losses". Interest income from these financial assets is recognised using the effective interest rate method and presented in "interest income".
- *FVPL*: Investments in debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVPL. Movement in fair values and interest income is recognised in profit or loss in the period in which it arises and presented in "other gains and losses".

Investments in equity instruments

The Home subsequently measures all its investments in equity instruments, including listed and unlisted equity securities, at their fair values. Such equity investments are classified as FVPL with movements in their fair values recognised in profit or loss in the period in which the changes arise and presented in "other gains and losses", except for those equity securities which are not held for trading. The Home has elected to recognise changes in fair value of equity securities not held for trading in other comprehensive income as these are strategic investments and the Home considers this to be more relevant. Movements in fair values of investments classified as FVOCI are presented as "fair value gains or losses" in other comprehensive income. Dividends from equity investments are recognised in profit or loss as dividend income within "other income".

**SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022**

2(e) Significant accounting policies (Cont'd)

Financial assets (Cont'd)

(iii) Receivables

Receivables are recognised initially at the amount of consideration that is unconditional to which the Home expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of a third party, if the receivables do not contain a significant financing component. Other receivables generally arise from transactions outside the normal operating activities of the Home.

(iv) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Home commits to purchase or sell the asset.

The Home derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Home neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Home recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Home retains substantially all the risks and rewards of ownership of a transferred financial asset, the Home continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVOCI, the cumulative gain or loss previously accumulated in the fair value reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in equity instrument which the Home has elected on initial recognition to measure at FVOCI, the cumulative gain or loss previously accumulated in the fair value reserve is not reclassified to profit or loss, but is transferred to retained earnings.

Impairment of financial assets

The Home recognises a loss allowance for expected credit losses ("ECLs") on receivables. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Home always recognises lifetime ECL for receivables from residents. The expected credit losses on these financial assets are estimated using a provision matrix based on the Home's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Home recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Home measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increase in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies (Cont'd)

Impairment of financial assets (Cont'd)

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within twelve months after the reporting date.

(i) Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Home compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Home considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Home's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Home's core operations, namely real estate, industrial construction and engineering materials.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk for a particular financial instrument (e.g. significant increase in the credit spread, the credit default swap prices for the debtor, or the length of time or the extent to which the fair value of a financial asset has been less than its amortised cost);
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- actual or expected significant deterioration in the operating results of the debtor;
- significant increases in credit risk on other financial instruments of the same debtor; and
- actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Home presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Home has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Home assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

- the financial instrument has a low risk of default;
- the borrower has a strong capacity to meet its contractual cash flow obligations in the near term; and
- adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies (Cont'd)

Impairment of financial assets (Cont'd)

(i) Significant increase in credit risk (Cont'd)

The Home considers a financial asset to have low credit risk when the asset has external credit rating of 'investment grade' in accordance with the globally understood definition or if an external rating is not available, the asset has an internal rating of 'performing'. Performing means that the counterparty has a strong financial position and there are no past due amounts.

The Home regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

(ii) Definition of default

The Home considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that the receivables which meet either of the following criteria are generally not recoverable.

- when there is a breach of financial covenants by the counterparty; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Home, in full (without taking into account any collaterals held by the Home).

Irrespective of the above analysis, the Home considers that default has occurred when a financial asset is more than 90 days past due unless the Home has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

(iii) Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- significant financial difficulty of the issuer or the borrower;
- a breach of contract, such as a default or past due event;
- the lender of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession that the lender would not otherwise consider;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

(iv) Write-off policy

The Home writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery (e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings), or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Home's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies (Cont'd)

Impairment of financial assets (Cont'd)

(v) Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Home's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Home in accordance with the contract and all the cash flows that the Home expects to receive, discounted at the original effective interest rate. For finance lease receivable, the cash flows used for determining the expected credit losses is consistent with the cash flows used in measuring the finance lease receivable in accordance with FRS 116 Leases.

If the Home has measured the loss allowance for a financial instrument 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 Home measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

The Home recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

Where lifetime ECL is measured on a collective basis to cater for cases where evidence of significant increases in credit risk at the individual instrument level may not yet be available, the financial instruments are grouped on the following basis:

- nature of financial instruments (i.e. the Home's trade and other receivables, and amounts due from customers are each assessed as a separate group, while loans to related parties are assessed for expected credit losses on an individual basis);
- past-due status;
- nature, size and industry of debtors;
- nature of collaterals for finance lease receivables; and
- external credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies (Cont'd)

Financial liabilities

Financial liabilities are recognised when, and only when, the Home become a party to the contractual provisions of the financial instruments. All financial liabilities are recognised initially at fair value plus, in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

Impairment of non-financial assets

At the end of each reporting period, the Home reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Home estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value-in-use. In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in statement of financial activities for which the estimates of future cash flows have not been adjusted.

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

Provisions

A provision is recognised if, as a result of a past event, the Home has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies (Cont'd)

Related parties

A related party is defined as follows:

- (a) A person or a close member of that person's family is related to the Home if that person:
 - (i) has control or joint control over the Home;
 - (ii) has significant influence over the Home; or
 - (iii) is a member of the key management personnel of the Home or of a parent of the Home.

- (b) An entity is related to the Home if any of the following conditions applies:
 - (i) the entity and the Home are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - (iii) both entities are joint ventures of the same third party;
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - (v) the entity is a post-employment benefit plan for the benefit of employees of either the Home or an entity related to the Home. If the Home is itself such a plan, the sponsoring employers are also related to the Home;
 - (vi) the entity is controlled or jointly controlled by a person identified in (a);
 - (vii) a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); or
 - (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

Employee benefits

(i) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Home pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Home has no further payment obligations once the contributions have been paid.

(ii) Employee leave entitlements

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

Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Home. Chief Executive Officer and Management Committees are considered as key management personnel of the Home.

2(e) Significant accounting policies (Cont'd)

Revenue recognition

Revenue is recognised when the Home satisfies a performance obligation by transferring a promised good or extending a service to the customer, which is when the customer obtains control of the good or derived benefits from the usage of the service. A performance obligation may be satisfied at a point in time or over time. If a performance obligation is satisfied over time, the revenue is recognised based on the percentage of completion reflecting the progress towards complete satisfaction of that performance obligation. The amount of revenue recognised is the amount allocated to the satisfied performance obligation. Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties.

(i) Income from residents

Residents are charged a basic daily fee as a contribution to the provision of care and accommodation. Income from residents is recognised over time as services are provided.

(ii) Income from donations

Donations are recognised as and when the Home's entitlement to such income is established with certainty and the amount can be measured with sufficient reliability. This normally coincides with the receipt of the donation.

(iii) Government grants

Grants received to fund operating expenses are recognised on an accrual basis, based on the funding principles specified by Ministry of Health, Ministry of Social and Family Development, and Agency for Integrated Care.

(iv) Interest income

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

Government grants

Government grants are not recognised until there is reasonable assurance that the Home will comply with the conditions attached to them and the grants will be received. Government grants whose primary condition is that the Home should purchase, construct or otherwise acquire non-current assets are recognised as deferred income in the statement of financial position and transferred to statement of financial activities on a systematic and rational basis over the useful lives of the related assets. Deferred income are recognised in statement of financial activities over the periods necessary to match the depreciation, write-off and/or impairment loss of the assets purchased with the related grants. Upon disposal of plant and equipment, the balance of the related deferred income is recognised in statement of financial activities to match the carrying amount of the plant and equipment written off.

Government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Home with no future related costs are recognised in statement of financial activities in the period in which they become receivable.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

2(e) Significant accounting policies (Cont'd)

Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents comprise cash in hand, bank balances, and demand deposits that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value. These also includes fixed deposits maturing within 1 to 12 months from financial year end that form an integral part of the Home's cash management

Unrestricted funds

The Unrestricted Funds are funds which are available to be used for any of the charity's purposes.

Designated funds

The Home had allocated a portion of unrestricted funds to designated funds for its 3 years Mid-Term Plan to be implemented from 2023 to 2025. Refer to Note 10 to the financial statements.

Restricted funds

The funds comprise the cumulative operating surplus or deficit arising from the specific income and expenditure account. The specific funds are utilised in accordance with its intended purpose. Amounts not utilised are accumulated in the specific funds.

Current and non-current classification

The Home presents assets and liabilities in the statements of financial position based on current or non-current classification.

An asset is current when it is:

- expected to be realised or intended to be sold or consumed in the normal operating cycle;
- held primarily for the purpose of trading;
- expected to be realised within twelve months after the reporting period; or
- cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- it is expected to be settled in the normal operating cycle;
- it is held primarily for the purpose of trading;
- it is due to be settled within twelve months after the reporting period; or
- there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The terms of the liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification. The Home classifies all other liabilities as non-current.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

3 Plant and equipment

	Computers \$	Electrical equipment \$	Furniture and fittings \$
<u>Cost</u>			
At 1 January 2021	196,592	3,593	380,288
Additions	90,764	-	140,513
Written off	(18,437)	-	(6,787)
At 31 December 2021	268,919	3,593	514,014
Additions	38,347	1,500	13,955
Written off	(331)	-	-
At 31 December 2022	306,935	5,093	527,969
<u>Accumulated depreciation</u>			
At 1 January 2021	66,883	1,285	254,876
Depreciation for the year	76,704	1,310	77,744
Written off	(17,173)	-	(5,240)
At 31 December 2021	126,414	2,595	327,380
Depreciation for the year	82,159	1,248	75,915
Written off	-	-	-
At 31 December 2022	208,573	3,843	403,295
<u>Carrying amount</u>			
At 31 December 2022	98,362	1,250	124,674
At 31 December 2021	142,505	998	186,634



Other equipment \$	Motor vehicle \$	Renovation \$	Total \$
432,348	713,855	103,490	1,830,166
106,074	-	470,722	808,073
(7,395)	-	(10,800)	(43,419)
531,027	713,855	563,412	2,594,820
52,027	-	824,978	930,807
-	-	(1,760)	(2,091)
583,054	713,855	1,386,630	3,593,536
369,579	514,714	63,336	1,270,673
48,965	27,460	44,059	276,242
(7,109)	-	(1,307)	(30,829)
411,435	542,174	106,088	1,516,086
67,035	27,459	168,884	422,700
-	-	(1,555)	(1,555)
478,470	569,633	273,417	1,937,231
104,584	144,222	1,113,213	1,586,305
119,592	171,681	457,324	1,078,734

SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022

4 Intangible assets

	Software \$
<u>Cost</u>	
At 1 January 2021	-
Additions	65,390
At 31 December 2021	65,390
Additions	25,160
At 31 December 2022	90,550
 <u>Accumulated amortisation</u>	
At 1 January 2021	-
Amortisation for the year	3,222
At 31 December 2021	3,222
Amortisation for the year	19,834
At 31 December 2022	23,056
 <u>Carrying amount</u>	
At 31 December 2022	67,494
 At 31 December 2021	62,168

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

5 Right-of-use assets

	Office equipment \$	Office premises \$	Reinstatement cost \$	Total \$
<u>Cost</u>				
At 1 January 2021	70,605	655,424	-	726,029
Additions	-	1,082,629	-	1,082,629
At 31 December 2021	70,605	1,738,053	-	1,808,658
Additions	-	316,378	70,000	386,378
Expiry of lease contracts	-	(455,613)	-	(455,613)
At 31 December 2022	70,605	1,598,818	70,000	1,739,423
<u>Accumulated depreciation</u>				
At 1 January 2021	23,967	455,231	-	479,198
Depreciation for the year	13,496	422,186	-	435,682
At 31 December 2021	37,463	877,417	-	914,880
Depreciation for the year	14,680	467,085	-	481,765
Expiry of lease contracts	-	(455,613)	-	(455,613)
At 31 December 2022	52,143	888,889	-	941,032
<u>Carrying amount</u>				
At 31 December 2022	18,462	709,929	70,000	798,391
At 31 December 2021	33,142	860,636	-	893,778

**SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022**

5 Right-of-use assets (Cont'd)

Details of the Home's significant right-of-use assets as at the reporting date are as follows:

Property name/ location	Description	Floor area	Tenure
30 Hong San Terrace (Evergreen Place, Home @Hong San) Singapore 688246	Four storey buildings	2,432 sqm	2 years leasehold commenced 19 June 2022
991 Alexandra Road #01-04 Singapore 119964	Office buildings	4,000 sq ft	3 years and 10 months leasehold commenced 1 March 2021

The following table presents the amounts included in profit or loss:

	2022 \$	2021 \$
Depreciation expenses on right-of-use assets	481,765	435,682

6 Investment properties

	Freehold Buildings \$
<u>At Cost</u>	
At 1 January 2022	-
Additions (Note A)	9,675,900
At 31 December 2022	9,675,900
<u>Accumulated depreciation</u>	
At 1 January 2022	-
Depreciation for the year	48,379
At 31 December 2022	48,379
<u>Carrying amount</u>	
At 31 December 2022	9,627,521

Note A: Additions during the year relates to the acquisition of freehold buildings at 354 Alexandra Road, Singapore 159948 amounting to \$9,675,900 on 31 October 2022.

SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022

6 Investment properties (Cont'd)

Details of the Home's investment properties as at 31 December 2022 are as follow:

Property name/ location	Description	Floor area	Tenure
354 Alexandra Road, #01-01 Alexis Singapore 159948	1 storey retail unit	1,378 sq ft	Freehold
354 Alexandra Road, #01-02 Alexis Singapore 159948	1 storey retail unit	1,690 sq ft	Freehold

The amounts recognised in profit or loss for investment properties are set out below:

	2022 \$	2021 \$
Rental Income	55,224	-
Direct operating expenses	(2,967)	-

The estimated fair value of the freehold buildings amounted to \$9,778,739, classified under level 3 of the fair value hierarchy (as defined in Note 24), as determined on the basis of management's review of similar properties in the market as at 31 December 2022. The key input applied in the estimation of the investment property is unit price per square foot.

	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
31 December 2022				
Freehold buildings	-	-	9,778,739	9,778,739

7 Receivables

	2022 \$	2021 \$
Deposits	351,913	145,419
Prepayment	97,893	56,534
Receivables from residents	93,823	92,860
Accrued grants/Funding receivables	1,877,457	1,246,355
Other receivables	1,020	18,997
Interest receivables	237,509	61,908
	2,659,615	1,622,073

**SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022**

7 Receivables (Cont'd)

Receivables from residents

The average credit term period on receivables from residents is 7 days (2021: 7 days). No interest is charged on the receivables.

The Home, being a charity, provides financial assistance to those who are having difficulties to pay their fees. Long outstanding balances will be assessed on a yearly basis.

Management determines the receivables are subject to immaterial credit loss.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Accrued grants/Funding receivables

Accrued grants and funding receivables are mainly subsidies for patients receivable from government agencies. The receivables are interest-free.

For purpose of impairment assessment, the accrued grant and funding receivables are considered to have low credit risk and there has been no significant increase in the risk of default on the receivables since initial recognition. Accordingly, for the purpose of impairment assessment for these receivables, the loss allowance is measured at an amount equal to 12-month ECL.

No loss allowance was recognised as the ECL for accrued grants/funding receivables was deemed to be immaterial.

8 Cash and cash equivalents

	2022	2021
	\$	\$
Cash in hands	6,674	5,230
Cash at bank	1,015,252	4,721,001
Fixed deposits	38,430,186	41,346,206
	39,452,112	46,072,437

Fixed deposits bear interest rates ranging from 0.20% to 4.50% (2021: 0.20% to 0.57%) per annum and for a tenure between 1 to 12 months (2021: 6 to 12 months). The fixed deposits could be drawn without having to incur significant cost.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

9 Designated funds

	2022	2021
	\$	\$
<u>Programme funds</u>		
At 1 January	-	19,906,152
Transfer from unrestricted funds (Note A)	2,000,000	-
Transfer to unrestricted funds (Note B)	-	(19,906,152)
At 31 December	2,000,000	-

The Home's mission and vision are to provide holistic care that makes a difference in every life that it touches and to be the preferred eldercare organisation, that inspires active and quality aging. In 2022, the Home commenced planning work on a 3-year Mid-Term Plan (MTP) comprising initiatives to be implemented from 2023 to 2025. The Committee of Management (COM) approved the transfer of \$2,000,000 from unrestricted funds to designated funds for such MTP initiatives. The initiatives serve to enhance current services (10 of them) and there were also four new services, all, with the aim to achieve the four strategic outcomes of increased presence in the pre-nursing sector, holistic approach in those programmes, excellence service culture as well as a process-excellent organisation.

Note A: In 2022, the Home transferred \$2,000,000 to designated funds for the above-mentioned 3-year MTP.

In 2019, the management committee approved and designated the funds to the following programmes:

Programme	Purpose
sascoACT	- The funds are set aside for provision of daily activities for senior citizens as well as purchasing of workout equipment, craft sets and colouring booklet.
sascoSKILLS	- The funds are set aside to develop certain skills for senior citizens.
sascoDINE	- The funds are set aside for provision of meals for senior citizens.
sascoTHERAPY	- The funds are set aside to improve overall quality of life for the senior citizens as well as introducing senior citizens to modern technologies.
sascoPOM	- The funds are set aside to provide subsidies for the activities of the senior citizens.
sascoHOMECARE	- The funds are set aside to provide senior citizens with personalised care services at the comfort of their own homes.
sascoFUTURE	- The funds are set aside for the implementation of robotics in senior care environment to increase system productivity
sascoMANAGE	- The funds are set aside to provide the volunteers to run campaigns and roadshows to help the senior citizens.
sascoDRIVE	- The funds are set aside to cater transport for senior citizens to and from the Home and their place of residence.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

9 Designated funds (Cont'd)

- sascoDOC - The funds are set aside for provision of medical consultation for senior citizens by licensed doctors.

Note B: In 2021, a resolution was approved by the management committee to transfer the amount of \$19,906,152 back to unrestricted funds for general purpose. This transfer was in line with the management committee's decision to close all programmes mentioned above except for sascoPOM which was renamed as SASCO financial assistance (SASCO FA) which will be funded by the Home's unrestricted funds.

10 Restricted funds

	2022 \$	2021 \$
<u>Evergreen Place, Home @ HongSan Fund</u>		
At 1 January	-	-
Deficit for the year	(1,291,629)	(1,051,644)
Transfer from general fund	1,291,629	1,051,644
At 31 December	-	-

The Evergreen Place, Home @ HongSan Fund is subsidies given by Ministry of Social and Family Development for funding of daily activities for homestay residents.

	2022 \$	2021 \$
<u>Ministry of Health ("MOH") Centre-based Services Fund</u>		
At 1 January	-	-
Deficit for the year	(992,522)	(778,055)
Transfer from general fund	992,522	778,055
At 31 December	-	-

The Ministry of Health ("MOH") Centre-based Services Fund is subsidies given by Ministry of Health for funding of patients fee, transportation fee, and rental of premises.

	2022 \$	2021 \$
<u>Community Silver Trust ("CST") Fund</u>		
At 1 January	1,932,911	1,661,791
Funds received and receivables	4,520,017	2,191,895
Funds utilised	(2,051,671)	(1,920,775)
At 31 December	4,401,257	1,932,911

The Community Silver Trust ("CST") Fund is a dollar-to-dollar donation matching grant provided by the Government to enhance the services of voluntary welfare organisation in the intermediate and long-term care sector. The CST is managed by the Ministry of Health and administered by the Agency of integrated care.

SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022

10 Restricted funds (Cont'd)

	2022	2021
	\$	\$
<u>Ministry of Health ("MOH") Active Ageing Centre Fund</u>		
At 1 January	-	-
Deficit for the year	(318,056)	(286,832)
Transfer from general fund	318,056	286,832
At 31 December	-	-

The Ministry of Health ("MOH") Active Ageing Centre Fund are subsidies given by Ministry of Health for funding of activities catered to senior population held at eldercare centres.

	2022	2021
	\$	\$
<u>Ministry of Health ("MOH") Senior Supportive Living ("SSL") Fund</u>		
At 1 January	-	-
Deficit for the year	(11,596)	(5,900)
Transfer from general fund	11,596	5,900
At 31 December	-	-

The Ministry of Health ("MOH") Senior Supportive Living ("SSL") Fund are subsidies given by Ministry of Health for funding of in-situ assisted living services and round-the-clock supervision and support.

	2022	2021
	\$	\$
<u>Ministry of Health ("MOH") Integrated Home and Day Care ("IHDC") Fund</u>		
At 1 January	-	-
Deficit for the year	(757,620)	(668,343)
Transfer from general fund	757,620	668,343
At 31 December	-	-

The Ministry of Health ("MOH") Integrated Home and Day Care ("IHDC") Fund is subsidies given by Ministry of Health for funding of home and day care of elderly and their families depending on whether they require minimum, moderate or maximum level of assistance.

**SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022**

10 Restricted funds (Cont'd)

Ministry of Health ("MOH") Centre-based Services Fund and Ministry of Health ("MOH") Integrated Home and Day Care ("IHDC") Fund are subsidies given by Ministry of Health for the below centre-based services programmes:

Programme	Objective
Community Rehabilitation	- Covers both active rehabilitation and Maintenance exercise. Provide therapy, which may include physiotherapy or occupational therapy, which is important for an elderly with heart disease, or who had a stroke, fracture or other condition that affected his ability to do everyday things like walking around or going to the bathroom. It can help him regain his abilities.
Maintenance Day Care	- Provides a safe and supportive environment for seniors who need full day custodial care.
Maintenance Exercise	- Provide individualised Care Plan with suitable exercises will be created for seniors.
Dementia Day Care	- Provides full day custodial care in a centre-based setting for seniors living with mild to moderate level of dementia.
Integrated Home and Day Care (IHDC)	- Provide comprehensive and personalised care to support seniors with multiple care needs, to maintain their independence and quality of life in the community for as long as possible.
Centre-Based Nursing	- Provides basic nursing care for seniors such as wound management help or assistance with nasogastric tubes and other equipment.
Centre-based Dementia Respite Care	- Provide dementia day care on Saturdays, as a form of respite support to caregivers.
Active Ageing Centre (Care)	- Drop-in social recreational centre that extends support to seniors living nearby in the community.

SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022

10 Restricted funds (Cont'd)

2022

	Evergreen Place, Home @ HongSan Fund	Ministry of Health ("MOH") Centre-based Services Fund (Note A)	Ministry of Health ("MOH") Active Ageing Centre Fund (Note B)	Ministry of Health ("MOH") Senior Supportive Living ("SSL") Fund	Ministry of Health ("MOH") Integrated Home and Day Care ("IHDC") Fund
	\$	\$	\$	\$	\$
Income:					
<i>Voluntary income:</i>					
Donations	364,050	8,654	71,870	84	9,759
Funding from Ministry of Social and Development	1,129,385	-	-	-	-
Funding from Ministry of Health Agency for Integrated Care subsidy	-	1,032,084	141,093	-	-
Funding under CST from AIC	28,852	92,363	318,510	14,541	1,447,722
Funding under CCSE from Agency of Integrated Care	825,536	590,990	145,858	6,390	482,897
Rental subvention from Ministry of Health and Ministry of Social and Family Development	-	611,597	-	-	292,430
	283,999	28,320	62,416	1,216	73,823
<i>Income from charitable activities:</i>					
Income from residents	338,408	446,703	94,629	(1,297)	309,267
Other income	285,806	225,134	174,730	2,069	218,358
Total income	3,256,036	3,035,845	1,009,106	23,003	2,834,256
Expenditures					
<i>Costs of charitable activities</i>					
<i>Employee benefits expenses</i>					
Accommodation	11,400	30,318	-	212	21,766
Central provident fund contribution	261,153	311,434	92,436	2,664	284,740
Medical expenses	13,070	14,479	3,921	108	12,444
Foreign workers levy	57,595	49,779	2,390	585	49,292
Staff salary, overtime and bonuses	2,278,090	2,380,969	614,599	21,271	2,164,639
Recruitment expenses	400	943	191	14	1,076
Training and seminar	31,773	24,202	5,580	183	21,293
Staff welfare	29,329	27,558	4,075	249	24,330
Other employee benefit expenses	65,547	190,031	12,311	1,244	147,263
<i>Resident Related expenses</i>					
Doctor's retainer fees	2,575	10,401	-	125	9,471
Festival celebration	15,374	1,998	1,861	48	3,725
Groceries	317,709	87,849	36,487	651	70,860
Occupational therapy expenses	27,540	70,152	-	319	42,044
Physiotherapy expenses	45,660	72,706	-	485	54,421
Resident expenses	97,545	23,349	177,049	415	34,674
SASCO Charity Assistance to clients	165,638	42,183	-	212	29,531
	3,420,398	3,338,351	950,900	28,785	2,971,569
<i>Costs of governance activities</i>					
Audit fee	28,360	25,420	7,386	177	20,657
Professional charges	22,374	20,505	7,687	172	18,113
	50,734	45,925	15,073	349	38,770
<i>Other expenditures</i>					
<i>Depreciation expense</i>					
Depreciation of plant and equipment	3,898	3,481	9,360	29	3,066
Amortization of intangible asset	75,661	166,937	72,389	751	106,961
Depreciation of right-of-use assets	248,050	72,665	96,714	601	63,736
<i>Other expenses</i>	743,530	399,536	181,842	4,072	406,487
	1,071,139	642,619	360,305	5,453	580,250
Finance costs	5,394	1,472	884	12	1,287
Total expenditures	4,547,665	4,028,367	1,327,162	34,599	3,591,876
Deficit for the year	(1,291,629)	(992,522)	(318,056)	(11,596)	(757,620)
Transfer from general fund	1,291,629	992,522	318,056	11,596	757,620
At 31 December 2022	-	-	-	-	-

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

10 Restricted funds (Cont'd)

Note A

	Ministry of Health ("MOH") Community Rehabilitation \$	Ministry of Health ("MOH") Maintenance Exercise \$	Ministry of Health ("MOH") Dementia Day Care \$	Ministry of Health ("MOH") Maintenance Day Care \$	Ministry of Health ("MOH") Centre-based Nursing \$	Ministry of Health ("MOH") Centre-based Services Fund \$
Income:						
<i>Voluntary income:</i>						
Donations	309	2,673	5,470	200	2	8,654
Funding from Ministry of Health	35,657	351,239	622,846	22,122	220	1,032,084
Agency for Integrated Care subsidy	-	54,559	37,804	-	-	92,363
Funding under CST from AIC	27,201	241,671	304,439	17,614	65	590,990
Funding under CCSE from Agency of Integrated Care	22,538	225,240	349,104	14,594	121	611,597
Rental subvention from Ministry of Health and Ministry of Social and Family Development	1,151	9,427	16,989	746	7	28,320
<i>Income from charitable activities:</i>						
Income from residents	14,658	163,775	257,763	10,452	55	446,703
Other income	8,687	78,167	132,605	5,625	50	225,134
Total income	110,201	1,126,751	1,727,020	71,353	520	3,035,845
Expenditures						
<i>Costs of charitable activities</i>						
<i>Employee benefits expenses</i>						
Accommodation	907	12,467	16,351	588	5	30,318
Central provident fund contribution	11,932	110,884	180,826	7,727	65	311,434
Medical expenses	616	5,052	8,409	399	3	14,479
Foreign workers levy	1,498	19,689	27,612	970	10	49,779
Staff salary, overtime and bonuses	91,019	866,104	1,364,430	58,940	476	2,380,969
Recruitment expenses	27	375	523	18	-	943
Training and seminar	1,091	8,217	14,183	707	4	24,202
Staff welfare	914	10,552	15,495	592	5	27,558
Other employee benefit expenses	7,194	70,540	107,602	4,659	36	190,031
<i>Resident Related expenses</i>						
Doctor's retainer fees	111	4,791	5,426	72	1	10,401
Festival celebration	66	586	1,301	44	1	1,998
Groceries	3,200	33,102	49,458	2,072	17	87,849
Occupational therapy expenses	2,807	27,610	37,907	1,818	10	70,152
Physiotherapy expenses	4,150	25,241	40,617	2,687	11	72,706
Resident expenses	1,029	7,068	14,580	666	6	23,349
SASCO Charity Assistance to clients	1,202	16,407	23,788	778	8	42,183
	127,763	1,218,685	1,908,508	82,737	658	3,338,351
<i>Costs of governance activities</i>						
Audit fee	917	9,369	14,535	594	5	25,420
Professional charges	761	7,499	11,748	493	4	20,505
	1,678	16,868	26,283	1,087	9	45,925
<i>Other expenditures</i>						
<i>Depreciation expense</i>						
Depreciation of plant and equipment	130	1,269	1,996	85	1	3,481
Amortization of intangible asset	2,806	70,304	91,980	1,817	30	166,937
Depreciation of right-of-use assets	2,731	26,529	41,623	1,768	14	72,665
<i>Other expenses</i>	16,003	137,726	235,356	10,363	88	399,536
	21,670	235,828	370,955	14,033	133	642,619
Finance costs	56	538	842	36	-	1,472
Total expenditures	151,167	1,471,919	2,306,588	97,893	800	4,028,367
Deficit for the year	(40,966)	(345,168)	(579,568)	(26,540)	(280)	(992,522)
Transfer from general fund	40,966	345,168	579,568	26,540	280	992,522
At 31 December 2022	-	-	-	-	-	-

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

10 Restricted funds (Cont'd)

Note B

	Ministry of Health ("MOH") Active Ageing Centre SASCO @ Khatib Fund \$	Ministry of Health ("MOH") Active Ageing Centre SASCO @ Compassvale Fund \$	Ministry of Health ("MOH") Active Ageing Centre SASCO @ WestCoast Fund \$	Ministry of Health ("MOH") Active Ageing Centre Fund \$
Income:				
<i>Voluntary income:</i>				
Donations	46,877	7,785	17,208	71,870
Funding from Ministry of Health	29,988	29,989	81,116	141,093
Agency for Integrated Care subsidy	159,548	158,962	-	318,510
Funding under CST from AIC	81,234	64,624	-	145,858
Rental subvention from Ministry of Health and Ministry of Social and Family Development	33,427	28,756	233	62,416
<i>Income from charitable activities:</i>				
Income from residents	87,353	6,904	372	94,629
Other income	133,851	34,195	6,684	174,730
Total income	572,278	331,215	105,613	1,009,106
Expenditures				
Costs of charitable activities				
<i>Employee benefits expenses</i>				
Central provident fund contribution	47,018	33,194	12,224	92,436
Medical expenses	1,923	1,577	421	3,921
Foreign workers levy	-	2,390	-	2,390
Staff salary, overtime and bonuses	312,450	227,344	74,805	614,599
Recruitment expenses	52	130	9	191
Training and seminar	2,794	2,313	473	5,580
Staff welfare	2,478	1,423	174	4,075
Other employee benefit expenses	6,930	4,357	1,024	12,311
<i>Resident Related expenses</i>				
Festival celebration	338	841	682	1,861
Groceries	24,498	3,021	8,968	36,487
Resident expenses	116,774	46,947	13,328	177,049
	515,255	323,537	112,108	950,900
Costs of governance activities				
Audit fee	4,190	2,424	772	7,386
Professional charges	4,300	2,677	710	7,687
	8,490	5,101	1,482	15,073
Other expenditures				
<i>Depreciation expense</i>				
Depreciation of plant and equipment	4,402	4,113	845	9,360
Amortization of intangible asset	33,090	37,086	2,213	72,389
Depreciation of right-of-use assets	53,097	41,138	2,479	96,714
<i>Other expenses</i>				
	110,989	62,019	8,834	181,842
	201,578	144,356	14,371	360,305
Finance costs	486	350	48	884
Total expenditures	725,809	473,344	128,009	1,327,162
Deficit for the year	(153,531)	(142,129)	(22,396)	(318,056)
Transfer from general fund	153,531	142,129	22,396	318,056
At 31 December 2022	-	-	-	-

SASCO Senior Citizens' Home Notes to the financial statements for the financial year ended 31 December 2022

10 Restricted funds (Cont'd)

2021

	Evergreen Place, Home @ HongSan Fund \$	Ministry of Health ("MOH") Active Rehabilitation \$	Ministry of Health ("MOH") Maintenance Exercise \$
Income:			
<i>Voluntary income:</i>			
Donations	238,537	246	248
Funding from Ministry of Social and Development	1,155,227	-	-
Funding from Ministry of Health Agency for Integrated Care subsidy	-	13,251	17,431
Funding under CST from AIC	814,379	13,465	13,560
Funding under CCSE from Agency of Integrated Care	-	3,144	3,166
Rental subvention from Ministry of Health and Ministry of Social and Family Development	290,878	430	432
<i>Income from charitable activities:</i>			
Income from residents	397,352	12,159	8,122
Other income	287,420	5,672	5,712
Total income	3,183,793	48,367	48,671
Expenditures			
Costs of charitable activities			
<i>Employee benefits expenses</i>			
Accommodation	11,893	408	410
Central provident fund contribution	222,621	5,102	5,138
Medical expenses	8,563	181	183
Foreign workers levy	55,695	632	636
Staff salary, overtime and bonuses	2,153,300	42,259	42,557
Recruitment expenses	1,283	21	22
Training and seminar	11,378	354	355
Staff welfare	22,012	468	472
Other employee benefit expenses	10,261	230	231
<i>Resident Related expenses</i>			
Database management expenses	-	-	-
Art therapy expenses	-	-	-
Doctor's retainer fees	910	84	84
Festival celebration	19,058	5	5
Groceries	288,383	1,538	1,550
Occupational therapy expenses	42,805	1,401	1,411
Physiotherapy expenses	45,880	1,882	1,895
Resident expenses	127,636	521	525
Subsidy of resident rental expenses	199,204	545	548
	3,220,882	55,631	56,022
Costs of governance activities			
Audit fee	26,739	419	422
Board meeting expenses	-	-	-
Professional charges	9,742	148	149
	36,481	567	571



Ministry of Health ("MOH") Dementia Day Care (Note A)	Ministry of Health ("MOH") Maintenance Day Care	Ministry of Health ("MOH") Centre-based Services Fund	Ministry of Health ("MOH") Senior Activity Centre SASCO @ Khatib Fund	Ministry of Health ("MOH") Senior Activity Centre SASCO @ Compassvale Fund	Ministry of Health ("MOH") Senior Supportive Living ("SSL")	Ministry of Health ("MOH") Integrated Home and Day Care ("IHDC") Fund
\$	\$	\$	\$	\$	\$	\$
4,213	1,817	6,524	16,450	527	54	7,748
-	-	-	-	-	-	-
753,758	361,143	1,145,583	109,957	109,957	-	-
323,420	187,734	538,179	675	675	8,025	1,208,882
110,657	51,819	168,786	87,640	78,139	2,545	416,279
-	-	-	-	-	-	90,758
23,534	5,932	30,328	-	-	120	35,785
326,700	148,368	495,349	71,532	1,603	329	357,690
209,746	104,511	325,641	143,953	54,183	1,422	278,844
1,752,028	861,324	2,710,390	430,207	245,084	12,495	2,395,986
18,561	11,261	30,640	-	-	136	23,117
174,600	82,643	267,483	38,150	30,162	1,291	245,524
5,202	2,460	8,026	1,527	594	39	7,290
27,991	16,336	45,595	-	-	224	37,174
1,441,847	705,246	2,231,909	242,995	187,735	10,099	1,953,388
685	342	1,070	119	93	4	813
9,862	5,629	16,200	3,417	2,588	49	10,624
16,232	8,589	25,761	1,833	1,340	114	21,217
7,714	3,843	12,018	800	688	57	10,621
-	-	-	-	-	-	-
-	-	-	-	-	-	-
2,270	483	2,921	-	-	2,090	5,991
350	47	407	394	-	14	1,564
53,555	28,277	84,920	18,099	1,802	318	65,391
43,740	24,994	71,546	-	-	213	46,979
43,887	20,602	68,266	-	-	185	49,654
18,423	9,084	28,553	93,269	26,945	253	34,862
23,665	13,374	38,132	-	-	176	30,964
1,888,584	933,210	2,933,447	400,603	251,947	15,262	2,545,173
15,716	7,849	24,406	3,237	2,516	96	20,006
-	-	-	-	-	-	-
25,987	13,321	39,605	1,390	1,110	42	24,163
41,703	21,170	64,011	4,627	3,626	138	44,169

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

10 Restricted funds (Cont'd)

2021	Evergreen Place, Home @ HongSan Fund \$	Ministry of Health ("MOH") Active Rehabilitation \$	Ministry of Health ("MOH") Maintenance Exercise \$
Other expenditures			
<i>Depreciation expense</i>			
Depreciation of plant and equipment	71,783	1,007	1,013
Amortization of intangible asset	359	5	5
Depreciation of right-of-use assets	230,743	1,093	1,101
<i>Other expenses</i>	672,852	5,506	5,546
	975,737	7,611	7,665
Finance costs	2,337	32	32
Total expenditures	4,235,437	63,841	64,290
Surplus/(Deficit) for the year	(1,051,644)	(15,474)	(15,619)
Transfer from general fund	1,051,644	15,474	15,619
Balance as at 31 December 2021	-	-	-

The programme funds that are in deficit amounts as at the end of the year have utilised funding from the general fund and the Home's programme funds so as to keep the programmes running. Deficits in the programme funds come about because there are different funding models for each programme fund and many of these programmes are not fully funded. The Home is expected to raise funds and utilise government matching grants to cover the programme expenditure.

Note A:

The following is the disclosure of the merging of existing programmes under Ministry of Health ("MOH") centre-based services:

- i) The programmes "MOH Dementia Day Care (General)" and "MOH Dementia Day Care (Enhanced)" are merged under the programme "MOH Dementia Day Care", with effect from 1 July 2021.



Ministry of Health ("MOH") Dementia Day Care (Note A) \$	Ministry of Health ("MOH") Maintenance Day Care \$	Ministry of Health ("MOH") Centre-based Services Fund \$	Ministry of Health ("MOH") Senior Activity Centre SASCO @ Khatib Fund \$	Ministry of Health ("MOH") Senior Activity Centre SASCO @ Compassvale Fund \$	Ministry of Health ("MOH") Senior Supportive Living ("SSL") \$	Ministry of Health ("MOH") Integrated Home and Day Care ("IHDC") Fund \$
42,037	25,644	69,701	41,994	35,538	367	56,859
210	128	348	1,130	1,098	3	284
39,433	19,408	61,035	50,723	38,614	287	54,278
228,611	118,470	358,133	80,931	49,448	2,330	361,998
310,291	163,650	489,217	174,778	124,698	2,987	473,419
1,142	564	1,770	2,136	(292)	8	1,568
2,241,720	1,118,594	3,488,445	582,144	379,979	18,395	3,064,329
(489,692)	(257,270)	(778,055)	(151,937)	(134,895)	(5,900)	(668,343)
489,692	257,270	778,055	151,937	134,895	5,900	668,343
-	-	-	-	-	-	-

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

11 Lease liabilities

	2022	2021
	\$	\$
Undiscounted lease payments due:		
- Year 1	433,284	395,335
- Year 2	310,459	271,284
- Year 3	2,261	234,859
- Year 4	-	2,262
	746,004	903,740
Less: future finance charges	(7,819)	(9,246)
Present value of lease liabilities	738,185	894,494
Presented as:		
- Current	426,899	389,921
- Non-current	311,286	504,573
	738,185	894,494

The Home leases office equipment and office premises (Note 5).

The Home makes monthly lease payments for usage of premises under leasing agreement for operation purposes. Leases are negotiated for an average term of 5 years for equipment and 4 years for premises.

Total cash outflows (including interest paid) for all leases in the year amounted to \$557,348 (2021: \$547,202).

Interest expense on lease liabilities of \$9,049 (2021: \$7,527) is recognised within "finance costs" in statement of financial activities.

The Home's lease liabilities are secured by the lessors' title to the leased assets.

There are no externally imposed covenants on these premises' lease arrangements.

Rental expenses not capitalised in lease liabilities but recognised within "other expenditure" in statement of financial activities are set out below:

	2022	2021
	\$	\$
Short-term leases	75,311	99,739
Leases of low-value assets	300	300

As at 31 December 2022, the Home's short-term leases and low value assets commitments at the reporting date under non-cancellable operating leases contracted for but not recognised as liabilities, are as follows:

	2022	2021
	\$	\$
Short-term leases:		
- Not later than one year	71,776	-
Leases of low value assets:		
- Not later than one year	300	300
- Later than one year and not later than five years	150	450
- Later than five years	-	-
	450	750

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

12 Provisions

	2022	2021
	\$	\$
<u>Non-current</u>		
At 1 January	-	-
Additions	70,000	-
At 31 December	70,000	-

Represents provision to be incurred for reinstatement of the office premises upon expiry of the lease term.

13 Other payables

	2022	2021
	\$	\$
Accruals for staff costs	1,217,764	1,189,875
Other accruals	152,956	283,716
Sundry creditors	544,122	287,231
Payables to a related party	204,496	190,903
Other residents' deposits	63,985	75,348
Deferred income (Note A)	366,309	7,490
GST payable	21,157	28,620
	2,570,789	2,063,183

Other payables are non-interest bearing and have an average credit term of 30 to 60 days (2021: 30 to 60 days).

Note A:

The movement in deferred income is set out as below:

	2022	2021
	\$	\$
<u>Deferred income</u>		
Balance at beginning of year	7,490	16,387
Additional for the year	373,998	-
Amortisation for the year	(15,179)	(8,897)
Balance at end of year	366,309	7,490

Deferred income pertains to plant and equipment funded by CST fund.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

14 Other income

	2022	2021
	\$	\$
Special employment credit	29,468	30,399
Training grant	24,913	34,224
Wage credit scheme	143,293	176,774
Other government grant	496,246	678,087
Rental Income	55,224	-
Miscellaneous income	156,953	171,979
	906,097	1,091,463

Miscellaneous income mainly consists of income from transport for sending residents to hospital and occasional rental of office premises.

15 Costs of charitable activities

Cost of charitable activities include:

	2022	2021
	\$	\$
Foreign worker levy	163,811	142,649
Groceries	498,328	458,912
Occupational therapy expenses	140,055	161,542
Physiotherapy expenses	173,222	163,985
Resident expenses	332,558	311,518
Database management expenses	1,570,068	1,090,126
Fund-raising expenses	95,585	19,356
SASCO charity assistance to clients	75,331	22,252
Employee benefits expenses:		
- Central Provident Fund contribution	982,999	835,841
- Staff salaries, overtime, and bonuses	7,391,572	6,736,702
- Medical expenses	45,878	26,671
- Other employee benefit expenses	38,536	36,175

16 Costs of governance activities

Costs of governance activities include:

	2022	2021
	\$	\$
Board Member reimbursement	24,285	9,211
Professional charges	68,850	75,050

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

17 Other expenditure

Other expenditure include:

	Note	2022 \$	2021 \$
Bad debts written off		2,245	-
Printing and stationery		30,709	37,875
Repairs & maintenance		81,858	97,071
Security services		76,200	72,700
Depreciation of plant and equipment	3	422,700	276,242
Amortisation of intangible assets	4	19,834	3,222
Depreciation of right-of-use assets	5	481,765	435,682
Depreciation of investment properties	6	48,379	-
Insurance		20,884	20,215
Lease expenses relating to short-term leases	11	75,311	99,739
Lease expenses relating to low-value asset	11	300	300
Utilities		304,595	255,696
Telecommunication		65,987	52,188
Outsource service fees		33,818	68,867
IT Expenses		237,276	240,125
Conservancy and Service Charges		156,781	152,330
Marketing Expenses		73,568	-
Bank Charges		108,481	110,982

18 Tax expense

The Home is an approved charity organisation under the Charities Act, Chapter 37. No provision for taxation has been made in the financial statements as the Home is a registered charity with income tax exemption under Income Tax Act, Chapter 134 except for income received that is not from Donations, Fund raising and Grant from Government.

A reconciliation of income tax expenses applicable to surplus before tax at the statutory tax rate to income tax expenses at the effective income tax of the Home are as follows:

	2022 \$
Surplus before tax	1,572,605
Tax at statutory rate of 17% (2021: 17%)	267,343
Tax effect on non-deductible expenses *	2,626,335
Tax effect on non-taxable income **	(2,884,794)
	8,884

* Non-deductible expenses are expenses related to charitable activities of the Home.

** Non-taxable income pertains to income related to donations, fund raising, and grant received from the government.

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

19 Tax exempt receipt

The Home enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times double tax deduction for the donations made to the Home. The IPC status was renewed for 21 months (2021: 9 months) with effect from 7 July 2022 to 6 April 2024 (2021: 7 October 2021 to 6 July 2022.)

	2022	2021
	\$	\$
Donations for which tax-exempt receipts were issued	6,015,559	6,101,670

20 Significant related party transactions

Some of the Home's transactions and arrangements are with a related party and the effect of these on the basis determined between the parties is reflected in these financial statements.

For the purposes of these financial statements, parties are considered to be related to the Home if the Home has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Home and the party is subject to common control, or the party is a member of key management personnel of the Home, or the party is a close family member of any individual of the key management personnel or controlling party.

Related parties include the co-operative entity that provides key management personnel who have the authority and responsibility for planning, directing and controlling the activities of the Home.

Other than as disclosed elsewhere in the financial statement, the following transactions took place between the Home and the related party at terms agreed between the parties:

	2022	2021
	\$	\$
Receipt of AIC grant by a related party on behalf of the Home	7,073,127	3,683,209
AIC grant transferred to Home by a related party	(7,073,127)	(3,683,209)
Donation service fees expense	1,659,364	877,689
Reimbursement of expenses by a related party	24,373	-
Reimbursement of expenses from a related party	-	2,189
Rent and office expense from related party	24,148	27,957

Compensation of key management personnel

The remuneration of key management personnel during the year is as follows:

	2022	2021
	\$	\$
Short-term benefit	302,198	242,428
Post-employment benefits	8,070	10,203
	310,268	252,631

SASCO Senior Citizens' Home

Notes to the financial statements for the financial year ended 31 December 2022

20 Significant related party transactions (Cont'd)

Number of key managements in remuneration bands:

	2022	2021
\$300,001 and above	1	-
\$200,001- \$300,000	-	1
\$200,000 and below	-	-
	1	1

The annual remuneration (comprising basic salary, bonuses, allowances and employer's contribution to Central Provident Fund) of the three (2021: three) highest paid staff classified by remuneration bands are as follows:

	2022	2021
\$300,001 and above	1	-
\$200,001-\$300,000	-	1
\$100,000-\$200,000	2	2
	3	3

Number of paid staff who are close members of the family of the Executive Head or Board members, who each remuneration exceeding \$50,000 during the year, in bands of \$100,000:

	2022	2021	
\$50,000- \$150,000	1	1	Name of Executive Head of Board Member with whom the staff is a close family member
			Subramaniam s/o Krishnan

21 Commitments

Capital commitments

Estimated amounts committed at the end of the reporting year for future capital expenditure but not recognised in the financial statements are as follows:

	2022	2021
	\$	\$
Capital commitment for future expenditure for:		
- renovation	-	272,000
- computer software	365,020	53,569

**SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022**

22 Financial risk management

Management monitors and manages the financial risks relating to the operations of the Home to minimise adverse potential effects on financial performance. These risks include market risk (including interest rate risk), credit risk, liquidity risk and fair value risk. Management manages and monitors these exposures to ensure appropriate measures are implemented in a timely and effective manner.

There has been no change to the Home's exposure to these financial risks or the manner in which it manages and measures these risks. Market risk is the risk that change in market prices, such as interest rates will affect the Home's income. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

Market risk exposures are measured using sensitivity analysis indicated below:

22.1 Interest rate risk management

Interest rate risk is the risk that the fair value or future cash flows of the Home's financial instruments will fluctuate because of changes in interest rates. The Home's exposure to interest rate risk arises primarily from fixed deposits placed with financial institutions.

As the fixed deposits are earning interest at fixed interest rate, the Home does not expect any significant effect on the Home's statement of financial activities arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the financial year.

22.2 Credit risk

Credit risk is the potential financial loss resulting from the failure of a counterparty to settle its financial and contractual obligations to the Home as and when they fall due. The maximum exposure to credit risk in the event that the counterparties fail to perform their obligations as at the end of financial year in relation to each class of recognised financial assets is the carrying amounts of those assets as stated in the statement of financial position.

The Home develops and maintains its credit risk gradings to categorise exposures according to their degree of risk of default. The majority of the Home's receivables relate to grant receivables from government bodies which is not subjected to credit risk assessment.

The Home has adopted procedures in monitoring its credit risk. Cash and cash equivalents are held with reputable institutions and are subject to immaterial credit loss.

The Home does not have any significant credit risk exposure to any single counterparty.

The Home's surplus funds are also managed centrally by placing them with reputable financial institutions on varying maturities.

SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022

22.3 Liquidity risk

Liquidity risk refers to the risk that the Home will encounter difficulties in meeting its short-term obligations due to shortage of funds. The Home's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. It is managed by matching the payment and receipt cycles. The Home's objective is to maintain an adequate level of cash and cash equivalents to finance the Home's operation.

The following table analyses the remaining contractual maturity profile of the Home's financial liabilities based on contractual undiscounted cash flow, including estimated interest payments.

	-----Contractual undiscounted cash flows-----				Carrying amount
	Less than 1 year \$	Between 2 to 5 years \$	Over 5 years \$	Total \$	
2022					
Lease liabilities	433,284	312,720	-	746,004	738,185
Other payables	2,183,323	-	-	2,183,323	2,183,323
	2,616,607	312,720	-	2,929,327	2,921,508
2021					
Lease liabilities	395,335	508,405	-	903,740	894,494
Other payables	2,027,073	-	-	2,027,073	2,027,073
	2,422,408	508,405	-	2,930,813	2,921,567

22.4 Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Currency risk arises when transactions are denominated in foreign currencies.

The principal activities of the Home are carried out in Singapore dollars. Hence, the Home does not have exposure to foreign currency risk.

SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022

23 Financial instruments

The carrying amounts of financial assets and financial liabilities at the reporting date by categories are as follows:

	2022	2021
	\$	\$
At amortised cost		
Financial assets		
Receivables*	684,265	319,184
Cash and cash equivalents	39,452,112	46,072,437
	40,136,377	46,391,621
At amortised cost		
Financial liabilities		
Lease liabilities	738,185	894,494
Other payables**	2,183,323	2,027,073
	2,921,508	2,921,567

* exclude prepayment and grant receivables from government

** exclude deferred income and GST payable

**SASCO Senior Citizens' Home
Notes to the financial statements for the financial year ended 31 December 2022**

24 Fair value measurement

Definition of fair value

FRSs define fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Fair value hierarchy

The Home classifies fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- (a) Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities;
- (b) Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the assets or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- (c) Level 3 - Inputs for the assets or liability that are not based on observable market data (unobservable inputs).

Other than as disclosed elsewhere in these financial statements, the carrying amounts and fair values of non-financial assets and liabilities, including their fair value hierarchy level, are set out below:

	Note	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
2022					
Non-financial assets					
Investment properties	6	-	-	9,700,000	9,700,000

Lease liabilities

The carrying amounts of finance leases approximate their fair values as they bear interest at rates which approximate the current incremental borrowing rate for similar types of leasing arrangements.

Fair value measurement of financial assets and liabilities

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

The Home does not anticipate that the carrying amounts recorded at the end of the reporting period would be significantly different from the values that would eventually be received or settled.



SASCO Senior Citizens' Home

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