



# SERVING & EMPOWERING THE COMMUNITY WITH YOU

[Annual Report 2013]

Care Community Services Society

247 Paya Lebar Road, #03-02

Trinity@Paya Lebar, Singapore 409045

[www.carecom.org.sg](http://www.carecom.org.sg)

UEN S96SSo195L

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## Mission, Vision & Core Values

### Mission

CCSS is called to **serve** the community and to **influence** and **equip** individuals and families for ***empowered living*** through all generations

### Vision

<b>Service Posture</b> Serving with compassion and selfless dedication	<b>Strategic Positioning</b> Staying relevant to benefit society	<b>Active Partnerships</b> Partnering individuals and organizations to meet needs	<b>Empowered People</b> Lives restored and transformed to bless others
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### Core Values



## Governance

<b>Unique Entity Number (UEN):</b>	Sg6SSo195L
<b>Registered Address:</b>	247 Paya Lebar Road #03-02 Trinity@Paya Lebar Singapore 409045
<b>Bank:</b>	United Overseas Bank
<b>Auditors:</b>	Baker Tilly TFW LLP

### Patron

Mrs Kay Iswaran

## Management Committee

<b>President &amp; Chairperson</b> Rev Dominic YEO Senior Pastor, Trainer and Consultant	<b>Vice President &amp; Deputy Chairperson</b> Rev Beatrice KANG Executive Pastor, Trainer and Consultant
<b>Honorary Treasurer</b> Ms LIM Siew Tin Senior Director – Finance and RFBA	<b>Honorary Secretary &amp; Legal Advisor</b> Ms Lauren ONG Partner Advocate & Solicitor <i>Sub-committee: Nomination</i>
<b>Member</b>	
Mr BOON Suan Chew Profession: Company Director <i>Sub-committee: Fund-raising and Investment Committee</i>	Ms Sandie FUN Profession: Director, Finance and Administration <i>Sub-committee: Internal Audit, Public Relations &amp; Corporate Communications</i>
Ms Joyce FOO Profession: Talent Acquisition Leader <i>Sub-committee: Human Resource</i>	Mr Albert TAY Profession: Company Director <i>Sub-committee: Programmes and Services</i>
Pastor Larry LEE Profession: Pastor	Mr Ronald LOKE Profession: Insurance Broker

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## Management Staff

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Name of Staff	Designation	Date of Appointment
Mr David Chan	Executive Director	01 Apr 2013
Ms Tan Haw Jia	Director of Programmes	01 Jan 2009

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## Declarations

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### Reserves Policy

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The Society's ratio of reserves, excluding designated reserves, to annual operating expenditure for the financial year ended 31 December 2013 was 1.60 (1.79 for financial year ended 31 December 2012). The Management Committee intends to build and maintain the Society's reserves at a level which is at least equivalent to three times of annual operating expenditure in the coming years.

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### COG Compliances

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The charity has complied with 23 out of 23 applicable guidelines of the Code of Governance Evaluation Checklist for Institutions of a Public Character (IPCs) and large charities. 3. Care Community Services Society has been approved as an Institution of a Public Character (IPC) for another four years from 1 July 2013 to 30 June 2017.

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## President's Message



2013 has been a year of major development for Care Community Services Society (CCSS).

In anticipation of growth and greater exploits for God, as well as to impact and transform even more lives in our community, we strengthened processes at every level and invested in our most valuable asset – our people.

Like building a tent, we have not only established our tent wider, but also drove our sticks deeper for a stronger foundation.

### **Empowering staff**

In April, we welcomed our new Executive Director, David Chan. With more than 18 years of experience in organizational structure and planning, his leadership has tightened and aligned our processes to better serve our community.

Also, we had a new Resource Planning and Development Manager on our team. He has brought us further in seeking out more avenues of revenue to support our operations and pave the way for future expansion.

In our Children Services, we had a new Operations Manager. With more than 10 years of experience in our Children Services, her oversight has improved the efficiency of our operations for the blessing of more children in our community.

For our Children Services staff, we also held internal training and development programmes, on topics such as child protection and self-care, so that staff can better care for our children beneficiaries.

In our Prison Care Services, there was an increase from three to seven team members and three of them have been certified as Substance Abuse Therapists. We also held peer-mentoring sessions where our senior staff observed, evaluated and helped improve the skills of our junior staff.

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## **Empowering people**

In our Children Services, we have seen an increase in the number of children enrolled in our CareHuts. With this, we have the opportunity to empower more children in an environment where they can be loved and supported to fulfil the God-given potentials within them.

In our year-end CareHut party, we engaged their parents in the preparation and serving of food for the event. With this involvement, we see the empowerment of these parents to not only be recipients of our services, but also have the opportunity to give back to the community by blessing others.

In our Prison Care Services, there has been an increase in the number of cases we manage. In partnership with Singapore Prison Service, our Prison Care Services team helps ex-offenders re-integrate into their families and society. Through this, we see not only the empowerment of individuals to start life afresh, but families empowered to be a support to the re-integration process.

At CCSS, we believe we can only make a difference in this world when the difference begins with us – from the inside out. We thank God for a year of growth and the faithfulness of our staff in serving the community.

Thank you for believing in us. Your partnership and continued support has made a difference in our community. I believe that God has greater things in store for us in 2014. Let us continue to impact and transform lives in our community!



Rev Dominic Yeo  
President

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## Treasurer's Report

### **Treasurer's Report for the year ended 31st December 2013**

We are pleased to report that on account of the generosity of our various donors and sponsors, Care Community Services Society ("CCSS") managed to close our books with a surplus of \$143,455 for the financial year ended 31 December 2013. Total income amounting to \$2,424,014 was received, and this represented slight increase over that for year 2012. General donations reflected a 10% drop compared to 2012 but this was offset by an increase in programme income of 20%.

These generous donations came from both corporate and individual donors, as well as through the donation boxes. CCSS also benefited from various fund-raising activities, such as the Charity Golf jointly organised with Dairy Farm Singapore.

Total expenditure amounted to \$2,280,559 in 2013 compared to \$1,959,349 in 2012 representing an increase of 16%. The increase was largely due to increased staff costs as a result of upward salary adjustments in mid-2013 as well as an increased in headcount to support the programmes and activities for our beneficiaries. In 2013, CCSS had the opportunity to serve and reach out to more than 700 beneficiaries and currently has more than 200 regular volunteers supporting the various programmes.

CCSS looks forward to receiving continual and generous support from its faithful base of benefactors, sponsors and donors, as well as volunteers. CCSS is positioning ourselves for the expansion of programmes for our beneficiaries and also hopes to broaden our scope of services to meet the growing needs of the under-privileged and disadvantaged in our community.

Lim Siew Tin  
Honorary Treasurer

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## Department Reports

### CARElderly Services

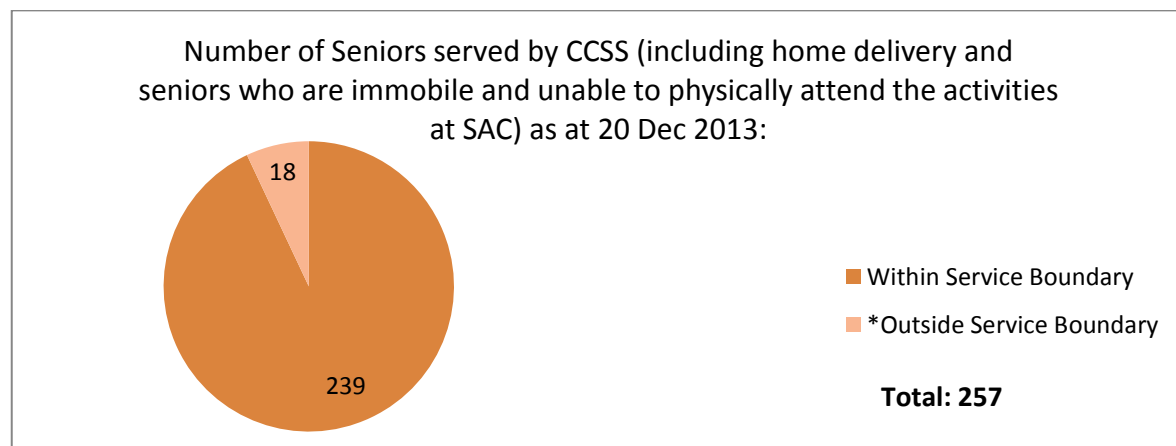
The year 2013 marked one where there were many first-time collaborations. For example, from 24-26 January 2013, 10 students and a teacher from National Cheng Kung University, Taiwan visited our CARElderly Seniors Activity Centre (SAC) and participated in activities with our elderly beneficiaries.

The inter-generational activities at our SAC not only included the children from our CareHuts and d'Klubs but also other collaborations with schools. One such collaboration was with Canossa Convent Primary School where different groups of their Primary 5 students came to do activities with the elderly on a monthly basis.

In June 2013, our satellite centre at Blk 12 Merpati Road also celebrated its first anniversary. With both centres in operation, there was an increase in the participation of the elderly.

Through partnerships with volunteers and donors, our SAC was able to bless the elderly and meet their physical and social-emotional needs. In particular, an elderly beneficiary was pleasantly surprised to receive a brand new washing machine to replace her old broken down machine, graciously donated by a long serving volunteer.

#### Statistics for CARElderly Seniors Activity Centre



*\*Outside Service Boundary: Serving beyond the four allocated HDB blocks*

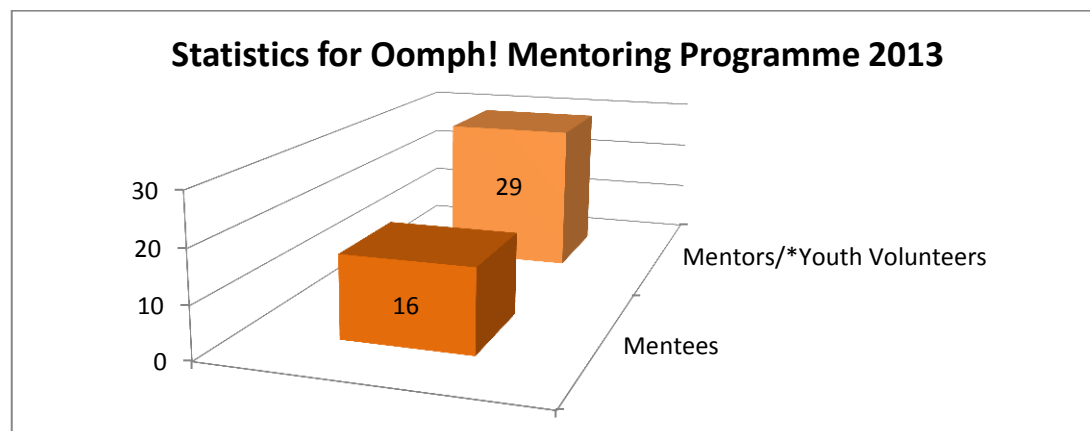
## Care Family Services (CFS)

### Oomph! Youth Services

CCSS continues to be actively involved in school social work through the Enhanced STEP-UP (ESU) programme. In 2013, we had the privilege of serving students in several primary schools. A few new primary schools also referred their students to us, namely MacPherson Primary, Zhonghua Primary and Eunus Primary. Through intensive individual counselling and family sessions, more 'at-risk' students were attended to.

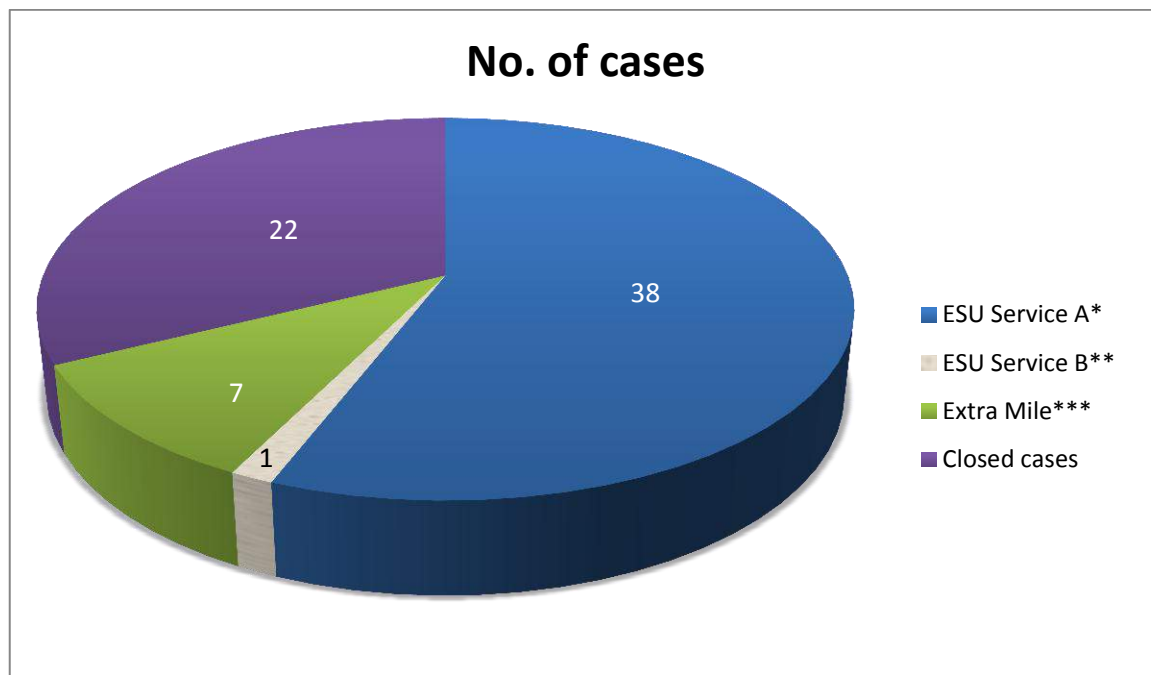
In our Oomph! Mentoring Programme (OMP) we continued to partner with St Hilda's Secondary to provide mentoring for identified students. However after reviewing the OMP, we decided to shift our focus to the Primary 6 graduating students from our CareHuts and d'Klubs. This would help plug the gap and ensure that these pre-teens can tap on the emotional support and guidance of a mentor who could be a positive role model as they transit to a new phase of Secondary School life. This change will take place from 2014.

In preparation for the change, intentional steps were taken in the latter half of 2013 to build rapport with the Primary Sixes and to introduce OMP to them. We conducted a series on "Surviving Sec 1 and Change" and also made home visits to obtain consent from parents for their children to join OMP. Thus in 2014, we expect to see more students joining the OMP.



*\*Youth Volunteers: Volunteers who are not mentors but assist in organizing activities*

### Statistics for Oomph! School Social Work (Enhanced-STEP UP) 2013



*\*ESU Service A – caters for students still in primary/secondary school system but have presenting behaviours that are deemed at risk (e.g. truancy, poor academic grades, aggression etc.)*

*\*\*ESU Service B – caters for only secondary school students who have dropped out of school or indicated to the school that they want to drop out; in such cases, the approach will be to encourage them to seek out vocational training, part-time studies or career counselling towards stable employment.*

*\*\*\*Extra Mile –is the "light side" of the ESU whereby closed cases who might need extra attention and follow through are put in for extended monitoring.*

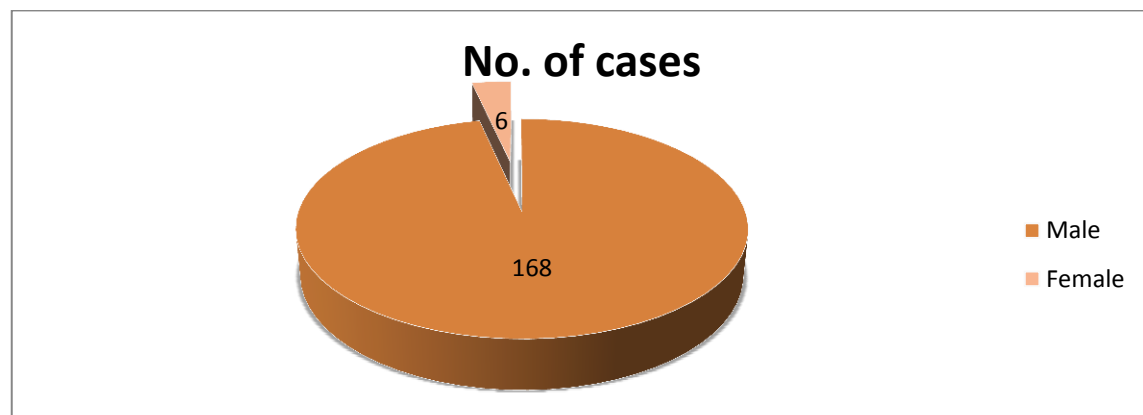
### **Prison Care Services**

In late 2012, our team embarked on a new programme to serve drug inmates who were just released from the Drug Rehabilitation Centres, situated at Changi Prison and Changi Women's Prison. These were first and second-time drug offenders who, while released from prison, were under the supervision of the Singapore Prison Service for several months.

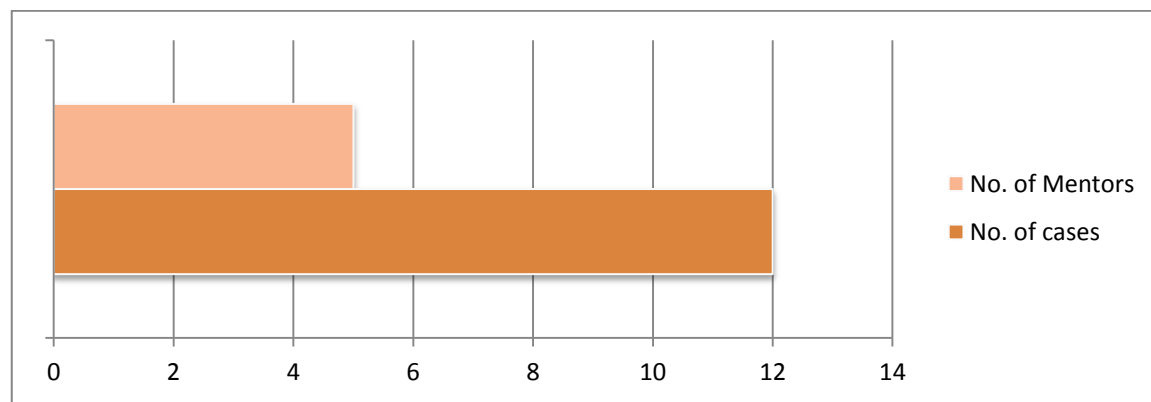
As Case Managers, our staff would seek to empower these offenders and their families by connecting them with various community resources through individualised care planning and implementation. The staff would also provide counselling and guidance for these clients as inmates often struggle not just with bread-and-butter issues, but with negative peer influence and the recurring addiction to various drugs. CCSS is grateful for the continued close partnership with the Singapore Prison Service.

We also celebrate the contribution of our volunteer mentors from the Barnabas Mentoring Programme (BMP). They complement the efforts of our case managers and, through their befriending, provide inmates with positive influences and friendship. These volunteers have been with us since the formation of the programme in early 2011.

#### **Statistics for Case Management Services for DRC Inmates Jan- Dec 2013**



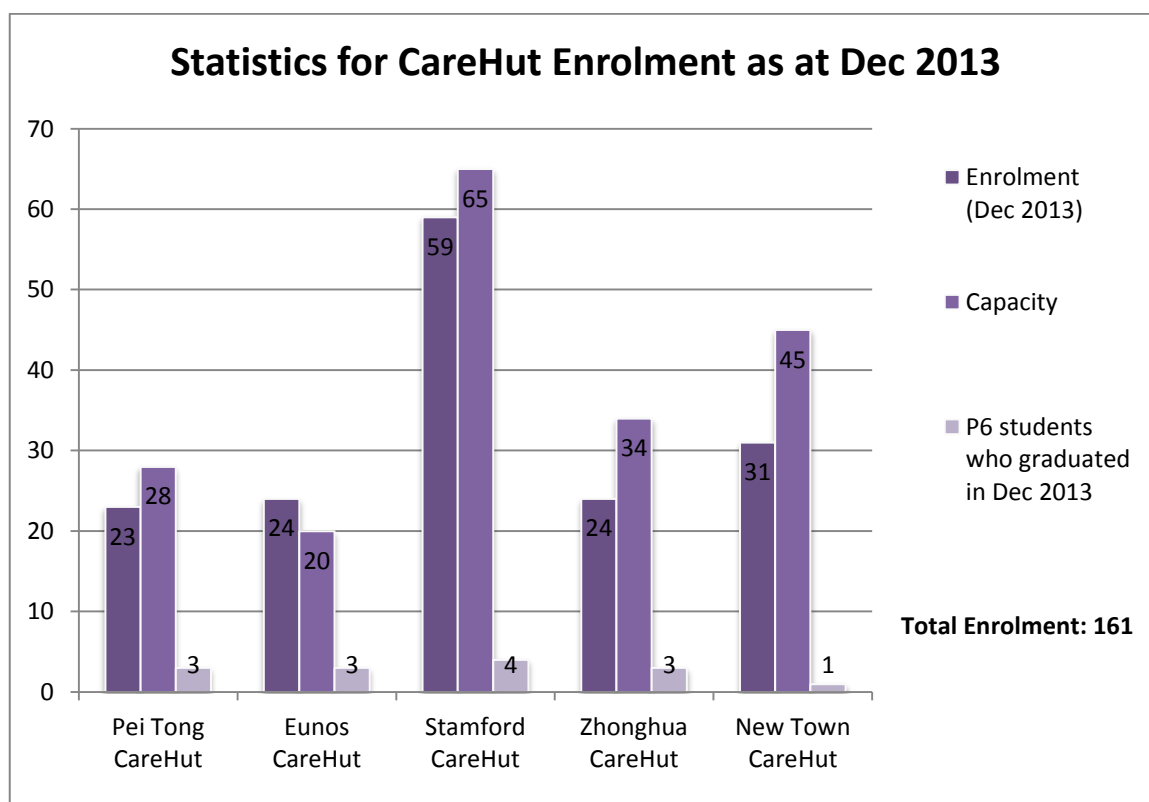
#### **Statistics for Barnabas Mentoring Programme**

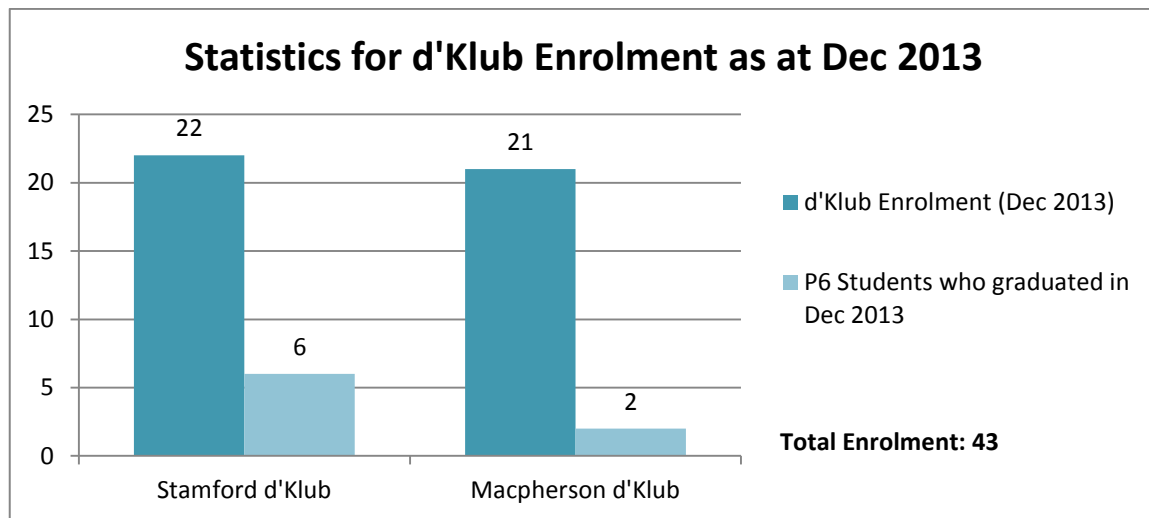


## Children Services

We celebrate with 22 of our P6 students who passed their PSLE and graduated from our CareHut and d'Klub programmes. In an effort to continue providing support to our graduating P6, they now have the option of joining our Oomph! (Youth) Mentoring Programme. More than 200 children plus their families were served by our Children Services in 2013.

### Statistics for Children Services





### Volunteers and Partners

We are thankful to various individuals and groups of volunteers and corporates, who have partnered with us to provide and organise various activities for our children. These activities range from regular reading programmes to art workshops and educational outings. And not forgetting our regular CareHut and d'Klub volunteers who provide weekly academic supervision to our children.

### I-Kidz Camp 2013

One hundred and thirty-six children from the CareHuts and d'Klubs attended the annual Children's Camp at MOE Changi Coast Adventure Centre from 5 to 6 December 2013. The theme was 'One Team, One Heartbeat' where the children learned how to work together as a team as they participated in various camp activities.

### CareHut Year-End Party cum Parents' Night

One hundred and thirty children from the CareHuts and 150 parents/siblings attended the event held at Stamford Primary School on 13 December 2013. The theme was 'Kampong Spirit'. The children and their parents/siblings had a good time participating in the 'Look-Alike Contest', games, photo-taking as a family as well as sampling the sumptuous food. This year, parents also prepared various home-cooked dishes to share with others in a 'pot luck' style. It was a good bonding time for the children and their

families. Each family also received a goodie bag sponsored by one of our long term partner.

**d'Klub Year-End Party cum Parents' Day**

Thirty-one children, 20 parents and 40 volunteers celebrated the end of 2013 with games, fun and food on 14 December 2013. Book prizes were given to children who had performed well in their examinations. Those who had made improvements in their studies as well as those who had demonstrated good behaviour were also given prizes.



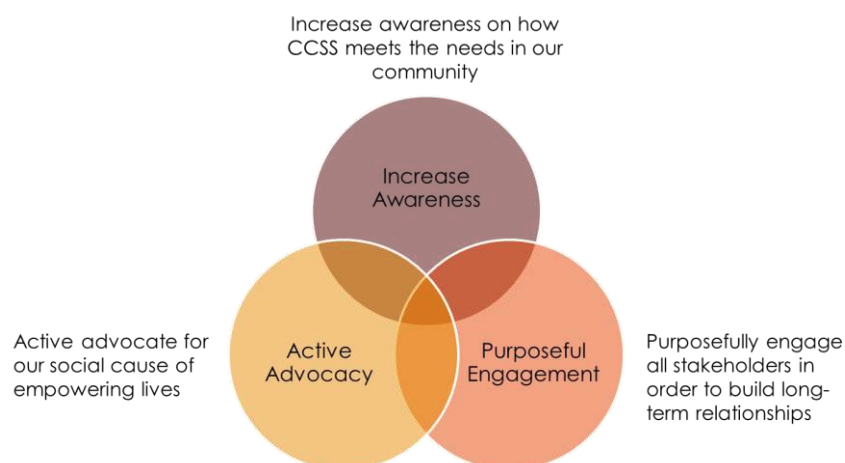
## Community Partnership

The Community Partnership team was formed in 2007 to be the corporate front of CCSS. The team handles four areas: Donor Management, Projects, Volunteer Management and Corporate Communications. Through these, we position and profile CCSS' programmes and services to achieve the four visions pillars and to ultimately carry out our mission to serve the community together with our partners.

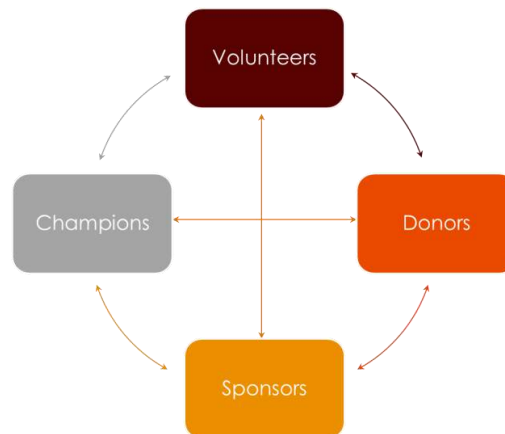
CCSS has grown with the expansion of our programmes and services. There has been an increase in the demands and expectations from various stakeholders, both internally and externally. We see an increase in the need for funds, sponsorships, volunteers and other resources and support. Corporate communications has been strengthened to create a greater awareness of our services and to bring a stronger connection with all our partners. As such, the Community Partnership team is constantly evolving to meet these demands.

The Community Partnership team focuses on three specific roles:

1. To increase the awareness of CCSS and its work in the community
2. To be an active advocate for our social cause
3. To purposefully engage with various stakeholders to build long term relationships



In the long run, we aim to see a vibrant movement of stakeholders who take on multiple roles such as Donors becoming Champions, Volunteers becoming Sponsors and vice versa.



## MILESTONES FOR 2013

### Corporate Events

#### 1. Care Community Services Society(CCSS)/Dairy Farm Singapore(DFSG) Charity Golf

Held on 5 July at the Laguna National Golf & Country Club, the CCSS/DFSG Charity Golf was a great success. More than 120 golfers participated in the event where the Guest-of-Honour was Mr Lawrence Wong, Acting Minister, Ministry of Culture, Community and Youth and Senior Minister of State, Ministry of Communications and Information. Activities at the event included two paintings for auction by the elderly folks from CARElderly Seniors Activity Centre which raised almost \$5,000, and a dance performance by the children beneficiaries and their parents from the Stamford Carehut. Overall, the Charity Golf event raised a total of \$175,404.70 for CCSS.

## **2. CCSS Weekend**

Held over the weekend of 5 and 6 October at Trinity Christian Centre, CCSS Weekend was to bring a greater awareness to Trinitarians about CCSS' work with the community. The theme was "Serving and Empowering the Community with you". We featured booths carrying the four vision pillars. From this, we received free will offerings of \$9000 and 210 Trinitarians expressed their interest to volunteer with us. Our Facebook page saw an increase of over 200 "likes" that weekend.

## **3. Volunteer Appreciation Day**

This year's theme was "A Time to Celebrate – Fruitfulness, Fulfillment and Friendship. Ninety-four volunteers attended the event where we celebrated the fruitfulness of the volunteers' labour of love and the fulfillment that comes from investing in the lives of the beneficiaries. To celebrate friendships, we had fun-filled activities for everyone, and we also screened recorded performances of our beneficiaries from SAC and Stamford CareHut, and shared a poem composed by a client of PCS. In addition, 25 volunteers received the Long Service Awards for 3, 5, 10, 15 years.

## **Donor Management and Projects**

### **1. Donor Management**

CCSS is deeply appreciative of the strong support that we have received from long-term partners over the years. Their donations and sponsorships have gone a long way to meet the needs of CCSS' programmes, operations and beneficiaries.

Many of our regular donors continued to give generously to CCSS and we also had quite a number of new donors who started supporting CCSS in 2013. Below are some of our long term corporate partners and their sponsorships and donations in 2013:

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### Long-Term Partners and Their Contribution in 2013

Long-Term Partners	Contributions
ACI Charity Golf 2013	\$65,000
AMAT <ul style="list-style-type: none"> <li>- Sponsored "An Apple A Day" and "Building Foundation" programme for the Children's Services</li> <li>- Sponsored "Vouchers for the Needy" programme for the CARElderly Services</li> </ul>	\$23,950
General Mills <ul style="list-style-type: none"> <li>- Sponsored and accompanied the children beneficiaries to the River Safari in Oct 2013</li> <li>- Subsidized CareHut fees for 19 children in Stamford CareHut</li> </ul>	\$30,840

## 2. Corporate Social Responsibility (CSR)

We are grateful for the strong partnership we have with various corporations through their CSR activities. Some partners we have worked with over the years are Deutsche Bank, The Body Shop, Goldman Sachs (Singapore) Pte and Cold Storage. Besides these, 2013 also saw new corporations such as Iconz-Webvisions Pte Ltd and Millward Brown partnering CCSS in various CSR activities to bless and engage our beneficiaries. These activities include outings, art and craft sessions, and workshops etc.

### Long-Term CSR Partners and Their Contribution in 2013

Long-Term CSR Partners	CSR Activities
Deutsche Bank	<ul style="list-style-type: none"> <li>- Sponsored and accompanied our children beneficiaries for:                             <ul style="list-style-type: none"> <li>▪ Outing to Singapore Art Museum in March 2013</li> <li>▪ Movie and lunch outing at VivoCity in September 2013</li> <li>▪ Pizza-making workshop at Pastamania in December 2013</li> </ul> </li> <li>- Organised an LED plant growing activity with Children and</li> </ul>

	CARElderly Services in May and June 2013 respectively <ul style="list-style-type: none"> <li>- Sponsored and accompanied our elderly beneficiaries to the Peranakan Museum in June 2013</li> <li>- Partnered CCSS in a Make Their Day programme in July 2013 for our Eunos CareHut beneficiary</li> </ul>
The Body Shop	<ul style="list-style-type: none"> <li>- Organised the Christmas Fun Fest at The British Club for our children beneficiaries in December 2013</li> <li>- Sponsored goodie bags inclusive of stationery items and snacks during the event</li> </ul>
Goldman Sachs (Singapore) Pte	<ul style="list-style-type: none"> <li>- Sponsored and accompanied our elderly beneficiaries to the Singapore Zoological Garden and Singapore Cable Car ride in May 2013</li> <li>- Sponsored and accompanied our children beneficiaries to the Marine Life Park in June 2013</li> </ul>
Cold Storage Supermarket	<ul style="list-style-type: none"> <li>- Sponsored ice cream for children at Eunos CareHut in August 2013</li> <li>- Initiated Pledge-a-Gift campaign in November 2013</li> <li>- Sponsored goodie bags for Children's Services Year-End Party in December 2013</li> </ul>

### 3. Make Their Day

Make Their Day projects are designed to delight and bless our beneficiaries and/or their family members. In addition to the services that CCSS is providing for them, we look out for unspoken needs that they may have and try to fulfil them whenever possible to make their day.

CCSS also completed various Make Their Day projects for our beneficiaries and their families. We are grateful for the partnership that we received from various corporations and individuals to make this programme a success.

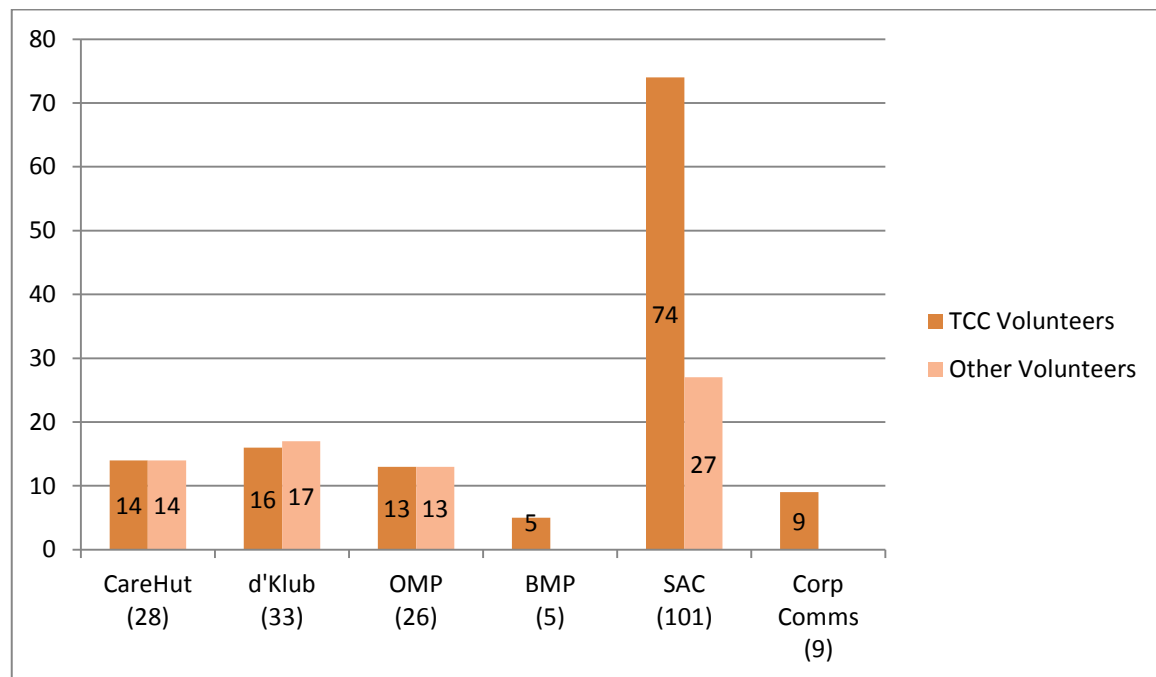
#### 4. CCSS Donation Boxes

A total of \$233,034.21 was collected from donation boxes that were installed at various partners' retail outlets such as Dairy Farm Singapore and their retail banners island-wide (Cold Storage, Market Place, Giant, 7-Eleven and Guardian Health & Beauty), Haagen Dazs, Baba King, etc.

### Volunteer Management

#### 1. Regular Volunteers

As at December 2013, a total of 202 volunteers served together with us. Below are the numbers of regular volunteers who served in our various programmes:



## 2. Volunteer Equipping

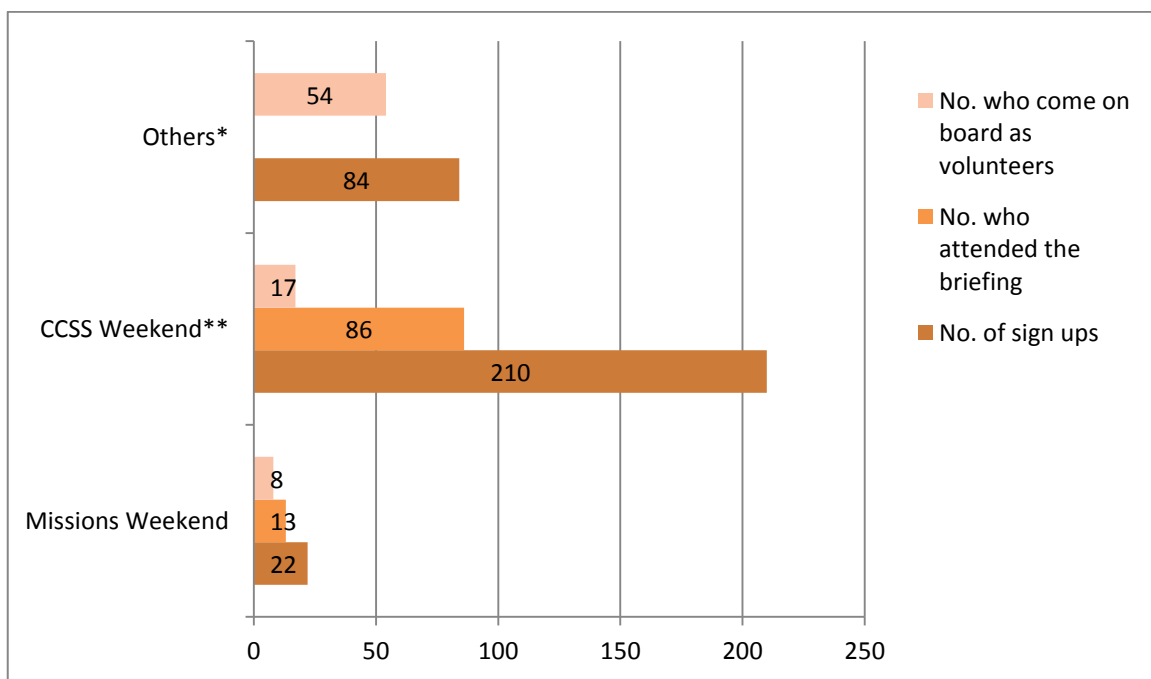
In order to retain and purposefully engage our volunteers, training and bonding sessions were conducted to better equip them to serve effectively and meaningfully. Throughout 2013, these sessions were carried out at the programme level.





### 3. Volunteer Recruitment

The need for volunteers in the Social Services sector is always in high demand as manpower movement is in a constant state of flux due to transitions involving career progression, academic advancement or family commitment. Ongoing recruitment in CCSS is necessary to meet the needs of our programmes throughout the year. We have identified various platforms to attract and recruit potential volunteers such as roadshows, online portals – CCSS website, SGCares, email blasts to various campuses, word-of-mouth and walk-in recruitments. We also conducted briefings and interviews in order to provide the right fit for volunteers in our different programmes. Below are figures showing the number of potential volunteers that we have reached out to:



\*Others: (SGCARES, email blast to campuses, walk-in, TCC bulletin, referral, etc)

\*\*CCSS Weekend: 17 volunteers started volunteering in 2014

## Corporate Communications

### 1. Newsflash

Statistics for CCSS Newsflash (Jan – Dec 2013)

Total no. of  
Newsflash sent out

**12**

Total no. of  
Newsflash recipients

**862**

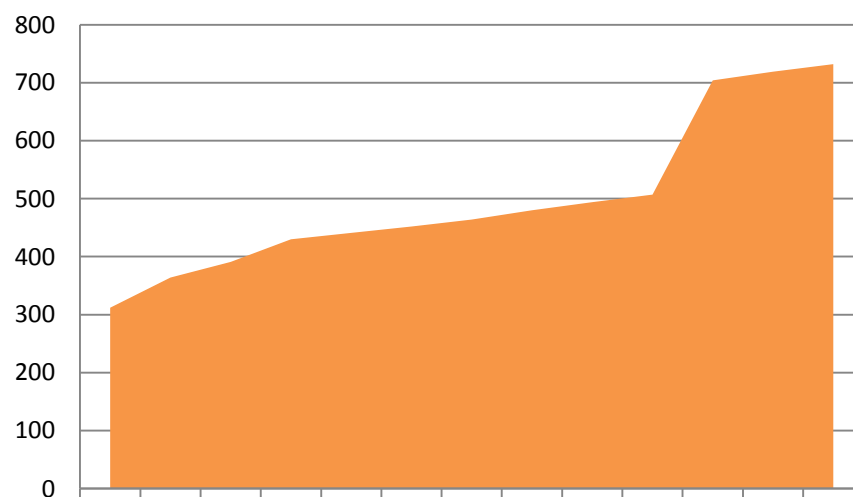
### 2. Facebook



facebook postings

**124**

### No. of Facebook "Likes"



No. of Facebook "Likes"	312	364	391	430	441	452	464	480	494	507	704	719	732
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### **3. Themed Staff Meeting**

In June 2013, our monthly Staff Meetings incorporated themes highlighting each of our vision pillars and core values so as to reinforce within our staff the CCSS corporate identity and values in serving and empowering the community.

### **4. CCSS Tagline**

A new tagline “Serving and Empowering the Community with You!” was launched during the last quarter of 2013. It provided a succinct and easy format to reflect our four vision pillars.

#### **Service Posture**

“Serving”

We are serving selflessly and making a difference in reaching out to and serving the needs of the community in what we do and how we do it.

#### **Active Partnership**

“with You!”

We partner with a vibrant network of stakeholders like volunteers, donors, champions and sponsors and match them with the different needs in our various programmes

#### **Strategic Positioning**

“the Community”

We stay relevant to the changing needs and challenges of society. The community is the where we do what we do.

#### **Empowered People**

“Empowering the Community”

Our end goal is to see the community whom we are serving, empowered to bless others in the community. We do not just want to give them a fish but to teach them how to fish.

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## Financial Statements

The full audit report for the year ended 31 December 2012 is attached in the following pages

**CARE COMMUNITY SERVICES SOCIETY**  
**FINANCIAL STATEMENTS**  
**FOR THE FINANCIAL YEAR ENDED**  
**31 DECEMBER 2013**

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**BAKER TILLY**  
**TFW**

Baker Tilly TFW LLP  
Chartered Accountants of Singapore

An independent member of Baker Tilly International

**CARE COMMUNITY SERVICES SOCIETY**  
(Registered under the Societies Act, Cap. 311)

**STATEMENT BY THE MANAGEMENT COMMITTEE**

On behalf of the Management Committee, we do hereby state that in our opinion, the financial statements of Care Community Services Society (the "Society") as set out on pages 4 to 18 are properly drawn up in accordance with the Societies Act, Singapore Charities Act and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Society as at 31 December 2013 and of the results, changes in funds and cash flows of the Society for the financial year ended on that date.

On behalf of the Management Committee,



Dominic Yeo  
President



Lim Siew Tin  
Honorary Treasurer

31 March 2014



## BAKER TILLY TFW

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Chartered Accountants of Singapore  
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Singapore 189677

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### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CARE COMMUNITY SERVICES SOCIETY** (Registered under the Societies Act, Cap. 311)

#### **Report on the Financial Statements**

We have audited the accompanying financial statements of Care Community Services Society (the "Society") as set out on pages 4 to 18, which comprise the balance sheet as at 31 December 2013, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the financial year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management Committee's Responsibility for the Financial Statements*

Management Committee is responsible for the preparation and fair presentation of these financial statements in accordance with the Societies Act, Singapore Charities Act ("Charities Act") and Singapore Financial Reporting Standards, 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.

#### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management Committee, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Opinion*

In our opinion, the financial statements of the Society are properly drawn up in accordance with the Societies Act, Charities Act and Singapore Financial Reporting Standards so as to present fairly, in all material respects the state of affairs of the Society as at 31 December 2013, and of the results, changes in funds and cash flows of the Society for the financial year ended on that date.





BAKER TILLY  
TFW

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
CARE COMMUNITY SERVICES SOCIETY (cont'd)**  
(Registered under the Societies Act, Cap. 311)

**Report on Other Legal and Regulatory Requirements**

In our opinion,

- i) the accounting and other records required by the regulations enacted under the Societies Act to be kept by the Society have been properly kept in accordance with those regulations; and
- ii) the fund raising appeals held during the financial year ended 31 December 2013 have been carried out in accordance with regulation 6 of the Societies Regulations issued under the Societies Act Cap. 311 and proper accounts and other records have been kept of these fund-raising appeals.

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

- a) the use of the donation moneys was not in accordance with the objectives of the Society as required under regulation 16 of the Charities (Institutions of a Public Character) Regulations; and
- b) the Society has not complied with the requirements of regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

Baker Tilly TFW LLP  
Public Accountants and  
Chartered Accountants  
Singapore

31 March 2014

**CARE COMMUNITY SERVICES SOCIETY**  
(Registered under the Societies Act, Cap.311)

**STATEMENT OF COMPREHENSIVE INCOME**  
**For the financial year ended 31 December 2013**

	Note	2013 \$	2012 \$
Donation		1,025,201	1,142,229
Project income	3	414,404	449,573
Program income	4	953,137	792,116
Other income		31,272	14,330
	5	2,424,014	2,398,248
<b>Less expenditure</b>			
Program expenses	6	1,704,108	1,451,174
Project expenses	7	48,973	60,444
Other expenses	8	527,478	447,731
		2,280,559	1,959,349
<b>Net surplus for the financial year</b>		143,455	438,899
<b>(Deficit)/surplus from other funds</b>			
CCSS Benevolent Fund		(1,410)	(1,201)
Deferred capital grant		(15,099)	(37,300)
Community Silver Trust Fund		60,822	—
<b>Total surplus and comprehensive income for the year</b>		187,768	400,398

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

**CARE COMMUNITY SERVICES SOCIETY**  
(Registered under the Societies Act, Cap. 311)

**BALANCE SHEET**  
**At 31 December 2013**

	Note	2013 \$	2012 \$
<b>Non-current assets</b>			
Property, plant and equipment	10	29,909	42,900
<b>Current assets</b>			
Trade and funding receivables		38,830	68,991
Other receivables	11	37,422	63,435
Fixed deposits	12	3,041,613	2,773,528
Bank and cash balances		702,807	637,636
		<b>3,820,672</b>	<b>3,543,590</b>
<b>Total assets</b>		<b>3,850,581</b>	<b>3,586,490</b>
<b>Current liabilities</b>			
Accrued operating expenses		94,106	42,980
Grant received in advance		21,315	–
		<b>115,421</b>	<b>42,980</b>
<b>Net assets</b>		<b>3,735,160</b>	<b>3,543,510</b>
<b>Funds</b>			
Accumulated Fund		3,645,630	3,502,175
CCSS Benevolent Fund	13	18,110	19,520
Deferred capital grant	14	10,598	21,815
Community Silver Trust Fund	15	60,822	–
		<b>3,735,160</b>	<b>3,543,510</b>

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

**CARE COMMUNITY SERVICES SOCIETY**  
(Registered under the Societies Act, Cap.311)

**STATEMENT OF CHANGES IN ACCUMULATED AND OTHER FUNDS**  
**For the financial year ended 31 December 2013**

	Accumulated Fund \$	CCSS Benevolent Fund \$	Deferred capital grant \$	Community Silver Trust Fund \$	Total \$
Balance at 1 January 2012	3,063,276	20,721	32,891	—	3,116,888
Surplus/(deficit) for the year	438,899	(1,201)	—	—	437,698
Amortisation of deferred capital grant	—	—	(37,300)	—	(37,300)
Total comprehensive income for the year	438,899	(1,201)	(37,300)	—	400,398
Deferred capital grant received during the year	—	—	26,224	—	26,224
Balance at 31 December 2012	3,502,175	19,520	21,815	—	3,543,510
Surplus/(deficit) for the year	143,455	(1,410)	—	60,822	202,867
Amortisation of deferred capital grant	—	—	(15,099)	—	(15,099)
Total comprehensive income for the year	143,455	(1,410)	(15,099)	60,822	187,768
Deferred capital grant received during the year	—	—	3,882	—	3,882
Balance at 31 December 2013	3,645,630	18,110	10,598	60,822	3,735,160

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

**CARE COMMUNITY SERVICES SOCIETY**  
(Registered under the Societies Act, Cap.311)

**STATEMENT OF CASH FLOWS**  
**For the financial year ended 31 December 2013**

	2013 \$	2012 \$
<b>Cash flows from operating activities:</b>		
Surplus for the financial year	143,455	438,899
Adjustments for:-		
Depreciation of property, plant and equipment (note 10)	31,311	55,063
Interest income	(23,829)	(9,644)
Amortisation of deferred capital grant	(15,099)	(37,300)
Operating surplus before working capital changes	135,838	447,018
Receivables	56,174	(49,231)
Payables and grant received in advance	72,441	31,139
Deficit in Benevolent Fund	(1,410)	(1,201)
Surplus in Community Silver Trust Fund	60,822	—
Deferred capital grant received	3,882	26,224
<b>Net cash from operating activities</b>	<b>327,747</b>	<b>453,949</b>
<b>Cash flows from investing activities</b>		
Interest received	23,829	9,644
Purchases of property, plant and equipment (note 10)	(18,320)	(44,092)
<b>Net cash from/(used in) investing activities</b>	<b>5,509</b>	<b>(34,448)</b>
<b>Net increase in cash and cash equivalents</b>	<b>333,256</b>	<b>419,501</b>
<b>Cash and cash equivalents at beginning of financial year</b>	<b>3,411,164</b>	<b>2,991,663</b>
<b>Cash and cash equivalents at end of financial year</b>	<b>3,744,420</b>	<b>3,411,164</b>
<b>Cash and cash equivalents comprise:</b>		
Bank and cash balances	702,807	637,636
Fixed deposits	3,041,613	2,773,528
	<b>3,744,420</b>	<b>3,411,164</b>

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

**CARE COMMUNITY SERVICES SOCIETY**  
(Registered under the Societies Act, Cap. 311)

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 December 2013**

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

**1 General information**

The principal activities of the Society consist of providing assistance, education, training, therapy and counselling services to individuals and families and to network with recognised bodies, religious organisation and other welfare agencies to achieve the object of the Singapore Society.

The Society's place of administration is located at 247 Paya Lebar Road #03-02, Trinity@Paya Lebar, Singapore 409045.

**2 Significant accounting policies**

**a) Basis of preparation**

The financial statements (expressed in Singapore dollars, which is the functional currency of the Society), have been prepared in accordance with the Societies Act, Charities Act and Singapore Financial Reporting Standards ("FRS"). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with FRS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. There were no significant judgment and estimates made during the year.

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

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

New standards, amendments to standards and interpretations that have been issued at the reporting date but are not yet effective for the financial year ended 31 December 2013 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Society.



## 2 Significant accounting policies (cont'd)

### b) Property, plant and equipment

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

The cost of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset.

On disposal of a property, plant and equipment, the difference between the net disposal proceeds and its carrying amount is taken to profit or loss.

Property, plant and equipment are depreciated on a straight line basis so as to write off the cost of the assets over their expected useful lives as follows:

	No. of years
Office equipment	5
Furniture & fittings	3 - 5
Computers	2
Renovation	3 - 5
Motor vehicles	5

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

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

### c) Impairment of non-financial assets

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

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

### d) Income

Donations are accounted for when received.

Fees and service income are recognised over the period when services are rendered.

Subsidies, grant and funding income are recognised in accordance with the policy in note 2(1).

Interest income is recognised on a time proportion basis.



## **2 Significant accounting policies (cont'd)**

### **e) Financial assets**

The Society's only financial assets are loans and receivables which comprise trade receivables, other receivables (excluding prepayments), deposits and cash and cash equivalents.

Loans and receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest method. The Society assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired. When such evidence exists, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in profit or loss. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition. When a receivable is uncollectible, it is written off against the allowance account for receivables. Subsequent recoveries of amounts previously written off are credited in profit or loss.

### **f) Financial liabilities**

Financial liabilities, which comprise accrued operating expenses are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method.

A financial liability is derecognised when the obligation under the liability is extinguished. Gains and losses are recognised in profit or loss when the liabilities are derecognised and through the amortisation process.

### **g) Cash and cash equivalents**

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash on hand, fixed deposits which are subject to an insignificant risk of changes in value and bank balances.

### **h) Operating leases**

Leases where a significant portion of the risks and rewards incidental to ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are taken to profit or loss on a straight-line basis over the period of the lease.

When an operating lease is terminated before the lease period expires, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

### **i) Income tax**

The Society, being a charity, is exempted from tax under the Income Tax Act.

### **j) Foreign currency translations**

#### *Functional and presentation currency*

Items included in the financial statements are measured using the currency of the primary economic environment in which the Society operates ("functional currency").

## 2 Significant accounting policies (cont'd)

### j) Foreign currency translations (cont'd)

#### *Transactions and balances*

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the date of the transactions. Foreign currency monetary assets and liabilities are translated into the functional currency at the rates of exchange prevailing at the balance sheet date. Profits and losses arising on exchange are dealt with in the profit or loss.

### k) Employee benefits

#### *Defined contribution plans*

The Society makes contributions to the Central Provident Fund in Singapore ("CPF"), a defined contribution plan. Contributions to CPF are charged to profit or loss in the period in which the contributions relate.

#### *Employee leave entitlement*

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

### l) Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the balance sheet and is amortised to profit or loss over the expected useful life of the relevant asset.

When the grant relates to an expense item, it is recognised in profit or loss over the period necessary to match them on a systematic basis to the costs that it is intended to compensate.

## 3 Project income

Project income comprises the following:

	2013 \$	2012 \$
Donations from fund-raising events		
- DFS Donation box	237,999	223,157
- Golf Tournament	176,405	226,416
	<b>414,404</b>	<b>449,573</b>

#### 4 Program income

Program income comprises the following:

	2013 \$	2012 \$
<i>Children services</i>		
Fees income	119,652	137,675
SCC subsidies and grant income	437,080	313,323
Amortisation of deferred capital grant (Note 14)	9,696	9,696
	<u>566,428</u>	<u>460,694</u>
<i>Care Family services</i>		
Service income	133,595	76,745
Grant income	9,558	39,503
	<u>143,153</u>	<u>116,248</u>
<i>CARElderly</i>		
Grant income	228,851	215,174
Amortisation of deferred capital grant (Note 14)	5,403	—
Amortisation of Community Silver Trust (Note 15)	9,200	—
Others	102	—
	<u>243,556</u>	<u>215,174</u>
 Total program income	 <u>953,137</u>	 <u>792,116</u>

#### 5 Total income

Included in total income are the following:

	2013 \$	2012 \$
Tax exempt donations	1,081,842	1,282,681
Interest income	23,829	9,644
	<u>1,105,671</u>	<u>1,292,325</u>

#### 6 Program expenses

Program expenses comprise the following:

	2013 \$	2012 \$
Children services	968,135	832,412
Care family services	442,627	354,667
CARElderly	293,346	264,095
	<u>1,704,108</u>	<u>1,451,174</u>

Included in program expenses are the following items:

	\$	\$
Rental expenses	105,677	114,219
Depreciation (note 10)	24,838	45,299
Employee benefits expense (Note 9)	1,281,540	1,046,084
	<u>1,412,055</u>	<u>1,205,602</u>

**7 Project expenses**

Project expenses comprise the following:

	2013 \$	2012 \$
DFS Donation box	8,313	8,176
Golf Tournament	40,660	52,268
	<b>48,973</b>	<b>60,444</b>

**8 Other expenses**

These include:

	2013 \$	2012 \$
Insurance	26,160	22,018
Depreciation	6,473	9,764
Management fee	44,940	44,940
Rental of office	56,145	61,668
Rental of equipment	3,852	3,852
Employee benefits expense (Note 9)	397,370	320,230

**9 Employee benefits expense**

	2013 \$	2012 \$
Total employee benefits expenses of the Society is as follows:		
Salaries and bonus	1,421,565	1,160,335
Contribution to defined contribution plans	202,431	170,082
Other benefits	54,914	35,897
	<b>1,678,910</b>	<b>1,366,314</b>

**10 Property, plant and equipment**

	Office equipment \$	Furniture & fittings \$	Computers \$	Renovation \$	Motor vehicle \$	Total \$
<b>2013</b>						
<b>Cost</b>						
At 1.1.2013	16,447	49,047	83,502	129,845	45,000	323,841
Additions	3,100	1,500	13,720	—	—	18,320
At 31.12.2013	<b>19,547</b>	<b>50,547</b>	<b>97,222</b>	<b>129,845</b>	<b>45,000</b>	<b>342,161</b>
<b>Accumulated depreciation</b>						
At 1.1.2013	16,447	47,389	71,103	101,002	45,000	280,941
Depreciation charge	430	1,390	15,871	13,620	—	31,311
At 31.12.2013	<b>16,877</b>	<b>48,779</b>	<b>86,974</b>	<b>114,622</b>	<b>45,000</b>	<b>312,252</b>
<b>Net carrying value</b>						
At 31.12.2013	<b>2,670</b>	<b>1,768</b>	<b>10,248</b>	<b>15,223</b>	<b>—</b>	<b>29,909</b>

**10 Property, plant and equipment (cont'd)**

	Office equipment \$	Furniture & fittings \$	Computers \$	Renovation \$	Motor vehicle \$	Total \$
<b>2012</b>						
<b>Cost</b>						
At 1.1.2012	16,447	47,547	78,176	101,741	45,000	288,911
Additions	—	1,500	14,488	28,104	—	44,092
Disposal	—	—	(9,162)	—	—	(9,162)
At 31.12.2012	16,447	49,047	83,502	129,845	45,000	323,841
<b>Accumulated depreciation</b>						
At 1.1.2012	16,153	46,665	60,902	66,320	45,000	235,040
Depreciation charge	294	724	19,363	34,682	—	55,063
Disposal	—	—	(9,162)	—	—	(9,162)
At 31.12.2012	16,447	47,389	71,103	101,002	45,000	280,941
<b>Net carrying value</b>						
At 31.12.2012	—	1,658	12,399	28,843	—	42,900

In 2013, additions of property, plant and equipment amounted to \$3,882 (2012: \$26,224) were funded by the Ministry of Social and Family Development (note 14).

During the financial year, depreciation of \$24,838 (2012: \$45,299), was included under program expenses.

**11 Other receivables**

	2013 \$	2012 \$
Grant receivable	2,745	29,689
Deposits	27,262	26,824
Prepayments	7,415	6,922
	<u>37,422</u>	<u>63,435</u>

**12 Fixed deposits**

The fixed deposits are placed with banks with varying maturity periods of not more than 12 months. The average interest rate at 31 December 2013 is 0.82% (2012: 0.55%) per annum.

**13 CCSS Benevolent fund**

	2013 \$	2012 \$
Balance at beginning of the year	19,520	20,721
Fund from YMCA Faces	—	3,680
Less: expenditure	(1,410)	(4,881)
Balance at end of the year	<u>18,110</u>	<u>19,520</u>

The purpose of the CCSS Benevolent fund is to provide financial assistance to needy individuals and their families under the Society's programmes and services.

This amount was set up in 2004 by transfer of fund from the Accumulated Fund.

#### 14 Deferred capital grant

	2013 \$	2012 \$
<i>Grant - related to assets</i>		
Balance at beginning of the year	21,815	32,891
Grant received during the year	3,882	26,224
Grant amortised during the year	(15,099)	(37,300)
Balance at end of the year	<u>10,598</u>	<u>21,815</u>

Deferred capital grant represents capital grant received from the Ministry of Social and Family Development to renovate, develop and purchase of furniture and equipment relating to the Seniors Activity Centre, New Town Carehut and Zhonghua Carehut. The grant will be amortised over the useful lives of the property, plant and equipment which it is subsidising (note 10).

#### 15 Community Silver Trust Fund

Details of Community Silver Trust ("CST") Fund are as follows:

	2013 \$	2012 \$
Balance at beginning of the year	—	—
Add: Receipts		
Community Silver Trust - Matching Grant	70,022	22,865
Less: Amortised to profit or loss (Note 4)	(9,200)	—
Expenditure	—	(22,865)
Balance at end of the year	<u>60,822</u>	<u>—</u>

The CST Fund is represented by:

	\$	\$
Property, plant and equipment	7,344	—
Cash and cash equivalents	53,478	—
	<u>60,822</u>	<u>—</u>

The following shows the amount of donations received during the year for eligible programme under the CST Funding.

	\$	\$
<i>Seniors Activity Centre</i>		
Tax-deductible donations	33,926	64,596
Non-tax deductible donations	11,827	3,903
Total	<u>45,753</u>	<u>68,499</u>

The CST Funding can be used for new programmes/initiatives to extend the range of Intermediate and Long Term Care ("ILTC") services, to enhance or improve the existing capabilities, increase the capacity of existing services and to fund recurrent operating expenses or to offset the existing co-funding component of Government-funded services.

## 16 Lease commitments

As at the end of the year, the Society has commitments in relation to non-cancellable operating leases contracted for rental of property but not recognised as liabilities payable as follows:

	2013 \$	2012 \$
Not later than one financial year	137,659	46,351
Later than one financial year but not later than five financial years	172,549	17,036
	<b>310,208</b>	<b>63,387</b>

## 17 Related party transactions

- a) The following transactions took place between the Society and an organisation in which the President of the Society is also a board member during the financial year on terms agreed by the parties concerned:

	2013 \$	2012 \$
Management fee paid	44,940	44,940
Rental of premises paid	140,363	154,170
Donations received	(353,853)	(318,860)

- b) *Key management personnel compensation*

Total key management personnel compensation is analysed as follows:

	2013 \$	2012 \$
Salaries and bonus cost	80,610	47,936
Contribution to defined contribution plans	9,270	6,137
	<b>89,880</b>	<b>54,073</b>

The above key management personnel compensation is in respect of 2 (2012: 1) top key executives.

Annual remuneration of the top three key executives is in the "under S\$100,000" salary band.

The board members of the Society do not receive any remuneration.

## 18 Financial instruments

### (i) Categories of financial instruments

Financial instruments as at balance sheet date are as follows:

	2013 \$	2012 \$
Loans and receivables	3,813,257	3,536,668
Financial liabilities at amortised cost	92,489	40,828

### (ii) Financial risk management

Risk management is carried out under policies approved by the Management Committee. The Management Committee approves guidelines for overall risk management, as well as policies covering these specific areas.

#### *Foreign exchange risk*

The Society has no significant exposure to foreign exchange risk as its transactions are substantially in Singapore dollars and it has no foreign currency denominated assets or liabilities.

#### *Credit risk*

The Society has no significant concentration of credit risk exposure. The carrying amounts of sundry receivables, fixed deposits and bank and cash balances as presented on the balance sheet represent the Society's maximum exposure to credit risk.

Fixed deposits and bank balances are deposited with reputable banks in Singapore. Receivables that are neither past due nor impaired are substantially entities with good collection track record. There are no financial assets that are past due and/or impaired.

#### *Interest rate risk*

The Society's income and operating cash flows are substantially independent of changes in market interest rate as it has no interest bearing assets or liabilities except for fixed deposits as disclosed in Note 12.

#### *Liquidity and cash flow risk*

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

### (iii) Fair values

The carrying amounts of the Society's financial assets and liabilities approximate their fair values.



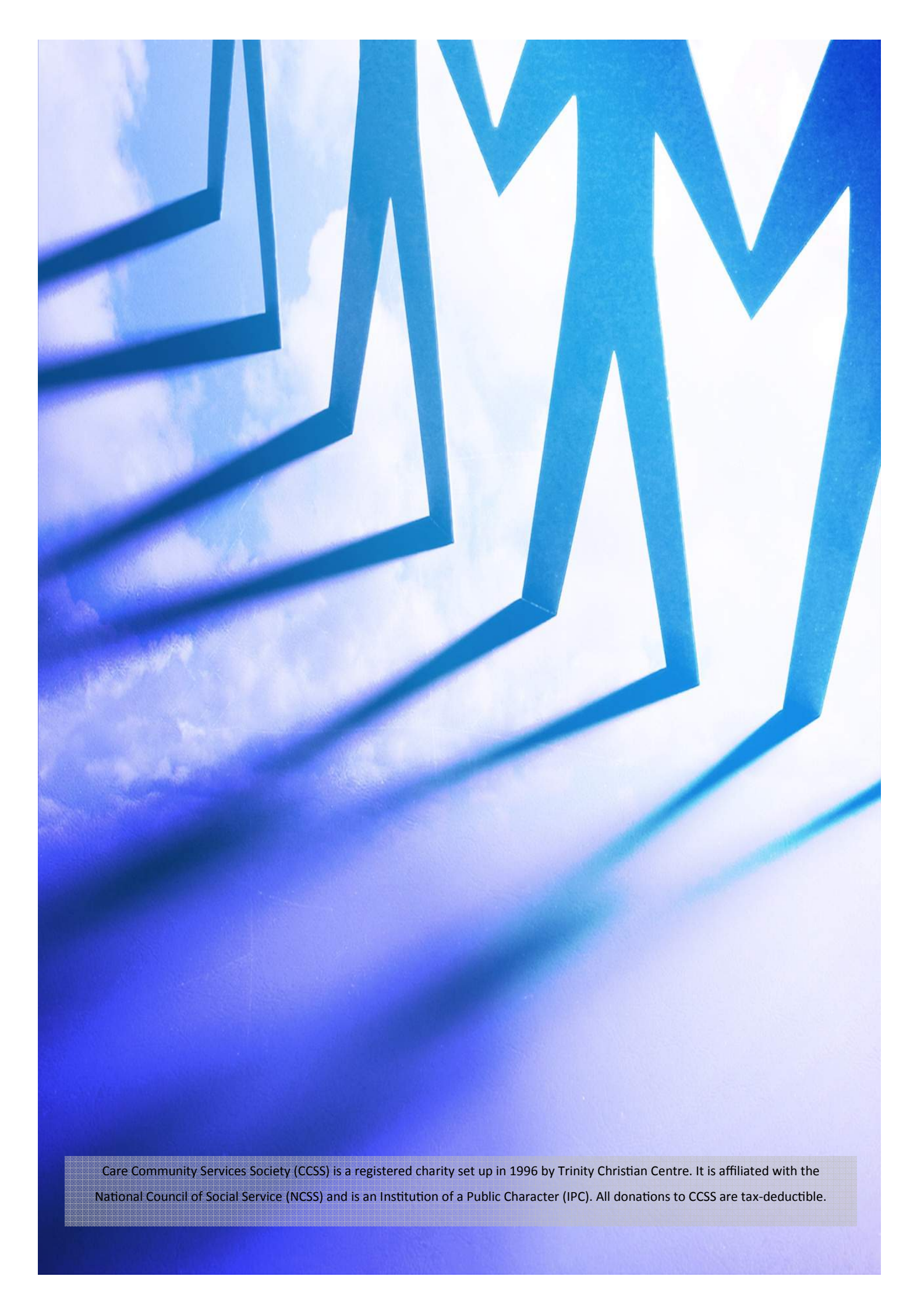
## **19 Fund management**

The Society's objectives when managing its funds are to safeguard and maintain adequate working capital to continue as a going concern and to develop its principal activities over the longer term from donations. The Society's fund comprises its accumulated and other funds.

The Society's objective is to build up its reserves to a level equivalent to three times of annual operating expenditure of the preceding year.

## **20 Authorisation of financial statements**

The financial statements of the Society for the financial year ended 31 December 2013 were authorised for issue by the Management Committee on 31 March 2014.

The background of the entire page is a photograph of a bright blue sky with soft, white clouds. Overlaid on this are several large, stylized, blue geometric shapes that resemble jagged, angular lines or perhaps stylized letters. These shapes are layered, with some appearing in front of others, creating a sense of depth. The colors range from a deep, vibrant blue to a lighter, almost white blue where the shapes meet the sky.

Care Community Services Society (CCSS) is a registered charity set up in 1996 by Trinity Christian Centre. It is affiliated with the National Council of Social Service (NCSS) and is an Institution of a Public Character (IPC). All donations to CCSS are tax-deductible.