





Illustrations
Clare Lee

Writers
Aida Mekonnen
Clare Lee

Design
Yellow Octopus

Photography
Koh Beng Chye
Marcia Dragon

Content

Vision & Mission	14	Family Stories	30
Patron's Message	16	Volunteer Story	38
Chairman's Message	18	Year in Review	40
Board of Governance	20	Children Attendance	48
Our Friendly Staff	22	How to Contribute	50
Charity Transparency Award	24	Financials	51
Services	28		

Growing up

is more than height,
it's helping others'
dreams take flight



Cheering up

Someone who's down
can make beautiful
smiles from frowns



Listening up

needs more than ears,
it takes love
to wipe away tears



Lifting up

a heavy heart
takes more than one
to play their part



We Rise up

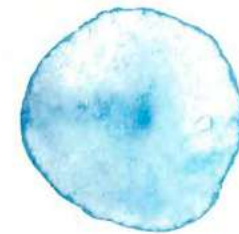
to take a stand
in the name of hope
for friends





Life can only go **up** from here.

In Arc's circle of care
There is no space for fear.



Vision & Mission

Our vision is to:

- Provide a sanctuary for the children's continuing education, safety and bonding
- Maximize each child's potential and instill confidence to lead a fulfilling life
 - Provide a haven of respite and reprieve

Our mission is to:

- See each child excel in life
- Cushion each child and family with love and prayers

Our Values



Simplicity

To first and foremost meet the basic needs of families in our care, while giving thanks to life's simple gifts



Joy

Uplift the children and their families with the spirit of joyous giving



Compassion

Love is at the heart of all we do, and the reason we are passionate about helping these children in need



Support

We offer families a foundation of hope to build upon during difficult times



Commitment

Our steadfast team of staff and volunteers are devoted to the well-being of the children and families in our care



"This year, we are delighted and privileged to have welcomed 90 children through our doors, who have in turn recorded over 6,000 attendances."

Patron's Message

As Arc turns 6, it truly is love that lifts up our mission as we serve our children day by day. It is wonderful to see how dedicated the team has been to nurturing and enriching our children's lives in a joyful and healthy environment. Above all, it is heartening to see how this mission remains anchored and entirely fuelled by love and the generosity of the community.

Set up with the purpose of providing holistic and integrated care as well as educational support to children faced with a life-threatening illness, Arc has grown to become a love-filled sanctuary for our young beneficiaries and their families. This year, we are delighted and privileged to have welcomed 90 children through our doors, who have in turn recorded over 6,000 attendances.

This works out to a 21% increase in the children's attendance compared to 2015. This is testament not only to the quality of our programmes but also to the trust and commitment parents have given to Arc. In fact, some of our children are so eager to attend classes at

Arc, that their parents find it tough to bring them to the hospital without first promising a trip to Arc thereafter!

Arc continues to work alongside our children's healthcare team as we safeguard and celebrate the children's well-being in careful consultation and collaboration with their doctors. A big thank you to the many doctors and health care workers for their trust in Arc by referring their patients to us!

All of us remain grateful to our generous donors, including the foundations and corporations choosing to commit their corporate social responsibility initiatives with Arc, as well as our invaluable volunteers.

We are looking tirelessly for a suitable larger space in order to expand the enrichment opportunities for our children. These kids faced numerous challenges from infancy. As their fight is not just physical, but also psychological, we strongly believe in providing them with a conducive learning environment for healing and learning that will uplift their spirits.

Arc's full potential has yet to be realised with many more lives to impact and so much more love to give. But we cannot do this without the community rising up to show your support. I urge you to continue partnering Arc as we uphold our vision and cheer on the lives of children in need. Thank you.

Mrs Goh Chok Tong
PATRON

Chairman's Message

Whenever I am asked by people about Arc, only one word comes to mind – love. Love anchors our mission, love strengthens us when we face challenges and love drives us to continue doing our work. And when there is a love, there is hope and in our area of work, hope is what keeps many of these children's dreams afloat.

On this note, I am thankful that we have been again blessed with the generosity of our donors and fundraisers in 2016. I would like to thank the following wonderful, committed supporters of Arc, as well as many more who have given quietly with much love, especially Emily Chan, Ben Bousnina, Dr & Mrs Maliki Osman, Pamela Oei, Margaret Lim and Hossan Leong.

Our gratitude also goes to Alpha Society, City Developments Ltd, Deutsche Bank, Goofy and Friends, Jones Lang Lasalle Property Consultants, Lion's Club of Singapore Clarke Quay, Real Estate Developers Association of Singapore, Sumitomo Mitsui Banking Corporation, SATS & Singapore Food Industries, Shangri La Rasa Sentosa, Singapore Island Country Club, Tee Hai Chem Pte Ltd and UOB Channels.

Special thanks goes out to AMC Singapore, Tote Board, Singapore Pools, Vinum Fine Wines and Xpress Print for their sponsorship each year for the annual Arc Lunch. I am also grateful to our partners and volunteers for organising a host of events – to raise funds as well as to help care and nurture the children. A definite highlight this year was when the lawyers of Singapore gathered together to raise funds as well as have a rocking great time at their successful event "Law Rocks". The winning band's performance of Bridge Over Troubled Water resonated with the heart of Arc for these children.

This year we were blessed by the many individual and corporate volunteers dedicating their time and talent for the kids. Our children have been showered with so much love, care and compassion that they enter our doors with nothing but great joy to embrace the gift of a brand new day in Arc.

Many of our volunteers tell us they are inspired by the family culture at Arc. For this, I have to recognise our staff who have been more than the backbone of Arc. They are the cheerful givers, the humble leaders and the kind restorers of peace who ensure that everyone in Arc is welcomed and loved as family.

Last but not least, I wish to acknowledge the support of my fellow Board members and the beautiful children who remain Arc's very reason for being. Over these 6 years, we have put these children and their interests at the forefront of all we do and I am grateful to everyone who works with us in upholding this mission. My hope for our children afflicted with illness continues to be full recovery and living full, happy lives well into their adulthood.

To all our benefactors and supporters please keep up the good spirit of giving and loving.

Tan Joo Seang

Dr Rita Yeoh
(Tan Joo Seang)

Where I am privileged to serve

"When there is a love, there is hope and in our area of work, hope is what keeps many of these children's dreams afloat."





Dr Rita Yeoh (Tan Joo Seang)
Chairman



Prof Quah Thuan Chong
Vice Chairman



Mr Kenneth Ling
Company Secretary
& Board Member



Ms Adrienne Tan Mui-Pheng
Treasurer

Board of Governance



Left to Right:
Mr Yeo Lee Hock
Board Member
Prof Chan Mei Yoke
Board Member
Dr Lilian Leong
Board Member
Dr Sheila Vasoo
Board Member

Board Member	Role
Dr Rita Yeoh (Tan Joo Seang) <ul style="list-style-type: none">Retired General PractitionerServed over 20 years in charities mainly in fundraisingMember since 28 Mar 2011 Meeting Attendances 2/3	Chairman <p>That our vision & mission of the charity is clearly expressed and work is carefully planned and implemented.</p> <p>To ensure that the charity is well run and responsibly, so that the charity will continue to be effective, transparent and sustainable.</p>
Prof Quah Thuan Chong <ul style="list-style-type: none">Pediatrician Associate ProfessorElected Vice-Chairman on 10 Nov 2011Member since 28 Mar 2011 Meeting Attendances 2/3	Vice Chairman <p>To carefully plan, track and review the programmes to ensure that they are relevant to the mission & vision of the charity.</p>
Ms Adrienne Tan Mui-Pheng <ul style="list-style-type: none">Civil ServantTreasurer since 1 December 2015Member since 28 Mar 2011 Meeting Attendances 1/3	Treasurer <p>To ensure that our financial responsibilities are in accordance with the Code of Governance. To review the staff's welfare and HR policies and procedures.</p>
Mr Kenneth Ling <ul style="list-style-type: none">Appointed on 28 Mar 2011Member since 21 July 2016 Meeting Attendances 3/3	Company Secretary / Board Member <p>To ensure that the charity complies with the requirements of company law and oversee financial matters to comply with the Code of Governance.</p>
Mr Yeo Lee Hock <ul style="list-style-type: none">Retired COODedicated over 50 years in the social service sector of SingaporeMember since 28 Mar 2011 Meeting Attendances 3/3	Board Member <p>To enhance management to carry out their responsibilities in accordance with the Code of Governance.</p>
Prof Chan Mei Yoke <ul style="list-style-type: none">Pediatrician Associate ProfessorMember since 28 Mar 2011 Meeting Attendances 2/3	Board Member <p>To govern in the charity's best interest and to support the executives of the charity by providing regular feedbacks.</p>
Dr Lilian Leong <ul style="list-style-type: none">Dental SurgeonMember since 28 Mar 2011 Meeting Attendances 2/3	Board Member <p>To ensure that policies for staff and volunteers are effective in its operations and programs.</p>
Dr Sheila Vasoo <ul style="list-style-type: none">DoctorMember since 04 Mar 2014 Meeting Attendances 3/3	Board Member <p>To guide development in the children's best interests.</p>

* Board members operate under a conflict of interest disclosure process. Annual conflict of interest disclosure statements is undertaken by all members.



Ronita Paul
Co-founder & Centre Manager



Geraldine Lee
Co-founder & Centre Manager

Our Friendly Staff

Left to Right:

Pius Lee
Data Protection Officer
Nawi Bin Yahya
Driver
Sahak Bin Hassan
Driver
Winnie Chua
Admin & Accounts Executive



Left to Right:

Saraswathi d/o Karipahyah
Educator
Leong Siew Lan
Pre-School Teacher
Carmen Chong
Housekeeper



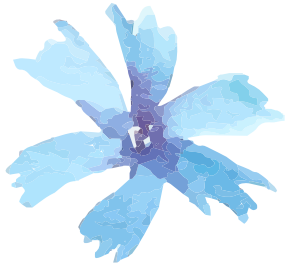
Ronita Paul
Co-founder & Centre Manager
Nursing Affairs, Programme Management,
Fundraising and Funds Management

Geraldine Lee
Co-founder & Centre Manager
Public Relations, Volunteer Management,
Fundraising Awareness, Operations Management

Pius Lee
Data Protection Officer
Maintain, manage and ensure compliance to the
Personal Data Protection Act. Provide additional
transport for the children.

Nawi Bin Yahya
Driver
To provide a safe and cheerful ride for the children
each day.

Sahak Bin Hassan
Driver
To provide a safe and cheerful ride for the children
each day.



Winnie Chua
Admin & Accounts Executive
To complete all the daily aspects of admin work
ensuring good record-keeping and governance.

Saraswathi d/o Karipahyah
Educator
To plan, implement and guide the teaching team and
volunteers. To assess and monitor the child's progress
and development.

Leong Siew Lan
Pre-school Teacher
To assist the Educator in the planning of syllabus
and teaching of the little ones in a joyful environment.

Carmen Chong
Housekeeper
To clean and maintain the premise's high standard of
cleanliness for the well-being of everyone, especially
the children.

From Left: Mr. Gerard Ee (Chairman of Charity Council), Ms. Grace Fu (Minister for Culture, Community and Youth), Dr. Rita Yeoh (Arc Chairman), Ronita Paul & Geraldine Lee (Arc Co-founders).



Charity Transparency Award

It is with great joy and honour that Arc Children's Centre received the inaugural Charity Transparency Award by the Charity Council on 28 September 2016.

The Charity Transparency Awards is established to recognise charities with healthy disclosure practices as these are important pillars of good governance.

We would like to extend our heartfelt thanks to our Board of Governance and our precious sponsors, staff, partners and volunteers who have helped us maintain responsible and good governance.



Dr Maliki Osman with
Arc Children Vania,
Ona and Violette.

"While we think that we have discovered strengths within ourselves and overcome insurmountable challenges in life – this strength pales in comparison to what these kids have deep within them.

We cannot imagine the pain that they are experiencing, yet they showed so much joy and exuberance of life when we see them each time. Which makes it easy to forget that they are fighting a life threatening illness. We see the happy side of the children and this is due to the work of Arc.

We see them grow and develop into beautiful little persons. Many have aspired to be doctors, teachers, pilots, dancers and superheroes. The children are aspiring for their future which is a vast improvement from just wondering when will be the next chemo treatment. Each day of joy gives great hope of recovery for each of them."

Excerpt from Dr Maliki Osman's speech
at the Arc Annual Charity Lunch held on
2 July 2017 at Shangri-la Hotel



Services

EDUCATION

Weekday Lessons

Qualified teachers conduct morning lessons (including Mandarin and Malay) for:

- Toddlers (from 3 years on)
- Kindergarten
- Primary and
- Secondary levels

1 full-time Lead Teacher and a team of teachers are assisted by volunteers to ensure that individual attention is given to the children.

Primary School Prep

Every child that comes to Arc will be well prepared and supported for when they commence mainstream education.

School Holiday Programmes

If they return during the school holidays, we provide support for school work/revision, as well as activities, camps and more to groom older kids as leaders for the younger children.

ENRICHMENT

The children are given the chance to participate in activities that encourage learning, confidence and character building:

- Brain Gym
- Home Economics
- Music
- Phonics
- Speech & Drama
- Taekwondo
- Yoga
- Zumba Dancing
- Excursions and Celebrations



MEALS

All our children are provided nutritious meals daily including:

- Breakfast (if needed)
- Lunch (halal) by SATS/SFI
- Tea break

TRANSPORT

Getting to and from Arc is a breeze:

- With our own fleet of 3 MPVs and transport staff
- The flexibility to send children to and fro the centre
- Ability to fetch/send larger groups of children when necessary

HEALTHCARE

Arc enjoys the benefit of a qualified nurse on staff:

- Daily temperature checks are made upon arrival
- Should a child appear ill upon arrival, Arc will arrange for the child to be sent to the hospital or notify the child's parents and doctor for immediate medical attention
- Physiotherapy support is available to any child who needs it

After living in Singapore for 8 years, my husband and I considered Singapore our new home and thus decided to bring up our family here. A week before our son Henry's diagnosis I recall a taxi driver looking at my 3-year-old girl and 18-month-old boy and telling me, "you have the perfect family".

We have always counted our blessings, but didn't quite realise just how good "normal" was at the time!

A week later, Henry was rushed to the emergency room with unexplained bruises. Within 30 mins our lives had changed forever. Henry was diagnosed with very high risk Infant Leukaemia.

All this happened in September 2015. The next few years saw our little boy enduring high dose chemotherapy, with the first year being very intense with frequent

WHAT ARC MEANS TO US: HENRY



An interview with Rachel Beacher, mother to Henry and his older sister Penelope.

"One precious aspect is how Henry now has friends. All the socialisation skills and playdates that had been denied for so long... that part of his life is now fulfilled."

hospital stays and isolation from others to protect his immunity. Keeping an active 18 month toddler attached to a line through his chest for days on end when all he wanted to do was run, play and explore was like running an endless marathon.

We were feeling emotionally and physically exhausted when the hospital and other parents recommended Arc. On our first visit, it was clear to see how much the leaders Ronita, Geraldine and the team understand the children they care for. They helped us break through the fog and burden of diagnosis for parents and their families and allowed our child to simply be the child that he was meant to be. In addition, the safe space Arc provides helped us overcome the tricky challenge to find areas where the risk of infection is low.

The changes we have seen in Henry has given us so much joy!

The swift development in his language puts a smile on our faces everyday. When he can communicate and tell us how he feels, we as parents become more patient.

Previously, car rides were only associated with going to the hospital for jabs and pokes. Now, he looks forward to the drive to Arc every morning with the friendly uncles who pick him up and drop him off and patiently endure endless excitable chatter and singing.

One precious aspect is how Henry now has friends. All the socialisation skills and playdates that had been denied for so long... that part of his life is now fulfilled. Just the other week, Henry saw an Arc buddy crying in the blood-taking room in the hospital and rushed in to comfort him saying, "Don't cry." It was incredibly humbling to see such empathy from a 3-year-old.

As a teacher myself, I understand the requirements of maintaining a vibrant classroom, but on my many visits it is clear that the job the Arc team takes on is so much more. Individual care is given to each child with love. Henry still needs naps, and his requests for Auntie Ronita to hold him to sleep are always met with open arms.

Paediatric Cancer is very complicated. It is diverse, random, scary, unkind and it does not discriminate. People around us mention, "I don't know how you cope". When it comes to your own child, you just do whatever it takes. But having the amazing Arc has given us much more resilience and helps us adjust our lives more easily to a new normal. That is invaluable.



"Saaman has learned good values and morals, diligence, sincerity and leadership that will stay with him for life."

An interview with
Dr. Aminul I. Talukder,
father of Saaman and
his little sister Nora

KINDNESS KNOWS NO BOUNDS: SAAMAN

Looking back on the two years of medical treatment my son received in Singapore, Arc has truly been a pillar of support in numerous ways.

Our son, Saaman was just 9 when he complained of a tummy ache and fever just after he completed an exam in school in Bangladesh.

The worst day of my life came a couple of days later, when a pediatric doctor in Dhaka gave us grave news. I don't remember all the bits of how we came to Singapore for his treatment, sometimes I think it's because I don't want to.

After several days of hospitalisation for a thorough diagnosis and chemotherapy at NUH, Saaman was extremely exhausted and desperately wanted to leave Singapore. Because of financial constraints, I was also very concerned if continuing his treatment here would even be possible. Frankly speaking, I was struggling from every angle.

Our doctor somehow learned that our family of four was confined in a single-room sublet. He immediately recommended that Saaman and our two-and-a-half-year-old daughter Nora, go to Arc.

Initially we thought we would try Arc with just Nora attending first, since at the time Saaman was so weak that he even

needed a wheelchair just to move from the waiting room to doctor's chamber in the clinic.

But on our first visit to Arc, Saaman suddenly became very energetic and started playing with the other kids. The "Arc effect" was palpable for us parents as well, thanks to the heartiest welcome we have ever received. Our stress and anxiety started to ease immediately.

Saaman has been going to Arc ever since. Arc is also a huge relief for my wife as she now has time to do the housework and personal space for her own wellbeing. We take heart that Saaman is not alone in this world, and draw comfort knowing there are parents on similar journeys as well.

During our two years with Arc, both Saaman and Nora were flooded with the priceless love from all the kind-hearted people in the center. I am indebted to them for their valuable teaching, endless care, and motherly love towards my kids. Saaman has learned good values and morals, diligence, sincerity and leadership that will stay with him for life.

Back home in Bangladesh, Saaman is now in Primary 5, strong and has respect for discipline. His project recently won first prize in his school's science fair and my eyes filled with tears when he told me, "Papa, give me the phone! I must inform Auntie Ronita and Auntie Geraldine."

Arc's care truly extends to the parents too. There were many times Auntie Ronita and Geraldine would try to help me solve any problems that were stressing me out. Their kindness knows no bounds.

I salute not only the core people who have founded it, but everyone who has nobly sacrificed their life and time because of their love towards all the kids.

THE AMAZING CHANGE: VIOLETTE

When my older daughter, Violette was only 9-months-old, she was diagnosed with Neuroblastoma. She had to undergo aggressive treatment that included 5 cycles of chemotherapy, 12 cycles of radiation, a stem cell transplant and a surgery to remove a solid tumour. This came with sacrifices such as high frequency hearing loss, weakened legs and frequent complaints of aches and pains.

Because of these treatments and her low immunity, Violette was pretty much stuck at home or the hospital from 9 months old to about age 2 with no friends and no motivation to speak. Whenever we asked her questions, she would only respond with single word answers and this really worried me.

A mother I met at KK Hospital told me about a centre her child attended that was geared to providing kids like ours a safe and enriching environment. We decided to bring Violette to Arc to see if she would enjoy interacting with other children. To my surprise, Violette loved the place from our very first visit and immediately started playing on her own. We enrolled her soon after and I kept her

company there for the first 2 months until she happily told me she could be there herself as she now had friends.

Violette is now 4 years old and thanks to Arc, her transformation has been amazing. From not wanting to speak, she is now called the 'CEO' at Arc because after just 6 months there, she talks so much and can even put the boys in their places!

I really attribute this to the strong enrichment programmes run by Arc as well as the attention and patience given by the very experienced staff, volunteers and teachers – not just to the children, but to us parents too.

When Violette was 2+ years old, she started screaming at me a lot at home without telling me what was wrong. I became very sad and worried at her frequent outbursts and contacted Arc for advice. They would respond to me immediately (and often after office hours!) with tips on coping with Violette's behaviour. Going beyond the call of duty to encourage and support me emotionally has changed my life.

Violette has grown very independent thanks to the many activities she is exposed to at Arc. At the age of 3, Violette went for her first camp at Arc and stayed overnight for 3 nights without crying, because she was having so much fun with her best friend, a 5-year-old classmate.

Arc's staff are also experienced in detecting health issues in the children. There was a time when they pointed out that Violette had started limping and complained of leg pain, so I quickly brought her for a bone scan. Thankfully the doctors found nothing was wrong. Nonetheless, I really appreciated Arc for being so observant and highlighting issues so I can flag them to doctors during Violette's monthly check-ups.

Without a doubt, I intend to let Violette remain in Arc for all of her pre-school years (3 more years). To everyone at Arc, I would like to say a big thank you for giving our children so many opportunities to learn even though their immunity is lower than their peers. Thank you for treating them equally and helping them to become better people!

"From not wanting to speak, she is now called the 'CEO' at Arc because after just 6 months there, she talks so much and can even put the boys in their places!"

An interview with Joanne Chong, mother to Violette and little sister Viviette.



Vania's journey with Acute Lymphoblastic Leukaemia (ALL) began shortly after turning 3. On New Year's Eve of 2013, Vania complained of bad leg pain and we brought her to KKH where she stayed for a month undergoing all sorts of treatment and long-term antibiotics before the doctors eventually discovered she had leukaemia.

I got to know about Arc through a hospital volunteer when Vania was about 5 and we were hunting for a school for her. Arc eased our concerns and met our needs compared to mainstream schools as it specialises in helping children who have or are recovering from life-threatening illnesses.

During the 2 years in and out of hospital, Vania had limited interaction with children her age and was painfully shy. It took her 2 months to warm up to her teachers and classmates there after initially refusing to make new friends. Thanks to the kindness and patience of her teachers and the volunteers, she finally became comfortable and then got hooked! She started looking forward to going to Arc daily without our company and developed a lot of confidence, making many new friends along the way, which brought us great joy.

An interview
with Mr Andy Ng,
father of Vania Ng
and Adriel Ng.

CONFIDENCE BUILDER: VANIA



Shortly after Vania started at Arc, we placed her younger brother, Adriel there too and we have been delighted with their sibling support. Unlike Vania, Adriel was addicted to the television so he preferred staying home. However, once he experienced life at Arc, he now joins his sister in refusing to leave his friends when it is time to head home.

Vania is currently in Primary 1 and continues to attend Arc for after school support. I really appreciate that Arc goes above and beyond expectations. Remaining at Arc gives Vania the opportunity to grow with her close friends and in building her confidence these few years. Arc's teachers and volunteers also assist Vania with her homework. Being full-time working parents, this aspect definitely helps alleviate our burden as we find it hard to cope with the frequent English and Chinese spelling tests.

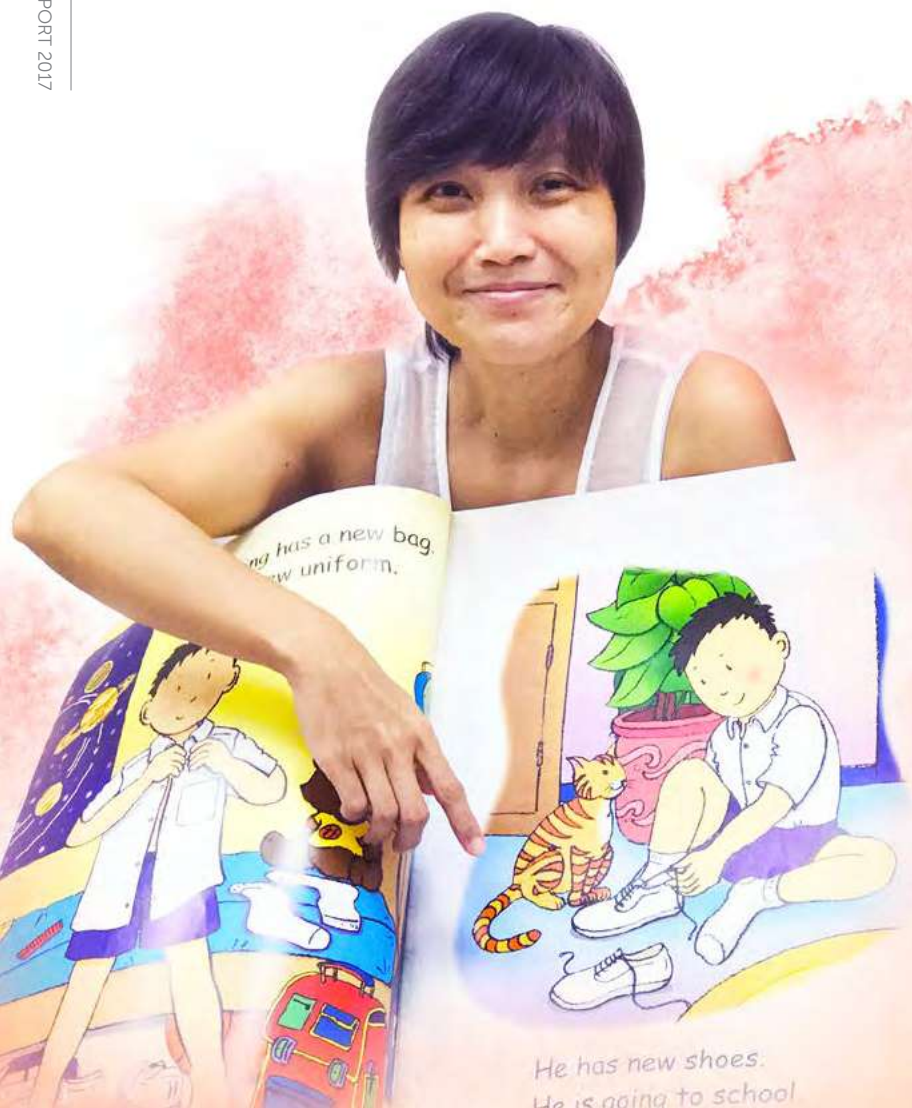
One great testament to how Arc has helped Vania come out of her shell is how she agreed to perform in a play at Arc's 2016 fundraising lunch before hundreds of guests. As a naturally shy child, Vania really enjoyed the experience, including the rehearsals, and did not hesitate once on stage at all.

"Arc gives Vania the opportunity to grow with her close friends and in building her confidence these few years."

Thank you, Arc, for caring for my children as if they were your own children. I imagine my family would have had a much harder time without the help of Arc so I am grateful for all their support, and more importantly, their familial love! Thank you for also guiding my wife and I on how to become better parents with recommendations on how to discipline and speak with our children. We have learned techniques that has improved our children's behaviour at home and performance at school.

It is very clear to me that Arc genuinely wants our children to develop good character and enjoy learning even with life's challenges.

"More than a team,
we're a family."



TOGETHER AS FAMILY: JOYCE KOO

My first time volunteering with a charity began with Arc from March to May 2017 when I was on a work sabbatical. I was very happy when I found out that I had cleared their strict health prerequisites for volunteers, which they have in place to protect the children's wellbeing.

Arc drew me in because I have a passion for kids, and it was a pleasure spending my Mondays to Fridays with them.

What did I do at Arc? I saw myself mainly as a support to the teachers who conducted their lessons in the morning and enrichment activities in the afternoon. On the average day, we would reach out to the children from a range of ages. Every morning I would assist the teaching of the 5 to 6-year-olds and after lunch, I helped the younger ones with activities such as drawing, colouring, dough playing and dancing. My typical day at Arc would start at 9am and end at 5pm and like most fun-filled moments spent with family, it often passed so quickly!

As a regular volunteer, the most uplifting part of my experience was being able to alleviate the workload of Arc's very busy staff. I noticed that everyone working at Arc had their hands full all through the day - from the center managers to teachers, to even the Uncles who drive the vehicles. In this sense, Arc's volunteers are crucial to providing

the extra support for children who need one-to-one attention and assistance.

The sheer dedication everyone at Arc puts into their work really touched me, and made the "team", a family. The teachers are very qualified and provide regular feedback to parents on classroom work and behavior, which benefits the children's learning journey immensely. I also observed that children who have moved from Arc to a mainstream primary school end up performing better too. To me, this is proof that the individualised attention and love Arc provides its children will equip the kids with the skills and confidence to not only cope but succeed in a mainstream primary school.

As part of their care for the children, Arc's staff also firmly believes in disciplining them with love and teaching them to listen, have respect and enjoy teamwork. At first, I thought allowances should be made, given that these children struggle with illness. But over time, I realized that the best way for these kids to flourish is to treat them like any other kid. As a mother myself, I learned the benefits of not overly coddling children or defending their mistakes and that they thrive with some structure.

As mentioned, what I love is that the sense of family is very strong in Arc. It never feels like an organisation with a set hierarchy, because every adult working or volunteering at Arc is referred to as 'Aunty' or 'Uncle' and we all chip in to help even with the smallest of tasks. At lunchtime, I loved watching how everyone jumps in to scoop the food for the younger children and wash the dishes. This always made me feel wonderfully involved and wonderfully inspired. Thank you Arc for allowing me to join your warm and uplifting family!



Year In Review

Music Camp 2016

An intensive 5-day camp of learning, singing and fun by the Music Circle.



Above: Arc children all dressed up for their performance.

Above Right: Guest of Honour Senior Minister of State, Dr Maliki Osman and Mrs Sadiah Maliki with Arc child, Varisha and her parents.

Right: Minister for Law and Home Affairs, Mr K Shanmugam, Dr Rita Yeoh (Chairman), Dr Maliki Osman (Guest of Honour), Mrs Goh Chok Tong (Patron), Ms Ronita Paul (Co-founder) with the Arc children.



Camp 2016

An eventful 4D/3N camp with sponsorship and activities by AMC Singapore, BNP Paribas Singapore, Deutsche Bank, JLL Property Consultants, Shangri-La Rasa Sentosa Resort, Skyline Luge Sentosa and friends.





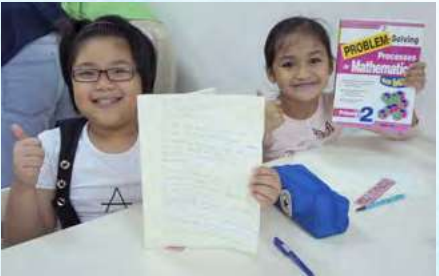
Celebrations

There is always a reason and occasion for celebrations with the children.

Lessons & Enrichments

Learning is fun in all we do at Arc from Mandarin class, yoga, group work, music, baking, phonics to taekwondo. Everyday is enjoyable at Arc.

Photo credits:
Beng Chye & Marcia Dragon





Corporate

Thank you all for bringing so much joy and love for the children:

Alpha Society, CPF, Deutsche Bank, Goofy & Friends, JLL Property Consultants, Lion's Club of Singapore Clarke Quay, NUS Business School, Rabobank, REDAS, SATS & SFI, Shangri-La Rasa Sentosa & Charity Golf "Rasa Cup", Singapore Island Country Club May Day Charity Golf, Sumitomo Mitsui Banking Corp, Tee Hai Chem, Tru-Marine and UOB Channels,



Children Attendance

63
CHILDREN WITH
CANCER/ILLNESS

Age Group	
3 yrs & below	13
4 to 5 yrs	21
6 to 7 yrs	10
8 to 9 yrs	11
10 yrs and above	8
Total 63	

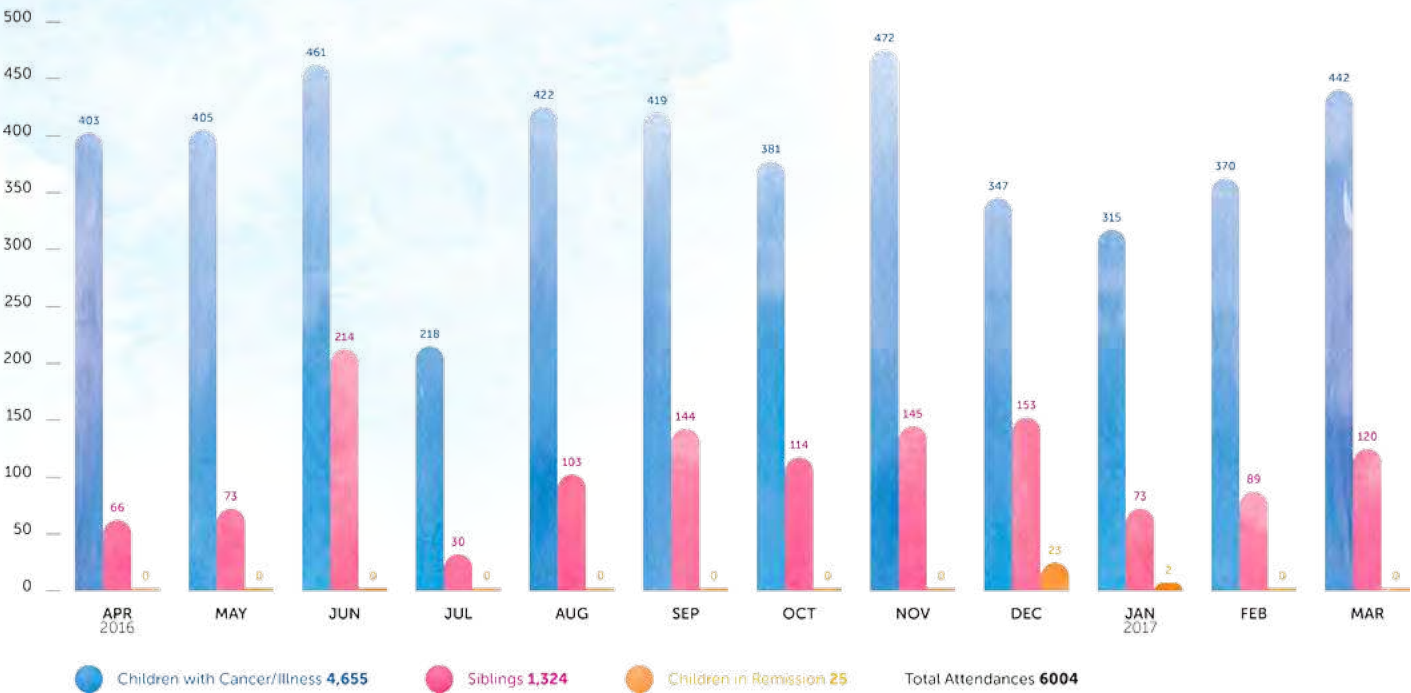
24
SIBLINGS

Age Group	
3 yrs & below	4
4 to 5 yrs	6
6 to 7 yrs	5
8 to 9 yrs	0
10 yrs and above	9
Total 24	

3
IN REMISSION

Age Group	
10 yrs and above	3
Total 3	

April 2016 to March 2017





How To Contribute

ARC CHILDREN’S CENTRE welcomes your valuable support, whether in the form of volunteerism, gifts for the children, cash donations and/ or corporate sponsorship. Your kind efforts will go a long way to help sustain and grow our cause to provide a safe and enriching sanctuary for young lives in need. Every contribution counts to bring more hope, joy and security for the children and families in Arc’s care.

1. DONATE

Every donation brings hope

Cheques should be addressed to “Arc Children’s Centre Co Ltd” and mailed to 60 Kim Keat Road, #01-02, Singapore 328827.

By providing the following personal data, the donor hereby consents for Arc to collect, use or disclose the information to relevant 3rd parties for the purpose of processing this donation only.

Please write the following details at the back of your cheque:

1. Full name as in NRIC/FIN
2. NRIC/FIN/UEN
3. Contact number
4. Email Address

All donations to Arc Children’s Centre Co Ltd will receive 2.5 times tax-deduction. Kindly note that your NRIC or UEN is compulsory for our submission to IRAS.

2. VOLUNTEER

Join Arc’s Circle of Care

We look forward to you joining us on this fulfilling journey where hope shines!

Kindly email Arc at enquiry@arcchildren.org. We will contact you within 5 working days once we have received your application.

3. SPONSOR

Be a Corporate Sponsor for Arc today

Arc is seeking the kind generosity of corporate sponsor who aim to align their Corporate Social Responsibility (CSR) cause with helping our children and families in need.

It is with your kind support that we are able to continue providing safe, secure facilities and training volunteers to best care for the children.

Kindly email Arc at enquiry@arcchildren.org.

Annual Report 2016

Arc Children’s Centre Co Limited

[UEN. 201021661K]

[IPC No. IPC000735]

[A company limited by guarantee and not having share capital]

[Incorporated in Singapore]:

AUDITED FINANCIAL STATEMENTS FOR THE YEAR
ENDED 31 MARCH 2017

CONTENTS

Director’s Statement	52
Independent Auditor’s Report	53
Statement of Financial Activities	56
Statement of Financial Position	57
Statement of Changes in Funds	59
Statement of Cash Flows	60
Notes to the Financial Statements	61

DIRECTOR'S STATEMENT

The Directors present their statement to the members together with the audited financial statements of the Company for the financial year ended 31 March 2017.

In the opinion of the directors,

- a. the financial statements as set out on pages 56 to 83 are drawn up so as to give a true and fair view of the financial position of the Company as at 31 March 2017 and the financial performance, changes in funds and cash flows of the Company for the financial year then ended; and
- b. at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

The directors of the Company in office at the date of this statement are as follows:

Tan Joo Seang	
Yeo Lee Hock	
Tan Mui Pheng, Adrienne	
Ling Yew Cheong Kenneth	(Appointed 23.05.2017)
Chan Mei Yoke	(Appointed 23.05.2017)
Sheila Vasoo Sushilan	(Appointed 23.05.2017)
Lilian Leong Yuet Ling	(Appointed 23.05.2017)
Quah Thuan Chong	(Appointed 23.05.2017)

Arrangements to enable directors to acquire benefits

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose object was to enable the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.


Other matters

As the Company is limited by guarantee, matters relating to interest in shares, debentures or share options are not applicable.


Independent Auditors

The independent auditors, Messrs. Fiducia LLP, Public Accountants and Chartered Accountants, have expressed their willingness to accept re-appointment.

On behalf of the directors,



Yeo Lee Hock
Director



Tan Joo Seang
Director

Singapore, 26 SEP 2017

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF:
Arc Children's Centre Co Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Arc Children's Centre Co Limited (the "Company"), which comprise the statement of financial position as at 31 March 2017, and the statement of financial activities, statement of changes in funds and statement of cash flows of the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of Companies Act, Chapter 50 (the "Companies Act"), the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 March 2017 and of the financial performance, changes in funds and cash flows of the Company 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 Company 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 information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not 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.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Companies Act, the Charities Act and Regulations and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

Responsibilities of Management and Directors for the Financial Statements (Cont'd)

In preparing the financial statements, management is responsible for assessing the Company'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 Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance comprises the directors. Their responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company'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 Company 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 Company have been properly kept in accordance with the provisions of the Companies Act, and 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 year:

- the Company 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
- the Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.



Public Accountants and
Chartered Accountants
Singapore, 26 SEP 2017

Partner-in-charge:	Lee Choon Keat
PAB No.:	01721

STATEMENT OF FINANCIAL ACTIVITIES FOR
THE FINANCIAL YEAR ENDED 31 MARCH 2017

	Note	2017 (\$\$)	2016 (\$\$)
INCOME			
Income from generating funds			
Fund-raising activities	5	1,024,702	966,010
Voluntary income	5	436,061	981,728
		1,460,763	1,947,738
Other income	5	45,072	19,987
Total income		1,505,835	1,967,725
EXPENSES			
Cost of generating funds	6	86,071	73,734
Cost of charitable activities	6	718,870	567,903
Governance and other administrative costs	6	65,986	93,421
Total expenses		870,927	735,058
SURPLUS FOR THE FINANCIAL YEAR		634,908	1,232,667

SURPLUS / DEFICIT FOR THE FINANCIAL YEAR ATTRIBUTABLE TO:

General fund		649,988	1,202,640
NCSS - Care and share fund	12	(15,080)	31,212
Project Intan fund	6, 12	0	(1,185)
		634,908	1,232,667

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

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2017

	Note	2017 (\$\$)	2016 (\$\$)
ASSETS			
Current assets			
Cash and cash equivalents	7	6,178,271	5,441,562
Other receivables	8	23,495	19,585
		6,201,766	5,461,147
Non-current assets			
Property, plant and equipment	9	16,332	35,707
Total assets		6,218,098	5,496,854
LIABILITIES			
Current liabilities			
Accured expenses	10	64,306	20,744
Deferred grants	11	317,139	274,365
Total liabilities		381,445	295,109
NET ASSETS		5,836,653	5,201,745

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

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2017 (CONT'D)

	Note	2017 (S\$)	2016 (S\$)
FUNDS			
Unrestricted fund			
General fund		5,819,021	5,169,033
Restricted funds			
Emergency fund	12	1,500	1,500
NCSS – Care and share fund	12	16,132	31,212
		17,632	32,712
TOTAL FUNDS		5,836,653	5,201,745

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

STATEMENT OF CHANGES IN FUNDS FOR
THE FINANCIAL YEAR ENDED 31 MARCH 2017

2017	Balance at beginning of year (S\$)	Surplus / (Deficit) for the year (S\$)	Balance at end of year (S\$)
UNRESTRICTED FUND			
General fund	5,169,033	649,988	5,819,021
RESTRICTED FUND			
Emergency fund	1,500	0	1,500
NCSS – Care and share fund	31,212	(15,080)	16,132
	32,712	(15,080)	17,632
	5,201,745	634,908	5,836,653
2016			
	Balance at beginning of year (S\$)	Surplus / (Deficit) for the year (S\$)	Balance at end of year (S\$)
UNRESTRICTED FUND			
General fund	3,966,393	1,202,640	5,169,033
RESTRICTED FUND			
Emergency fund	1,500	0	1,500
NCSS – Care and share fund	0	31,212	31,212
Project Intan fund	1,185	(1,185)	0
	2,685	30,027	32,712
	3,969,078	1,232,667	5,201,745

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

STATEMENT OF CASH FLOWS FOR
THE FINANCIAL YEAR ENDED 31 MARCH 2017

	Note	2017 (S\$)	2016 (S\$)
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus for the financial year		634,908	1,232,667
Adjustment for:			
Depreciation	9	19,375	13,400
Interest received	5	30,756	2,739
Operating cash flow before working capital changes		685,039	1,248,806
Changes in operating assets and liabilities			
Other receivables		(3,910)	(2,165)
Accrued expenses		43,562	(5,407)
Deferred grants		42,774	274,365
Net cash generated from operating activities		767,465	1,515,599
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		(30,756)	(2,739)
Purchases of property, plant and equipment	9	0	(29,345)
Net cash used in investing activities		(30,756)	(32,084)
Net increase in cash and cash equivalents		736,709	1,483,515
Cash and cash equivalents at beginning of financial year		5,441,562	3,958,047
Cash and cash equivalents at end of financial year	7	6,178,271	5,441,562

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

NOTES TO THE FINANCIAL STATEMENTS FOR
THE FINANCIAL YEAR ENDED 31 MARCH 2017

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

1. GENERAL INFORMATION

Arc Children’s Centre Co Limited (the “Company”) is incorporated and domiciled in Singapore. The address of its registered office and principal place of operation is 60 Kim Keat Road, #01-02 Kim Keat House, Singapore 328827.

The Company is limited by guarantee whereby each member of the Company undertakes to meet the debts and liabilities of the Company in the event of its liquidation. As at 31 March 2017, the Company has three members.

The Company is registered as a charity under the Charities Act (Chapter 37) on 10 November 2010 and is granted Institution of a Public Character (“IPC”) status for the period from 1 July 2015 to 31 December 2017.

The principal activities of the Company are day-care centre for children with serious illness and support for the family.

2. SIGNIFICANT ACCOUNTING POLICIES

2.1. Basis of preparation

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (“FRS”). The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

These financial statements are presented in Singapore Dollar (S\$), which is the Company’s functional currency.

The preparation of these financial statements in conformity with FRSs requires management to exercise its judgement in the process of applying the Company’s accounting policies. It also requires the use of certain critical accounting 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 income and expenditure during the financial year. Although these estimates are based on Executive Council’s best knowledge of current events and actions, actual results may ultimately differ from those estimates.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

2.1.1 Interpretations and amendments to published standards effective in 2016

Company has adopted the new or revised FRSs and Interpretations to FRSs (INT FRSs) that are mandatory for application from that date. Changes to Company’s accounting policies have been made as required, in accordance with the relevant transitional provisions in the respective FRSs and INT FRSs. The following are the FRSs and INT FRSs that are relevant to the Company:

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.1. Basis of preparation (Cont'd)

2.1.1 Interpretations and amendments to published standards effective in 2016 (Cont'd)

FRS	Effective Date	Title
FRS 1	1.1.2016	Presentation of financial statements (Disclosure initiative)
FRS 16 and 38	1.1.2016	Clarification of acceptable methods of depreciation and amortisation
FRS 19	1.1.2016	Employee benefits (Determining the discount rates for post-employment benefit obligations)

The adoption of these new or amended FRSs and INT FRSs did not result in substantial changes to the accounting policies of the Company and had no material effect on the amounts reported for the current or prior financial year.

2.1.2 Standards issued but not yet effective

Company did not early adopt the following relevant new/revised FRSs, INT FRSs and amendments to FRSs that were issued at the date of authorisation of these financial statements but which are not yet effective until future periods:

FRS	Effective Date	Title
FRS 109	1.1.2018	Financial instruments
FRS 115	1.1.2018	Revenue from Contracts with Customers
FRS 116	1.1.2019	Leases

Management believe that the adoption of the revised standards and interpretations will have no material impact on the financial statements in the period of initial application.

2.2 Income recognition

Income is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Income is measured at fair value of the consideration received or receivable in the ordinary course of the Company's activities. Income is recognised as follows:

2.2.1 Donations

Donations are recognised in the statement of financial activities upon receipt. Donations-in-kind are recognised when the fair value of the assets received can be reasonably ascertained.

2.2.2 Grants

Grants are recognised at their fair value where there is reasonable assurance that the grants will be received and all attaching conditions will be complied with.

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.2 Income recognition (Cont'd)

2.2.2 Grants (Cont'd)

Grants shall be recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate.

Grants related to future expenses are recognised under "Deferred grants" in the statement of financial position.

2.2.3 Other income

Other income is recognised when received.

2.3 Expense recognition

All expenses are accounted for on accrual basis, aggregated under the respective areas. Direct costs are attributed to the activity where possible. Where costs are not wholly attributable to an activity, they are apportioned on a basis consistent with the use of resources.

2.3.1 Cost of generating funds

Costs that are directly attributable to the fund-raising activities are separated from those costs incurred in undertaking charitable activities.

2.3.2 Cost of charitable activities

Cost of charitable activities comprises all costs incurred in the pursuit of the charitable objects of the Company. The total costs of charitable expenditure are apportionment of overhead and shared costs.

2.3.3 Governance and other administrative costs

Governance and other administrative costs include the costs of governance arrangement, which relate to the general running of the Company, providing governance infrastructure and ensuring public accountability. These costs include costs related to constitutional and statutory requirements and an apportionment of overhead and shared costs.

2.4 Property, plant and equipment

2.4.1 Measurement

All property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any costs that are 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.

2.4.2 Depreciation

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives. The estimated useful lives are as follows:

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.4 Property, plant and equipment (Cont'd)

2.4.2 Depreciation (Cont'd)

	Useful life
Computers and software	1 to 3 years
Furniture and fittings	3 years
Office equipment	3 years
Renovation	3 years

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

The residual values and useful lives of property, plant and equipment are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision of the residual values and useful lives are included in the statement of financial activities for the financial year in which the changes arise.

2.4.3 Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. Other subsequent expenditure is recognised as repair and maintenance expenses in the statement of financial activities during the financial year in which it is incurred.

2.4.4 Disposal

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

2.5 Impairment of property, plant and equipment

Property, plant and equipment are reviewed for impairment whenever there is any indication that these assets may be impaired. If any such indication exists, the recoverable amount (i.e. the higher of the fair value less cost to sell and value in use) of the assets is estimated to determine the amount of impairment loss.

For the purpose of impairment testing of the assets, recoverable amount is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. If this is the case, recoverable amount is determined for the cash-generating unit (CGU) to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. The impairment loss is recognised in the statement of financial activities.

An impairment loss for an asset is reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of an asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss for an asset is recognised in the statement of financial activities.

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.6 Financial assets

2.6.1 Classification

The Company classifies its financial assets as loans and receivables. The classification depends on the purpose for which the assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except those maturing later than 12 months after the reporting date, which are classified as non-current assets. Loans and receivables are classified within "Cash and cash equivalents" and "Other receivables" on the statement of financial position.

2.6.2 Recognition and derecognition

Usual purchases and sales of financial assets are recognised on trade-date – the date on which the Company commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership. On disposal sale of a financial asset, the difference between the net sale proceeds and its carrying amount is taken to the statement of comprehensive income. Any amount in the fair value reserve relating to that asset is also taken to the statement of financial activities.

2.6.3 Initial measurement

Financial assets are initially recognised at fair value plus transaction costs.

2.6.4 Subsequent measurement

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

2.6.5 Impairment

The Company assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired and recognises an allowance for impairment when such evidence exists.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments is considered indicators that the receivable is impaired.

The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. When the amount becomes uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are recognised against the same line item in statement of financial activities.

An allowance for impairment of loans and receivables is recognised when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables.

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.6 Financial assets (Cont'd)

- 2.6.5 Impairment (Cont'd)
- The allowance for impairment loss account is reduced through statement of financial activities in a subsequent period when the amount of impairment losses decreases and the related decrease can be objectively measured. The carrying amount of the asset previously impaired is increased to the extent that the new carrying amount does not exceed the amortised cost had no impairment been recognised in prior periods.

2.7 Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits with financial institutions that are subject to insignificant risk of changes in value.

2.8 Other receivables

Other receivables are initially recognised at fair value, and subsequently carried at amortised cost, using the effective interest method.

2.9 Financial liabilities

Financial liabilities are recognised when the Company becomes a party to the contractual agreements of the instrument and are classified according to the substance of the contractual arrangements entered into. All interest related charges are recognised in the statement of financial activities. Financial liabilities include "Accrued expenses" and "Deferred grants" in the statement of financial position.

Financial liabilities are derecognised when the obligations under the liability is discharged, cancelled or expired. When existing financial liabilities are replaced by another from the same lender on substantially different 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 respective carrying amounts is recognised in the statement of financial activities.

2.10 Accrued expenses

Accrued expenses are initially recognised at fair value, and subsequently carried at amortised cost, using the effective interest method.

2.11 Provisions for other liabilities and charges

Provisions for other liabilities and charges are recognised when the Company has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

2.12 Operating leases

Leases of assets in which a significant portion of the risks and rewards of 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 the statement of financial activities on a straight-line basis over the period of the lease. When an operating lease is terminated before the lease period has expired, 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.

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.12 Operating leases (Cont'd)

Rental on operating lease is charged to statement of financial activities. Contingent rents are recognised as an expense in the statement of financial activities in the financial year in which they are incurred.

2.13 Employee compensation

- 2.13.1 Defined contribution plans
- Defined contribution plans are post-employment benefit plans under which the Company pays fixed contributions into separate entities such as the Central Provident Fund ("CPF"), on a mandatory, contractual or voluntary basis. The Company has no further payment obligations once the contributions have been paid. The Company's contribution to defined contribution plans are recognised as employee compensation expense when they are due.
- 2.13.2 Employee leave entitlements
- Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the statement of financial position date.
- 2.14 Funds
- Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the Directors. Externally restricted funds may only be utilized in accordance with the purposes for which they are established. The Directors retains full control over the use of unrestricted funds for any of the Company's purposes.
- 2.15 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 Company if that person:
- (i) Has control or joint control over the Company;

(ii) Has significant influence over the Company; or

(iii) Is a member of the key management personnel of the Company or of a parent of the Company;
- (b) An entity is related to the Company if any of the following conditions applies:
- (i) The entity and the Company 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 Company or an entity related to the Company. If the Company is itself such a plan, the sponsoring employers are also related to the Company;

(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);

(viii)The entity, or any member of a group of which it is a part, provides key management personnel services to the Company or to the parent of the Company.

3 CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGMENTS

Estimates, assumptions and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.1 Critical accounting estimates and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

3.1.1 Estimated useful lives of property, plant and equipment

The Company reviews annually the estimated useful lives of property, plant and equipment based on factors such as business plans and strategies, expected level of usage and future technological developments. It is possible that future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned.

3.2 Critical judgments in applying the entity's accounting policies

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

3.2.1 Allowance for impairment of receivables

The Company reviews the adequacy of allowance for impairment of receivables at each closing by reference to the ageing analysis of receivables, and evaluates the risks of collection according to the credit standing and collection history of the debtor. If there are indications that the financial position of a debtor has deteriorated resulting in an adverse assessment of his risk profile, an appropriate amount of allowance will be provided.

3.2.2 Impairment of property, plant and equipment

Property, plant and equipment are reviewed for impairment whenever there is any indication that the assets are impaired. If any such indication exists, the recoverable amount (i.e. higher of the fair value less cost to sell and value in use) of the assets is estimated to determine the impairment loss. The key assumptions for the value in use calculation are those regarding the growth rates, and expected change to selling price and direct costs during the year and a suitable discount rate.

4 INCOME TAX

The Company is registered as a charity organisation under Charities Act, Chapter 37. As an approved charity, it is exempt from income tax under Section 13(1) of the Income Tax Act.

5 INCOME

	Note	2017 (S\$)	2016 (S\$)
FUND-RAISING ACTIVITIES			
Charity lunch		564,736	817,714
Other events			
- Rasa Cup		198,393	127,963
- SGCC Golf President Cup		0	11,009
- Charity Drive		8,115	9,324
- Mindef Charity Drive		10,151	0
- May Day Charity Event		85,000	0
- Wishing Lock event		3,215	0
- CPF Project		5,618	0
- CDL- Zenithoptimedia		21,753	0
- Youth Day Dollar for Dollar matching		2,478	0
- Goofy & Frenz Golf Charity Event		61,970	0
- Alpha Society Event		49,210	0
- Gaslog Singapore Event		4,063	0
- SMBC Open Event		10,000	0
		1,024,702	966,010
VOLUNTARY INCOME			
Donations		315,490	701,548
Children's contributions		23,845	19,045
Utilised NCSS grant *	11, 12	96,726	261,135
		436,061	981,728

*Income attributable to NCSS – Care and share fund.

5 INCOME (CONT'D)

OTHER INCOME	2017 (S\$)	2016 (S\$)
Interest received	30,756	2,739
NCSS - Singtel Sponsorship Scheme	480	0
Special employment credit	5,759	5,868
Temporary employment credit	3,077	1,346
Wage credit scheme	5,000	10,034
	45,072	19,987

Details of donations presented under fund-raising activities and voluntary income follows:

	2017 (S\$)	2016 (S\$)
Non-tax deductible receipts	520,494	515,394
Tax deductible receipts	859,975	1,152,164
	1,380,469	1,667,558

6 EXPENSES

	2017 (S\$)	2016 (S\$)
COST OF GENERATING FUNDS		
Charity lunch	61,837	60,117
Other events	24,234	13,617
	86,071	73,734

6 EXPENSES (CONT'D)

COST OF CHARITABLE ACTIVITIES	2017 (S\$)	2016 (S\$)
Branding and communication- NCSS*	24,890	0
Creativity and publicity	559	0
Household provisions and sundries	1,007	1,541
Insurance	1,272	1,361
Pastoral counsellor sessions	12,415	9,520
Premises expenses*	101,254	89,875
Programme expenses*	95,403	79,761
Repair and maintenance	9,138	10,767
Staff costs*		
- CPF and other contributions	42,073	32,214
- Salary and AWS	308,893	234,732
- Staff welfare	8,926	7,324
Outsourced data protection	8,713	0
Subscriptions and licenses	125	538
Training, seminars and courses*	1,422	885
Transport for children	101,483	97,862
Volunteer management	1,297	1,523
	718,870	567,903

*Expense attributable to NCSS – Care and share fund.

6 EXPENSES (Cont'd)

	Note	2017 (S\$)	2016 (S\$)
GOVERNANCE AND OTHER ADMINISTRATIVE COSTS			
Depreciation	9	4,295	3,627
Depreciation – NCSS *	9	15,080	9,773
General expenses		243	297
Printing and stationery		1,471	1,753
Professional fees		6,733	6,693
Staff costs			
- CPF and other contributions		4,075	5,747
- Salary and AWS		30,746	61,772
- Staff welfare		1,747	2,146
Telephone		1,596	1,613
		65,986	93,421

*Expense attributable to NCSS – Care and share fund.

6 EXPENSES (Cont'd)

Details of expenses attributable to funds other than general fund as follows:

	Note	2017 (S\$)	2016 (S\$)
NCSS – CARE AND SHARE FUND			
Cost of charitable activities			
Branding and communication		24,890	0
Pastoral counsellor sessions		0	9,520
Premises expenses		2,386	31,640
Programme expenses		18,553	35,590
Staff costs		49,475	102,493
Training, seminars and courses		1,422	885
Transport for children		0	27,820
Governance and other administrative costs			
Depreciation		15,080	8,588
Staff costs		0	13,387
12		111,806	229,923
PROJECT INTAN FUND			
Governance and other administrative costs			
Depreciation	12	0	1,185

7 CASH AND CASH EQUIVALENTS

	Note	2017 (S\$)	2016 (S\$)
Cash in hand		6	55
Cash at bank		2,841,024	2,135,022
Fixed deposits		3,337,241	3,306,485
		6,178,271	5,441,562

Fixed deposits are placed for periods of 6 months (2016: 3 months to 1 year) with effective interest of 1.03% (2016: 0.10% to 1.62%) per annum. Since these are readily convertible to cash without incurring significant penalty, these are included in cash and cash equivalents.

At their reporting date, the carrying amounts of cash and cash equivalents approximated their fair values.

8 OTHER RECEIVABLES

	Note	2017 (S\$)	2016 (S\$)
Accrued donations / contributions		3,045	2,135
Deposits		17,940	16,430
Prepayments		2,510	1,020
		23,495	19,585

At the reporting date, the carrying amounts of other receivables approximated their fair values.

9 PROPERTY, PLANT AND EQUIPMENT

2017

Cost	Balance b/f (S\$)	Additions (S\$)	Disposal (S\$)	Balance c/f (S\$)
Computers and software	29,135	0	0	29,135
Furniture and fittings	18,218	0	0	18,218
Office equipment	7,944	0	0	7,944
Renovation	79,566	0	0	79,566
	134,863	0	0	134,863

Accumulated depreciation	Balance b/f (S\$)	Depreciation charge (S\$)	Written back / off (S\$)	Balance c/f (S\$)
Computers and software	16,142	9,937	0	26,079
Furniture and fittings	5,473	5,577	0	11,050
Office equipment	7,142	527	0	7,669
Renovation	70,399	3,334	0	73,733
	99,156	19,375	0	118,531

Net book value	Balance b/f (S\$)	Balance c/f (S\$)
Computers and software	12,993	3,056
Furniture and fittings	12,745	7,168
Office equipment	802	275
Renovation	9,167	5,833
	35,707	16,332

9 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

2017 (Cont'd)

During the financial year, depreciation was charged to the following accounts:

	Note	2017 (S\$)	2016 (S\$)
Statement of financial activities		4,295	3,627
NCSS Care and share fund	12	15,080	9,773
		19,375	13,400

2016

Cost	Balance b/f (S\$)	Additions (S\$)	Disposal (S\$)	Balance c/f (S\$)
Computers and software	19,791	9,344	0	29,135
Furniture and fittings	8,668	9,550	0	18,218
Office equipment	7,493	451	0	7,944
Renovation	69,566	10,000	0	79,566
	105,518	29,345	0	134,863

Accumulated depreciation	Balance b/f (S\$)	Depreciation charge (S\$)	Written back / off (S\$)	Balance c/f (S\$)
Computers and software	9,609	6,533	0	16,142
Furniture and fittings	1,874	3,599	0	5,473
Office equipment	4,707	2,435	0	7,142
Renovation	69,566	833	0	70,399
	85,756	13,400	0	99,156

9 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

2016 (Cont'd)

Net book value	Balance b/f (S\$)	Balance c/f (S\$)
Computers and software	10,182	12,993
Furniture and fittings	6,794	12,745
Office equipment	2,786	802
Renovation	0	9,167
	19,762	35,707

10 ACCRUED EXPENSES

	2017 (S\$)	2016 (S\$)
Accrued income	45,030	0
Accrued expenses - miscellaneous	5,940	9,361
Accrued expenses- salary	13,336	11,383
	64,306	20,744

At the reporting date, the carrying amounts of accruals and other payables approximated their fair values.

11 DEFERRED GRANTS

Movements in deferred grants are as follow:

	Note	2017 (S\$)	2016 (S\$)
Balance at beginning of financial year		274,365	0
NCSS grant received during the financial year	12	139,500	535,500
Less: Utilised NCSS grant	12	(96,726)	(261,135)
Balance at end of financial year		317,139	274,365

At the reporting date, the carrying amounts of deferred grants approximated their fair values.

12 RESTRICTED FUNDS

Emergency fund

The fund is used for emergency assistance to needy families. No movement of the fund for the financial year 2017 and 2016.

NCSS - Care and share fund

As part of the Care and Share Movement, the Singapore government through NCSS matched every dollar raised by the Company to enable it to continue introducing new programmes, strengthen its infrastructure and build capability. Total grant received during the financial year amounted to S\$139,500 (2016: S\$535,000), see Note 11. Movement of the fund as follows:

	Note	2017 (S\$)	2016 (S\$)
Balance at beginning of financial year		31,212	0
Net income attributable to NCSS – Care and share fund			
Utilised NCSS grant	5, 11	96,726	261,135
Less: Expenses	6	(111,806)	(229,923)
		(15,080)	31,212
Balance at end of financial year		16,132	31,212

The balance of this fund will be amortised over the useful life of the relevant property, plant and equipment.

Project Intan fund

The fund is used for educational and developmental programmes of the Company. Movement of the fund as follows:

	2017 (S\$)	2016 (S\$)
Balance at beginning of financial year	0	1,185
Less: Depreciation	0	(1,185)
Balance at end of financial year	0	0

13 RELATED PARTY TRANSACTIONS

The Company has no significant related party transactions during the financial year.

The key management personnel compensation for the financial year follows:

	2017 (S\$)	2016 (S\$)
Post-employment benefits - CPF contributions	15,708	14,650
Short-term benefits – Salaries and bonuses	147,000	140,000
	162,708	154,650

	No. of key management personnel	
	2017	2016
Remuneration band		
Below S\$100,000	2	2

The remuneration of key management personnel is determined by the Board of Directors. In 2017 and 2016, none of the directors received any remuneration or reimbursement during the year.

14 OPERATING LEASE COMMITMENTS

At the statement of financial position date, the Company has commitment for future minimum lease payments under non-cancellable operating leases as follows:

	2017 (S\$)	2016 (S\$)
Not later than one year	117,423	121,070
Later than one year but not later than five years	56,389	9,095
	173,812	130,165

14 OPERATING LEASE COMMITMENTS (CONT'D)

Operating lease paid	2017 (\$\$)	2016 (\$\$)
Rental of premises	84,000	77,200
Vehicle rental	66,056	66,167
	150,056	143,367

The above operating lease commitments are based on known rental rates as at the date of this report and do not include any revision in rates which may be determined by the lessor.

15. FINANCIAL RISK MANAGEMENT

The Company's activities expose it to credit risk and liquidity risk. The Company does not have any significant exposure to foreign exchange risk, interest rate risk and price risk.

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

The Company has limited exposure to the following risk through its activities:

15.1 Credit risk

Credit risk refers to risk that counterparty will default on their obligations to repay amounts owing to the Company resulting in a loss to the Company.

The carrying amount of other receivables and cash and cash equivalents represents the Company's maximum exposure to credit risk in relation to financial assets.

The credit risk on liquid funds is limited because the counterparties are banks with high credit rating assigned by international credit agencies.

15.2 Liquidity risk

The Company adopts prudent liquidity risk management by maintaining sufficient cash and available funding through an adequate amount of committed credit facilities.

The table below summarises the maturity profile of the Company's financial assets and liabilities at the end of the reporting period based on the contractual undiscounted repayment obligations:

15 FINANCIAL RISK MANAGEMENT (CONT'D)

15.2 Liquidity risk (Cont'd)

2017	Within one year (\$\$)	Later than one year but not later than five years (\$\$)	Total (\$\$)
Financial assets			
Cash and cash equivalents	6,178,271	0	6,178,271
Other receivables	20,985	0	20,985
	6,199,256	0	6,199,256
Financial liabilities			
Accrued expenses	64,306	0	64,306
Deferred grants	317,139	0	317,139
	381,445	0	381,445
	5,817,811	0	5,817,811
2016			
Financial assets			
Cash and cash equivalents	5,441,562	0	5,441,562
Other receivables	18,565	0	18,565
	5,460,127	0	5,460,127
Financial liabilities			
Accrued expenses	20,744	0	20,744
Deferred grants	274,365	0	274,365
	295,109	0	295,109
	5,165,018	0	5,165,018

15 FINANCIAL RISK MANAGEMENT (CONT'D))

15.3 Fair values

As at 31 March 2017, the carrying amounts of all financial assets and liabilities approximated their fair values.

16 RESERVE POSITION AND POLICY

The Company's reserve position for financial year ended 31 March 2017 is as follows:

		2017	2016	Increase/(decrease)
		S\$'000	S\$'000	%
A	Unrestricted Funds			
	General funds	5,819	5,169	13
B	Restricted or Designated Funds			
	Designated Funds	0	0	0
	Restricted Funds	18	33	(0.45)
C	Endowment Funds	NA	NA	NA
D	Total Funds	5,837	5,202	0.12
E	Total Annual Operating Expenditure	871	735	0.19
F	Ratio of Funds to Annual Operating Expenditure (A/E)	6.68	7.03	

Reference:

- C. An endowment fund consists of assets, funds or properties, which are held in perpetuity, which produce annual income flow for a foundation to spend as grants.
- D. Total Funds include unrestricted, restricted / designated and endowment funds.
- E. Total Annual Operating Expenditure includes expenses related to Cost of generating funds, Cost of charitable activities and Governance and other administrative costs.

The Company's reserve policy is as follows:

- a. The Company regards its general fund as its reserves.
- b. The Company's reserve policy requires it to maintain sufficient reserve to ensure long-term financial sustainability and continuity for the purpose of operating effective programs and events.
- c. The Company shall maintain its reserves at approximately five years of its gross annual operating expenses.

17 CONFLICT OF INTEREST POLICY

Whenever a member of the Board of Directors is in any way, directly or indirectly, has an interest in a transaction or project or other matter to be discussed at a meeting, the member shall disclose the nature of his interests before the discussion on the matter begins.

The member concerned should not participate in the discussion or vote on the matter, and should also offer to withdraw from the meeting and the Board shall decide if this should be accepted.

18 AUTHORISATION OF FINANCIAL STATEMENTS

These financial statements were authorised for issue in accordance with a resolution of the Board of Directors of the Company on 26 SEP 2017.

Never Stop Looking
up



ARC CHILDREN'S CENTRE ANNUAL REPORT 2016/2017

ADD 60 Kim Keat Road, #01-02, Singapore 328827 **TEL** +65 6252 4898 **FAX** +65 6252 9832
www.arcchildren.org **CHARITY REG. NO.** 201021661K