LITTLE SHEPHERDS' SCHOOLHOUSE™

Catholic Preschool Education (Singapore) Ltd.



ANNUAL REPORT 2021

(issued 20 July 2022)

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MESSAGE FROM THE CHAIRMAN & EXECUTIVE DIRECTOR



We thank God for our achievements in 2021, and for His guidance and strength in meeting the challenges that came our way.

Catholic Preschool Education (Singapore) Ltd (CPES) has achieved Partner Operator status for three of our childcare centres, namely, Little Shepherds' Schoolhouse (LSS)@St Joseph's Church (Bukit Timah), Little Shepherds' Schoolhouse@Our Lady Star of the Sea, and Little Shepherds' Schoolhouse@Church of St Anthony. Working parents of children enrolled at childcare centres enjoy subsidies, and with the Partner Operator status, CPES was also given financial grants from the Early Childhood Development Agency (ECDA) which enabled CPES to provide affordable childcare services to the community. We hope to apply for and receive the Partner Operator status for more of our preschool centres in the coming years.

We commenced on a programme to continually upgrade and refresh our physical infrastructure, and harmonise the look and feel of all our Little Shepherds Schoolhouse centres. LSS@Church of St Anthony now has a brighter and more conducive learning environment. LSS@Jurong West, which was closed for renovations in 2021, re-opened in 2022 with much better classroom and physical facilities, and a large natural outdoor space for our children to learn and explore. LSS@Jurong West can now accommodate more than 200 preschool students.

CPES also participated in the week-long Catholic200SG in December 2021 with an exhibition of 200 of our children's artwork, expressing their thoughts and feelings on faith and family through their "eyes and hands".

We redoubled our efforts to ensure excellence in our curriculum and programme and prepare our children well for formal schooling.

Our children were taught:

- ***communication, collaborative and information skills;***
- ***civic literacy, global awareness, and cross-cultural skills; and***
- ***critical and inventive thinking.***

To complement the above, our programme is imbued with lessons in character-building and virtues. In recognition of the importance of mindfulness to children, a new Mindfulness Practice programme was rolled out to our teachers and children in 3Q21.

As with many other preschool operators in Singapore in 2021, the pandemic posed challenges to the way we operate. We have, however, risen above these challenges and demonstrated our strength and resilience and our ability to adapt and improvise.

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The pandemic accelerated our pace of transition to digitalisation in not only our administrative and operational work but also in our teaching and collaborative efforts in home-based learning. Today, we are well equipped to conduct lessons for our children in their home environment.

Our unique Inter-Generational Bonding Programme went online in 2021 and, despite the pandemic, our children continued to engage, albeit in cyberspace, with the residents at Apex Harmony Lodge, our collaboration partner.

2021 has been a fulfilling year, and we would like to record our appreciation and thanks to:

- Cardinal-Elect William Goh, our clergy, Catholic Foundation and the Archdiocesan partners and collaborators, for their funding, support and prayers;
- our past and present board members and committee members who contributed considerable time and expertise;
- our advisors, Fr Peter Zhang, Dr Lim Cheok Peng, Willie Cheng, Michael Sim, for their support and guidance;
- parents who place their trust in Little Shepherds Schoolhouse to care and nurture their children; and
- each and every staff member, past and present – principals, teachers and administrative staff who has journeyed with us and persevered through the transition and challenges.

As CPES grows into our third year, our prayer is for our children grow up to be Little Shepherds, to love learning and grow in virtue.

"I am the good shepherd; I know my own and my own know me, just as the Father knows me and I know the Father; and I lay down my life for my sheep. And there are other sheep I have that are not of this fold, and I must lead these too. They too will listen to my voice, and there will be only one flock, one shepherd."
John, 10 14-16

Harold Ho
Chairman

Shirley Tan
Executive Director





ABOUT US

Little Shepherds' Schoolhouse ("LSS") is associated with the Catholic Church which has been extensively involved in the provision of education in Singapore. We ensure opportunities for spiritual growth with God while acknowledging and celebrating all of the positive things that are being done in the name of children's learning and achievement. By the time our young learners graduate at the end of Kindergarten 2, they are well prepared to deal with the academic demands of primary school and have a strong linguistic advantage across English and Mandarin.

Our teachers are more than just educators, they are servant leaders who echo God's message and Gospel Values in word and in action. Their calling as educators is to foster the growth of servant leadership at a young age, to help the children build their relationship with Jesus, making them Christ-centered individual. With extensive experience in early years education, our teachers are fully qualified, dedicated and passionate about helping children develop their individual strengths and learning skills. Our teachers also undergo hours of teacher training annually, allowing them to continually hone their teaching skills and interest. Our programme also serves as the roadmap for both teachers and children as they embark on a journey with God. This will provide them with a foundation knowledge and understanding of the faith as witnessed in the teachings and the traditions of the Catholic Church.

LSS educational purpose is not only the transmission of knowledge; but also, the formation of the whole child in terms of body, mind and spirit. Children are taught about growing in faith, love and ministry – to show their love of God through service to others. For instance, in our continuation to extend our community services, children will distribute goodie bags to the homes of the adoptees of St Vincent De Paul in Tampines where the children begin to see the labour of their work for the good of others.

We hope LSS can continue to be the top reason why parents choose to send their child to a Catholic school. We want the children's education in school to be an extension of what they are being taught at home. LSS aims to influence every child that mirror their parent's religious beliefs and moral choices.

OUR VISION

Every Child a Joyful Learner





OUR MISSION

To inspire love for learning and grow in virtues in harmony with self, the environment and society.

OUR CORE VALUES

G R A C E

GRATITUDE
To appreciate the effort made by others

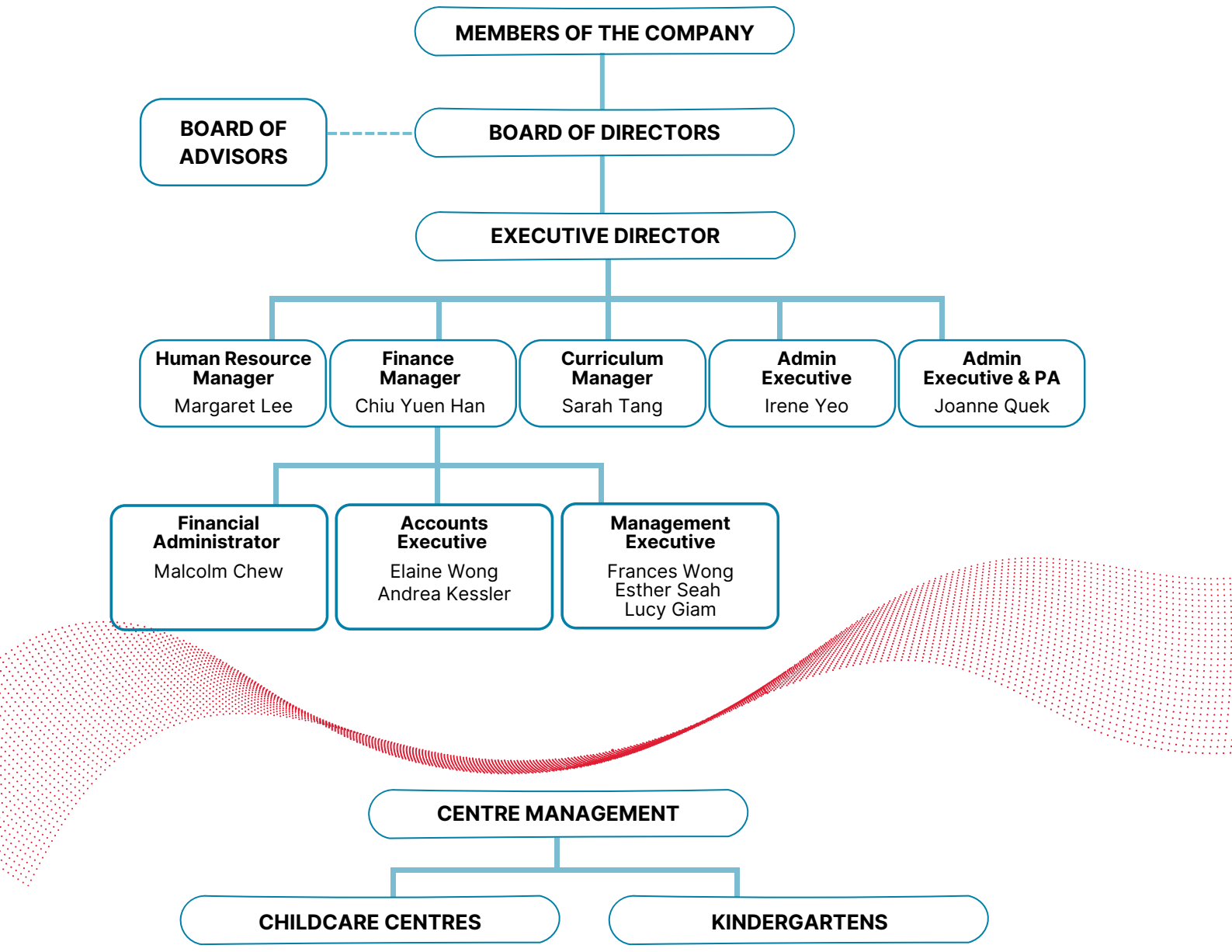
ATTITUDE
To act with prudence, temperance, fortitude and justice

EMPATHY
To discern and be thoughtful of the feelings of others

RESPECT
To show positive regard for all creation, accepting them as they are

CARE
To express love and concern for family, community and the world

ORGANISATIONAL STRUCTURE



Little shepherds' Schoolhouse @ St Joseph's Church

Little shepherds' Schoolhouse @ Church of Our Lady Star of the Sea

Little Shepherds' Schoolhouse @ Church of St Anthony

Little shepherds' Schoolhouse @ Church of the Holy Trinity

Little shepherds' Schoolhouse @ Church of the Holy Family*

Little shepherds' Schoolhouse @ Church of Nativity

Little shepherds' Schoolhouse @ St Anne's Church

Little shepherds' Schoolhouse @ St Francis of Assisi - Boon Lay

Little shepherds' Schoolhouse @ Church of St Francis of Xavier

Little shepherds' Schoolhouse @ Blessed Sacrament Church

Little shepherds' Schoolhouse @ St Francis of Assisi -Jurong West

** permanently closed*

BOARD OF MANAGEMENT

Catholic Preschool Education (Singapore) Ltd is governed by a Board of Directors, which is the governing body responsible for overseeing and managing CPES. Reporting to the CPES board are committees appointed by the Board of Directors for the service units as well as the Finance, Human Resource and Curriculum committees.

	DESIGNATION	MEETING ATTENDANCE	DATE OF FIRST APPOINTMENT	NO OF YEARS SERVED
Mr Tan Tee How	Chairman	6/6	16/10/2019	2 - Resigned on 31/03/2022 from the board
Mr Edwin Chew Teck Eng	Deputy Chairman	6/6	16/10/2019	Resigned on 31/03/2022
Mr Edwin Chew Teck Eng	Board Member	6/6	16/10/2019	2
Mr Tan Chor Yong	Treasurer	4/4	16/10/2019	Resigned on 28/08/2021
Mr Bernard Lim Kay Yi	Treasurer	2/2	29/08/2021	(4 months)
Dr Theresa Lu Soo Ai	Board Member	6/6	16/10/2019	2
Dr Koh Thiam Seng	Board Member	6/6	16/10/2019	2
Mr Dominic Soh Kim Siong	Board Member	6/6	16/10/2019	2
Rev Fr Benedict Chng Hak Shen	Board Member	5/6	16/10/2019	2
Mr Philip Tay Chong Tzaw	Board Member	6/6	01/11/2020	1
Ms Tan Patsy	Board Member	6/6	01/11/2020	1
Mr Ho Kin San	Board Member	6/6	01/11/2020	1
Mr Ho Kin San	Chairman		01/11/2020	Appointed 01/04/2022
Mr Benjamin Lee Chee Lin	Board Member	6/6	01/11/2020	1
Mr Benjamin Lee Chee Lin	Deputy Chairman		01/11/2020	Appointed 01/04/2022
Mr Peter Tan Guan Leong	Board Member	6/6	01/11/2020	1

*Attendance is indicated as the number of meetings attended over the number of meetings scheduled between January 2021 to December 2021. Apologies for absence from the meetings together with the reasons for absence were given and acknowledged by the Board.

CORPORATE GOVERNANCE

S/N	Code Guideline	Compliance
	BOARD GOVERNANCE	
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	Complied
2	Are there governing board members holding staff[1] appointments?	No
3	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.	Complied
4	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	Complied
7	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 2 years, whichever is shorter.	Not complied
8	Is there any governing board member who has served for more than 10 consecutive years?	No
9	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	Noted
10	There are documented terms of reference for the Board and each of its committees.	Complied
	CONFLICT OF INTEREST	
11	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	Complied
12	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest	Complied

S/N	Code Guideline	Compliance
	STRATEGIC PLANNING	
13	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	Complied
14	There is a documented plan to develop the capacity and capability of the charity, and the Board monitors the progress of the plan.	Complied
	HUMAN RESOURCE AND VOLUNTEER MANAGEMENT	
15	The Board approves documented human resource policies for staff.	Complied
16	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	Not Complied
17	There are processes for regular supervision, appraisal and professional development of staff.	Complied
18	Are there volunteers serving in the charity?	Yes
19	There are volunteer management policies in place for volunteers.	Yes
	FINANCIAL MANAGEMENT AND INTERNAL CONTROLS	
20	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which is not part of the charity's core charitable programmes.	Not complied
21	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	Complied
22	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	Complied
23	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	Not Complied

S/N	Code Guideline	Compliance
	FINANCIAL MANAGEMENT AND INTERNAL CONTROLS	
24	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	Complied
25	Does the charity invest its reserves (e.g. in fixed deposits)?	No
	FUNDRAISING PRACTICES	
26	Did the charity receive cash donations (solicited or unsolicited) during the financial year?	No
27	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	Not Applicable
28	Did the charity receive donations in kind during the financial year?	No
29	All donations in kind received are properly recorded and accounted for by the charity.	Not Applicable
	DISCLOSURE AND TRANSPARENCY	
30	The charity discloses in its annual report — (a) the number of board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	Complied
31	Are governing board members remunerated for their services to the Board?	No
32	Does the charity employ paid staff?	Yes
33	No staff is involved in setting his own remuneration.	Complied
34	The charity discloses in its annual report —	Complied

The charity discloses in its annual report —
a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding $100,000 during the financial year; and

No. of employees in the band of	**2020**	**2021**
$100,001 - $200,000	1	1

The charity discloses that there is no paid staff, being a close family member[3] of the Executive Head[4] or a governing board member of the charity, who has received remuneration exceeding $50,000 during the financial year.

Employees who are close family members of the Executive Head or board members, and whose remuneration exceeds $50,000	**No. of Employee**
$50,001 - $150,000	0

S/N	Code Guideline	Compliance
	PUBLIC IMAGE	
35	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	Not complied

Definitions:

1. Staff: A paid or unpaid individual who is involved in the day to day operations of the charity, e.g. Executive Director or administrative personnel.

2. Volunteer: A person who willingly serves the charity without expectation of any remuneration.

3. Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —

- a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
- b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

4. A close member of the family may include the following:

- i. the child or spouse of the Executive Head or governing board member;
- ii. the stepchild of the Executive Head or governing board member;
- iii. the dependant of the Executive Head or governing board member;
- iv. the dependant of the Executive Head or governing board member's spouse.

5. Executive Head: The most senior staff member in charge of the charity's staff.

CONFLICT OF INTEREST

1.0 APPLICATIONS

1.1 The conflict of interest policy and declaration form will be read by the board member upon hiring, appointment or election to the Board as an acknowledgement of having understood the policy and that he/she will fully disclose to the Board when a conflict of interest situation arises. Such conflict of interest situations includes but are not limited to the following:

2.0 CONFLICT OF INTEREST SITUATIONS

2.1 Contract with vendors

Where board/committee members or staff have personal interest in business transactions or contracts that Catholic Preschool Education (Singapore) Ltd (CPES) may enter into, there should be a policy requiring a declaration of such interest as soon as possible followed by abstention from discussion and decision-making on the matter (including voting on the transaction or contract). All such discussion and evaluation by the Board or relevant approving authority in arriving at the final decision on the transaction/contract should always be well documented.

2.2 Vested interest in other organisations that have dealings/relationship with CPES

Where board/committee members, staff or volunteers who have vested interest in other organisations that have dealings/relationship with CPES, and when matters involving the interests of both CPES and the other organisation are discussed, there should be a policy requiring a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on such matters.

2.3 Joint ventures

The Board's approval should be sought before CPES enters into any joint venture with external parties. Where board/committee members or staff have an interest in such ventures, there should be a policy requiring a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on the matter.

2.4 Recruitment of staff with close relationship

Recruitment of staff with close relationship (i.e. those who are more than just mere acquaintances) with current board/committee members, staff or volunteers should go through the established human resource procedures for recruitment. The board member, staff or volunteer should make a declaration of such relationships and should refrain from influencing the decision on the recruitment.

2.5 Remuneration

Board members should serve without remuneration for their voluntary service to CPES so as to maintain the integrity of serving for public trust and community good instead of personal gain. However, CPES may reimburse board members for out-of-pocket expenses directly related to the service.

2.6 Paid staff on the CPES Board

Paid staff, including the Executive Head and Senior Staff employed by the CPES, should not serve as a member of the Board as it can pose issues of conflict of interest and role conflicts, and may raise doubts on the integrity of Board's decisions. The Executive Head and Senior Staff can attend board meetings, ex-officio, to provide information and facilitate necessary discussion but should not take part in the decision-making of the Board.

2.7 Major donors/representatives from major donor companies being on the CPES Board

Potentially conflicting situations may arise where a major donor sits on CPES Board, such as the following:

- Conflict of loyalty: Board members may not have the overall best interests of the charity due to their vested interests or priorities. This may influence decisions relating to the allocation of resources or setting the organisation's directions. (There may be a particular programme/area the board member is vested in and is biased towards.)
- Use of information to influence donors' decisions: Information accessible to board members may be used to influence donors' decision on allocations or the corporation they represent. This may result in staff not highlighting certain issues for fear that the donation may be affected. Issues of transparency and disclosure can arise.
- Pressure to release additional information on donations: Board member may expect additional information from staff on how donations were used and the details of users.
- Personal benefit/gain/recognition: The board member may expect greater recognition for the financial support given than is usually done. Staff may feel beholden to this board member in case the donor relationship is threatened.

2.8 Others

- A board member's organisation receives grant funding from the organisation he/she is serving.
- Prohibition on gifts, entertainment and other favours from any persons or entities which do or seek business with the organisation

3.0 DISCLOSURE POLICY AND PROCEDURE

3.1 Transactions with parties with whom a conflicting interest exists may be undertaken only if all of the following are observed:

- The conflicting interest is fully disclosed;
- The person with the conflict of interest is excluded from the discussion and approval of such transaction;
- A competitive bid or comparable valuation exists; and
- The Board or a duly constituted committee thereof has determined that the transaction is in the best interest of the organisation.

3.2 Disclosure involving board members should be made to the Board Chair. If the Board Chair is involved with the conflict, disclosure is to be made to the Board Vice-Chair who shall bring these matters to the Board or a duly constituted committee.

3.3 The Board or a duly constituted committee thereof shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorised as just, fair and reasonable to CPES. The decision of the Board or a duly constituted committee thereof on these matters will rest in their sole discretion, and their concern must be the welfare of CPES and the advancement of its purpose.

3.4 All decisions made by the Board or a duly constituted committee thereof on such matters shall be minuted and filed.

3.5 This policy document must be read and understood by all board members upon the start of office. Any disclosure of interest made by board members where they may be involved in a potentially conflicting situation(s), must be recorded, filed and updated appropriately by all specified parties

2021/22 HIGHLIGHTS



Little Shepherds' Schoolhouse @Church of the St Anthony

The centre was refurbished in September 2021 and extended creating a large but cosy, beautiful and bright learning environment for the children. The classrooms are now well-lit, spacious and bright. It has plenty of room for the different space we have dedicated to each age group, from 18 months – 6 years old children.

The centre has adequate, developmentally and age-appropriate toileting and drying facilities for the use by children. An adequate space at the entrance has also been created into a reception area every child is screened each morning for their temperature and visible signs of infections like Hand Foot and Mouth Disease.



Little Shepherds' Schoolhouse @Jurong West

With more young families having two working parents, the need for childcare facilities is increasing every year. Little Shepherds' Schoolhouse@Jurong West was converted to a childcare centre to meet the raising demand of childcare in the Jurong West area. It can accommodate up to 206 children ranging from Pre-Nursery to Kindergarten 2 children. The centre is located within an existing church premise that is infused with lush greenery. The colour schemes of the woody style furniture are designed to improve children's learning. Clean, fresh neutral colours have been chosen for the walls, complemented with uplifting accent colours to highlight the learning corners. There is a dedicated outdoor space for playing different games, nature walks, water play and sensory play. The centre is also equipped with various facilities such as a sand pit, swings and water-play toys. There are also tricycles and ride-on toy cars for children to play with in the wide-open spaces available at every centre.

The English and Mandarin teachers are co-partners in the same classroom, co-owning the holistic development of children under their care. The co-teachers create the teaching plan together to incorporate and deliver themes, subjects and topics in a cohesive and immersive bilingual environment. This arrangement surrounds children with equal amount of exposure to English and Mandarin, facilitating language acquisition at a very young age as they are encouraged to interact within context throughout the day.

ECDA Innovation Guidance Project 2021

9 centres were awarded the ECDA Innovation Guidance Project 2021. The following are the names of the project each centre had taken up:

- **LSS@Church of the Holy Family: City in Nature**
- **LSS@Church of the Holy Trinity: Young Master Builder**
- **LSS@Church of Our Lady Star of the Sea: Young Master Builder**
- **LSS@Church of the Nativity: City in the Garden**
- **LSS@Church of St Anthony: Outdoor Learning at the Zoo**
- **LSS@Church of the St Francis Xavier: Fun Teachers for Active Kids**
- **LSS@Church of the St Francis Assisi: Make Every Drop Counts**
- **LSS@St Anne's Church: City in Nature**

The Innovation Guidance Project aims to improve the quality of preschool programmes and teaching learning practices. It also helps to foster a culture of collaboration, innovation and reflective practices. Through the IGPs, the teachers explore more creative ideas and approaches to enhancing learning experiences for children.

One of the principals mentioned that when she first embarked on this project, it was rather eye-opening for the children and staff, as educators to learn first-hand about Singapore's biodiversity. The children showed great interest during exploration and learning. The teachers also benefited from NParks' pre-school educational resources as part of pre-schoolers' active learning and exploration of Singapore's native biodiversity.

CPOP

Our application for CPOP was submitted in 12 August 2020. The results were announced in 27 October 2020 and we were happy to learn that three of the childcare centres included in the application were granted CPOP status.

Our successful bid for CPOP status meant that from 1 January 2021, the 3 childcare centres will start to receive grants from the government to help keep school fees low. The government will also provide subsidies to facilitate the recruitment and retention of good quality staff.



Professional Development

We have been conducting in-house professional development training according to the needs of the teachers. Our curriculum team identify learning problems common to children from a particular level, determines which problems teachers have the most difficult addressing, and investigates what they need to know and do to be more successful in helping the children overcome learning challenges.

Our curriculum team also conducts centre visits to observe teachers' classroom practices and offer feedback. This cycle of continuous improvement ensures that teachers are constantly working to become more effective in addressing children's problems.



OUR SIGNIFICANT EVENT













Catholic200SG

An exhibition entitled Echo from The Past allowed children aged up to 6 years from 10 Little Shepherds' Schoolhouse (LSS) parish preschools and six religious order preschools in Singapore to echo their thoughts of the Church's present and the future through their art. Teachers in these preschools shared a video on the history of the Catholic Church with the children and encouraged them to share their feelings and thoughts on how they too could ignite and shine with faith.

After using different techniques and mediums, teachers helped the children to express themselves through art. The two hundred art pieces representing 200 years of the Church in Singapore fascinated Archbishop William Goh at the launch of the Catholic200SG Festival on December 4, 2021.

Close to 300 pieces were received from 14 preschools with 200 shortlisted for judging based on how its creativity and originality in telling a story and with prizes from the top three interpretations and 20 consolation prizes.

WATCH VIDEO

OUR SERVICE TO THE COMMUNITY





As we experience a rapidly ageing population, we see an increasing prevalence of dementia in seniors. As the seniors participate in various activities within the inter-generational programme, their cognition and physical functions are strengthened. Thus, the Intergeneration programme with **Apex Harmony Lodge** was piloted in 2016 where K2 children from each class take turns to provide companionship to the elderly through several planned activities, with its objectives of developing the volunteerism spirit and understanding of the older generation through care for the elderly.

What is unique about our collaboration with Apex Harmony Lodge is that we are not only bringing two generations together, but also engaging them with thoughtful programming and specially designed activities that brings about the best possible benefits for both the young and seniors.

Initially, many of the children could not speak dialects and found it difficult to communicate with the elderly. A number of the children also experienced culture shock during their first visit. There were instances where it was common for their meetings to be happening in silence due to the language barriers. However, consequently, through the fun activities organized for the elderly and frequent visits, friendship has developed amongst them. Some teachers also found that many children have changed to form a more positive perceptions on elderly, and the teachers also felt a sense of victory over breaking their perceived distance with an elderly. For many of them whose grandchildren have already gown up, this is also an opportunity for them to relive their nurturing experience as they interact with these pre-schoolers, while sharing their life stories. This helps improve the seniors' emotional health and gives them a stronger sense of purpose and dignity, enabling them to age successfully.

The programme also has a research component - to help us and the programme facilitators better understand if the activities achieve the objectives and how they can be improved. For instance, while some children will be able to do the activities as described, the elderly may find the activity too challenging. We keep in mind that although we should strive for activities that appeal to most elderly and children, and while activities variation can address both parties, we should always be acceptable for an elderly or child to choose not to join an activity.

Online challenges

During the Covid-19 pandemic, our intergenerational programmes have gone online, where the senior interact with the children through Zoom. Despite the positive outcomes and enjoyments of participants – both staff and programme facilitators expressed a desire for the programme to run face to face – whilst acknowledging the merits of technology to enable it to happy during Covid-19 limitations.

Although the staff identified challenges with being online – the programme facilitators reported that the programme ran well-despite the modifications. We were also surprised at the children's adaptability to the use of technology.



FINANCIAL INFORMATION

FINANCIAL STATEMENTS YEAR ENDED
31 December 2021
Unique Entity Number: 201934727Z
Address: c/o 112 Tanjong Katong Road
Singapore 436962
Bankers: Development Bank of Singapore
Auditors: Baker Tilly TFW LLP

CATHOLIC PRESCHOOL EDUCATION (SINGAPORE) LTD.
(Co. Reg. No. 201934727Z)

FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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CATHOLIC PRESCHOOL EDUCATION (SINGAPORE) LTD.
(A company limited by guarantee and not having share capital)

DIRECTORS' STATEMENT

The directors are pleased to present their statement to the members together with the audited financial statements of the Company for the financial year ended 31 December 2021.

In the opinion of the directors:

(i) the financial statements of the Company as set out on pages 6 to 24 are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2021 and of the financial performance, changes in funds and cash flows of the Company for the financial year then ended in accordance with the provisions of the Companies Act 1967, Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore; and

(ii) 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 in office at the date of this statement are:

Ho Kin San
Lee Chee Lin Benjamin
Lim Kay Yi Bernard (Appointed on 29 August 2021)
Chew Teck Eng Edwin
Chng Hak Shen Benedict
Koh Thiam Seng
Lu Soo Ai Theresa
Philip Tay Chong Tzaw
Soh Kim Siong Dominic
Tan Guan Leong Peter
Tan Patsy

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 objects are, or one of whose objects is, 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 auditor

The independent auditor, Baker Tilly TFW LLP, has expressed its willingness to accept re-appointment.

On behalf of directors,

Ho Kin San (Mr)
Director

20 JUL 2022

Lim Kay Yi Bernard (Mr)
Director

600 North Bridge Road
#05-01 Parkview Square
Singapore 188778

T: +65 6336 2828
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CATHOLIC PRESCHOOL EDUCATION (SINGAPORE) LTD.
(A company limited by guarantee and not having share capital)

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Catholic Preschool Education (Singapore) Ltd. (the "Company") as set out on pages 6 to 24, which comprise the statement of financial position as at 31 December 2021, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), Charities Act 1994 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 December 2021 and of the financial performance, changes in funds and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the 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 Directors' Statement and the information included in the Annual Report for the financial year ended 31 December 2021, but does not include the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, 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.

Baker Tilly TFW LLP (trading as Baker Tilly) is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities.

Baker Tilly TFW LLP (Registration No.T10LL1485G) is an accounting limited liability partnership registered in Singapore under the Limited Liability Partnerships Act (Chapter 163A).

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

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 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.

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.

The directors' 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.

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

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the 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 the directors 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 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 financial year, the Company has not complied with the requirements of Regulation 7 of the Charities (Fund-Raising Appeals for Local and Foreign Charitable Purposes) Regulations 2012.

Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

20 July 2022

CATHOLIC PRESCHOOL EDUCATION (SINGAPORE) LTD.
(A company limited by guarantee and not having share capital)

STATEMENT OF COMPREHENSIVE INCOME
For the financial year ended 31 December 2021

	Note	**1.1.2021 to 31.12.2021 $**	16.10.2019 to 31.12.2020 $
Income	3	**6,157,006**	7,133,310
Other income	4	**2,531,510**	2,004,537
		8,688,516	9,137,847
Expenditure			
Depreciation of plant and equipment	7	**189,415**	14,217
Employee benefit expenses	5	**5,829,969**	6,166,407
Impairment losses on financial assets	15	**23,715**	–
Other expenses	6	**1,480,585**	1,700,584
		7,523,684	7,881,208
Net surplus and total comprehensive income for the financial year/period		**1,164,832**	1,256,639

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

CATHOLIC PRESCHOOL EDUCATION (SINGAPORE) LTD.
(A company limited by guarantee and not having share capital)

STATEMENT OF FINANCIAL POSITION
At 31 December 2021

	Note	2021 $	2020 $
Non-current assets			
Plant and equipment	7	**2,452,314**	14,304
Other receivable	8	**420,000**	–
		2,872,314	14,304
Current assets			
Inventories		**–**	1,050
Trade and other receivables	8	**275,664**	478,100
Bank and cash balances		**2,735,802**	2,050,338
		3,011,466	2,529,488
Total assets		**5,883,780**	2,543,792
Non-current liability			
Borrowing	11	**2,500,000**	–
Current liabilities			
Trade and other payables	9	**662,653**	1,182,241
Advance fees received	10	**299,656**	104,912
		962,309	1,287,153
Total liabilities		**3,462,309**	1,287,153
Net assets		**2,421,471**	1,256,639
Funds			
General Fund		**2,221,471**	1,256,639
Financial Assistance Fund	12	**200,000**	–
		2,421,471	1,256,639

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

CATHOLIC PRESCHOOL EDUCATION (SINGAPORE) LTD.
(A company limited by guarantee and not having share capital)

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

	General Fund $	Financial Assistance Fund $	Total Funds $
At 16 October 2019 (date of incorporation)	–	–	–
Net surplus and total comprehensive income for the financial period	1,256,639	–	1,256,639
At 31 December 2020	1,256,639	–	1,256,639
Net surplus and total comprehensive income for the financial year	1,164,832	–	1,164,832
Transfer of funds (Note 12)	(200,000)	200,000	–
At 31 December 2021	**2,221,471**	**200,000**	**2,421,471**

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

CATHOLIC PRESCHOOL EDUCATION (SINGAPORE) LTD.
(A company limited by guarantee and not having share capital)

STATEMENT OF CASH FLOWS
For the financial year ended 31 December 2021

	1.1.2021 to 31.12.2021 $	16.10.2019 to 31.12.2020 $
Cash flows from operating activities		
Surplus before tax	**1,164,832**	1,256,639
Adjustments for:		
Bad debts written off	**23,715**	–
Depreciation of plant and equipment	**189,415**	14,217
Gain on disposal of plant and equipment	**(100)**	–
Interest income	**–**	(28)
Operating cash flows before movements in working capital	**1,377,862**	1,270,828
Changes in working capital:		
Inventories	**1,050**	(1,050)
Receivables	**178,721**	(478,100)
Payables and advance fees received	**(324,844)**	1,287,153
Net cash generated from operating activities	**1,232,789**	2,078,831
Cash flows from investing activities		
Purchase of plant and equipment	**(2,636,425)**	(28,521)
Proceeds from disposal of plant and equipment	**9,100**	–
Deposit paid (Note 8)	**(420,000)**	–
Interest received	**–**	28
Net cash used in investing activities	**(3,047,325)**	(28,493)
Cash flows from financing activity		
Proceeds from borrowing, representing net cash generated from financing activity	**2,500,000**	–
Net increase in cash and cash equivalents	**685,464**	2,050,338
Cash and cash equivalents at beginning of financial year	**2,050,338**	–
Cash and cash equivalents at end of financial year	**2,735,802**	2,050,338

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

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

1 Corporate information

The Company (Co. Reg. No. 201934727Z) is incorporated and domiciled in Singapore. Its registered office is at 2 Highland Road, #02-01 Highland Terrace, Singapore 549102. The principal place of business is at the Church of Our Lady Queen of Peace, 112 Tanjong Katong Road, Singapore 436962.

On 1 January 2021, the Company is a registered charity under the Charities Act.

The principal activities of the Company are the provisions of preschool education with two programmes i.e. child care and kindergarten services.

The financial statements of the Company include the following:

- Little Shepherds' Schoolhouse @ Blessed Sacrament Church
- Little Shepherds' Schoolhouse @ Church of Our Lady Star of the Sea
- Little Shepherds' Schoolhouse @ Church of St Anthony
- Little Shepherds' Schoolhouse @ Church of St Francis of Assisi (Boon Lay)
- Little Shepherds' Schoolhouse @ Church of St Francis of Assisi (Jurong West)
- Little Shepherds' Schoolhouse @ Church of St Francis Xavier
- Little Shepherds' Schoolhouse @ Church of the Holy Family
- Little Shepherds' Schoolhouse @ Church of the Holy Trinity
- Little Shepherds' Schoolhouse @ Church of the Nativity of the Blessed Virgin Mary
- Little Shepherds' Schoolhouse @ St Anne's Church
- Little Shepherds' Schoolhouse @ St Joseph's Church

2 Summary of significant accounting policies

a) Basis of preparation

The financial statements, expressed in Singapore dollar ("$") which is the Company's functional currency, have been prepared in accordance with the provisions of the Companies Act 1967, the Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore ("FRS"). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The 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.

2 Summary of significant accounting policies (cont'd)

a) Basis of preparation (cont'd)

Use of estimates and judgements

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

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

New and revised standards that are adopted

In the current financial year, the Company has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to its operations and effective for the current financial year.

New and revised standards not yet effective

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

b) Income recognition

Revenue is recognised when the Company satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

School fee income
Enrichment fee income

The Company has the right to school fees and enrichment fees in an amount that corresponds directly with the provision of kindergarten, nursery and child care services, enrichment courses and other incidental services on a monthly basis. Accordingly, fees are recognised as income on a monthly basis, and school fees are recognised at gross amounts, which include child care government subsidies. Fees received in advance for services to be rendered in future periods are recorded as advance fees received.

Sales of books, uniforms and miscellaneous

Revenue is recognised at a point in time when the books, uniforms and other items are delivered to the customer.

Grant from Catholic Foundation

The grant is recognised when received.

2 Summary of significant accounting policies (cont'd)

c) 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 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.

d) Employee benefits

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, and will have no legal or constructive obligation to pay further contributions once the contributions have been paid. Contributions to defined contribution plans are recognised as an expense in the period in which the related service is performed.

Employee leave 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 reporting date.

e) Plant and equipment

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

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised.

Depreciation is calculated on a straight-line basis to write off the cost of property, plant and equipment over their estimated useful lives. The estimated useful lives are as follows:

	Years
Leasehold improvements	10
Furniture and fittings	3
Kitchen and office equipment	3
Computers	1

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

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

No depreciation is provided on renovation-in-progress until the asset is ready for its intended use.

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

2 Summary of significant accounting policies (cont'd)

f) Inventories

Inventories comprise mainly uniforms. Inventories are stated at the lower of cost and net realisable value. Cost is determined on a first-in, first-out basis and includes expenditure incurred in acquiring the inventories and other costs in bringing them to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less the costs of completion and selling expenses.

g) Financial assets

Recognition and derecognition

Regular 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.

Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets (other than financial assets at fair value through profit or loss) are added to the fair value of the financial assets on initial recognition. Transaction costs directly attributable to acquisition of financial assets at fair value through profit or loss are recognised immediately in profit or loss.

Classification and measurement

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

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

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

Subsequent measurement

The Company's financial assets at amortised cost include receivables (excluding prepayments and grant receivable) and bank and cash balances.

The Company measures financial assets at amortised cost if both of the following conditions are met:

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

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

2 Summary of significant accounting policies (cont'd)

g) Financial assets (cont'd)

Impairment

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

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

For trade receivables and contract assets that do not have a significant financing component, the Company applies a simplified approach to recognise a loss allowance based on lifetime ECLs at each reporting date. The Company has established a provision matrix that is based on its historical credit loss experience, adjusted as appropriate for current conditions and forward-looking factors specific to the debtors and the economic environment.

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

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

Offset

Financial assets and liabilities are offset and the net amount presented on the statement of financial position when, and only when the Company has a legal right to offset the amounts and intends either to settle on a net basis or to realise the assets and settle the liability simultaneously.

h) Financial liabilities

Financial liabilities include trade and other payables (excluding GST payables and provision for unutilised leave) and borrowing. Financial liabilities are recognised on the statement of financial position when, and only when, the Company becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest rate 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.

2 Summary of significant accounting policies (cont'd)

i) Provisions for other liabilities

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

When discounting is used, the increase in the provision due to passage of time is recognised as a finance cost in profit or loss.

j) Impairment of non-financial assets

At each reporting date, the Company assesses the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any. Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is recognised in other comprehensive income up to the amount of any previous revaluation.

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

k) Income taxes

The Company is a registered charity under the Charities Act and is exempt from income tax under the provisions of the Income Tax Act.

l) Leases

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

2 Summary of significant accounting policies (cont'd)

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

For the purpose of presentation in the statement of cash flows, cash and cash equivalents comprise bank and cash balances as carried on the statement of financial position.

3 Income

	1.1.2021 to 31.12.2021 $	16.10.2019 to 31.12.2020 $
School fee income	**5,965,315**	6,785,599
Enrichment fee income	**167,407**	211,899
Sales of books, uniforms and miscellaneous	**24,284**	135,812
	6,157,006	7,133,310
Timing of income recognition		
Over time	**6,132,722**	6,997,498
At a point in time	**24,284**	135,812
	6,157,006	7,133,310

4 Other income

	1.1.2021 to 31.12.2021 $	16.10.2019 to 31.12.2020 $
Interest income	**–**	28
Grant from Catholic Foundation	**1,000,000**	600,000
Government grants – Jobs Support Scheme	**409,237**	1,327,980
Government grants – Others	**1,108,333**	61,208
Gain on disposal of plant and equipment	**100**	–
Sundry income	**13,840**	15,321
	2,531,510	2,004,537

Government grants of $409,237 (2020: $1,327,980) was recognised during the financial year under the Jobs Support Scheme (the "JSS"). Under the JSS, the Singapore Government will co-fund gross monthly wages paid to each local employee through cash subsidies with the objective of helping employers retain local employees. The JSS is a temporary scheme introduced in the Singapore Budget 2020 and had been extended up to 2021 by the Singapore Government.

Other government grants include the Early Childhood Development Agency's Partner Operator Scheme grant of $969,727 (2020: $Nil).

5 Employee benefit expenses

	1.1.2021 to 31.12.2021 $	16.10.2019 to 31.12.2020 $
Key management personnel:		
- Salaries and bonuses	**110,500**	110,500
- CPF contributions	**10,465**	10,465
	120,965	120,965
Other staff:		
- Salaries and bonuses	**4,810,114**	5,099,908
- CPF contributions	**673,711**	726,491
- Other related costs	**225,179**	219,043
	5,709,004	6,045,442
	5,829,969	6,166,407

6 Other expenses

	1.1.2021 to 31.12.2021 $	16.10.2019 to 31.12.2020 $
Enrichment course fees	**36,266**	58,152
Cost of uniforms, books and materials	**32,292**	159,455
Cost of food provisions	**114,411**	152,208
Affiliation expenses (Note 14)	**482,030**	547,346
Minor assets expenses	**1,497**	5,480
Outsourced services	**161,853**	169,346
Professional fees	**100,846**	87,287
Rental expenses	**54,009**	91,052
Repair and maintenance	**131,869**	139,321
Telephone and internet	**58,072**	50,667
Utilities	**189,064**	160,154
Printing and postage	**40,913**	30,806
Others	**77,463**	49,310
	1,480,585	1,700,584

7 Plant and equipment

	Leasehold improvements $	Furniture and fittings $	Kitchen and office equipment $	Renovation-in-Computers $	progress $	Total $
2021						
Cost						
At 1 January 2021	–	1,156	6,800	11,565	9,000	28,521
Additions	143,300	106,302	–	137,000	2,249,823	2,636,425
Disposals	(9,000)	–	–	(1,494)	–	(10,494)
Reclassifications	9,000	–	–	–	(9,000)	–
At 31 December 2021	**143,300**	**107,458**	**6,800**	**147,071**	**2,249,823**	**2,654,452**
Accumulated depreciation						
At 1 January 2021	–	385	2,267	11,565	–	14,217
Depreciation charge	14,330	35,819	2,266	137,000	–	189,415
Disposals	–	–	–	(1,494)	–	(1,494)
At 31 December 2021	**14,330**	**36,204**	**4,533**	**147,071**	–	**235,575**
Net carrying value						
At 31 December 2021	**128,970**	**71,254**	**2,267**	–	**2,249,823**	**2,452,314**
2020						
Cost						
At date of incorporation	–	–	–	–	–	–
Additions	–	1,156	6,800	11,565	9,000	28,521
At 31 December 2020	–	1,156	6,800	11,565	9,000	28,521
Accumulated depreciation						
At date of incorporation	–	–	–	–	–	–
Depreciation charge	–	385	2,267	11,565	–	14,217
At 31 December 2020	–	385	2,267	11,565	–	14,217
Net carrying value						
At 31 December 2020	–	771	4,533	–	9,000	14,304

8 Trade and other receivables

	2021 $	2020 $
Non-current		
Deposit	**420,000**	–
Current		
Grant receivable	**216,880**	182,337
Deposits	**15,469**	11,889
Prepayments	**17,661**	63,623
Other receivables		
- Third parties	**25,654**	88,723
- Parishes under the Roman Catholic Archdiocese of Singapore	–	131,528
	275,664	478,100

The non-current deposit represents financial guarantee deposit placed with the Early Childhood Development Agency relating to the Partner Operator Scheme (the "POP Scheme"). The deposit was paid during the financial year and will be held till 30 June 2026.

Grant receivable includes amount relating to the POP Scheme of $216,880 (2020: $Nil) and amount relating to the Jobs Support Scheme of $Nil (2020: $182,337).

9 Trade and other payables

	2021 $	2020 $
GST payables	**89**	107,336
Other creditors	**26,039**	223,237
Accrued operating expenses	**384,051**	339,982
Refundable deposits	**190,981**	149,789
Provision for unutilised leave	**61,493**	63,234
Deferred grant income	–	298,663
	662,653	1,182,241

Accrued operating expenses include amounts due to various parishes under the Roman Catholic Archdiocese of Singapore of $139,990 (2020: $319,981).

10 Advance fees received

This represents fees received in advance for kindergarten, nursery and child care services. Advance fees is recognised as revenue as (or when) the Company provides the kindergarten, nursery and child care services on a monthly basis.

11 Borrowing

	2021 $	2020 $
Non-current		
Loan from the Titular Roman Catholic Archbishop of Singapore	**2,500,000**	–

The loan is unsecured, bears interest at 3% (2020: Nil) per annum and is repayable in 20 quarterly instalments comprising principal and interest commencing from 1 January 2023. The said quarterly instalments shall be calculated based on the outstanding amount over a period of 5 years.

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

	$
At 16 October 2019 and 1 January 2021	–
Changes from financing cash flows:	
- Proceeds	2,500,000
At 31 December 2021	2,500,000

12 Financial Assistance Fund

	2021 $	2020 $
At beginning of financial year/period	–	–
Transferred from General Fund	**200,000**	–
At end of financial year/period	**200,000**	–

The Financial Assistance Fund was set up for the purpose of providing financial assistance to needy students in the preschools.

13 Capital commitments

Capital commitments not provided for in the financial statements:

	2021 $	2020 $
Plant and equipment contracted for at year end	**867,330**	133,200
Little Shepherds' Schoolhouse @ Church of St Francis of Assisi (Jurong West)'s redevelopment project, approved by the Board of Directors and not contracted for at year end	**906,382**	–

14 Related party transactions

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

	1.1.2021 to 31.12.2021 $	16.10.2019 to 31.12.2020 $
With Archdiocesan Commission for Catholic Schools		
Payment on behalf for the Company	–	47,415
With Archdiocesan Land & Properties Singapore		
Rental expenses	–	36,000
With Parishes under the Roman Catholic Archdiocese of Singapore		
Affiliation expenses	**482,030**	547,346
Utilities	**124,551**	134,234
Rental expenses	–	96
With the Titular Roman Catholic Archbishop of Singapore		
Loan	**2,500,000**	–

Affiliation expenses are charged by the various parishes under the Roman Catholic Archdiocese of Singapore to recognise the value that the various parishes bring to the Company in terms of the reputation, ready premises - furniture and equipment for use by the Company, staffing, students of the preschools and on-going support.

In the current financial year, affiliation expenses are charged based on number of students in the preschools.

In the previous financial period, affiliation expenses were charged based on the Company's year-end operating surplus, school fee income and receipts from the jobs support scheme.

15 Financial instruments

a) Categories of financial instruments

Financial instruments at their carrying amounts at the end of the reporting period are as follows:

	2021 $	2020 $
Financial assets		
Financial assets at amortised cost	**3,413,805**	2,282,478
Financial liabilities		
Financial liabilities at amortised cost	**3,101,071**	713,008

15 Financial instruments (cont'd)

b) Financial risks management

The Company's activities expose it to minimal credit risk and liquidity and cash flow risk. The Company does not have any exposure to foreign exchange risk, interest rate risk and price risk. Risk management is carried out by the management on an informal basis.

Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Company's maximum exposure to credit risk is represented by the carrying amount of financial assets as presented on the statement of financial position. The Company has no significant concentration of credit risk. The Company places its bank balances with reputable banks in Singapore.

The following sets out the Company's internal credit evaluation practices and basis for recognition and measurement of expected credit losses ("ECL"):

Description of evaluation of financial assets	**Basis for recognition and measurement of ECL**
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Contractual payments are more than 90 days past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
There is evidence indicating that the Company has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings	Write-off

Other receivables

The Company has written off third parties' other receivables of $23,715 (2020: $Nil) based on estimation of recoverable amounts from management's review of current status of existing receivables and the financial conditions of the third parties' other receivables at the reporting date.

Financial assets at amortised cost (other than third parties' other receivables)

Credit risk exposure in relation to financial assets at amortised cost (other than third parties' other receivables) is insignificant, and accordingly no credit loss allowance is recognised as at 31 December 2021 and 31 December 2020.

Liquidity and cash flow risk

Management exercises prudent liquidity and cash flow risk management policies and aims at maintaining an adequate level of liquidity and cash flow at all times to meet the Company's financial liabilities.

15 Financial instruments (cont'd)

b) Financial risks management (cont'd)

Liquidity and cash flow risk (cont'd)

The table below summarises the maturity profile of the Company's non-derivative financial liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

	Within 1 year $	After 1 year but within 5 years $	Total $
2021			
Borrowing	–	2,701,532	2,701,532
Trade and other payables	601,071	–	601,071
	601,071	**2,701,532**	**3,302,603**
2020			
Trade and other payables	713,008	–	713,008

16 Fair value of financial instruments

(a) Fair value hierarchy

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

(i) Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities;

(ii) Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and

(iii) Level 3 - Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(b) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The carrying amounts of financial assets and financial liabilities other than non-current borrowing (Note 11) are reasonable approximation of fair values due to their short-term nature.

The non-current borrowing as disclosed in Note 11 approximate their fair values at the reporting date as there are no significant changes in the market interest rate of an equivalent borrowing available to the Company at the reporting date. This fair value measurement is categorised in Level 3 of the fair value hierarchy.

17 Fund management

The primary objective of the Company's fund management is to safeguard its assets and to effectively and efficiently manage the usage of available fund resources towards supporting the Company's principal and related activities.

No changes were made to the fund management objectives during the financial year ended 31 December 2021 and the financial period ended 31 December 2020.

18 Authorisation of financial statements

The financial statements of the Company for the financial year ended 31 December 2021 were authorised for issue in accordance with a resolution of the directors dated 20 July 2022.

DIRECTORY OF SERVICES

HEAD OFFICE

112 Tanjong Road Singapore 436962
Telephone: 94375372
Website: www.littleshepherdsschoolhouse.edu.sg

CHILDCARE SERVICES

@St Joseph's Church
Principal: Ms Melissa Z Lim (19 August 2021)
Principal: Ms Melissa Neo (March 2022)
Address: 600 Upper Bukit Timah Road, S679331

St Joseph's Church Kindergarten and Childcare centre, established in 1977 occupied a purposefully designed building for preschool education. In response to changing demands, the centre became a full-fledged childcare service in 2020. There were 155 children and 26 staff in the centre.

@Church of St Anthony
Principal: Miss Sandhya Veerasenan
(4 August 2020 – May 2022)
Principal: (Interim) Mrs Sarah Chin
(April 2022 – May 2022)
Principal: Ms Sarah Giam (May 2022)
Address: 331 Woodlands Ave 1, #01-421,
Singapore 730331

In 1998, HDB approved the rental of a void deck space at Block 331 Woodlands Avenue for use as a childcare centre, adjacent to the Church of St Anthony. It ran full-day and half-day childcare services for children from age 18 months to 6 years. There were 46 children with 5 staff.

@Church of our Lady Star of the Sea
Principal: Ms Melissa Neo
(1 September 2003 – 30 January 2022)
Principal: Ms Eunice Peh (1 February 2022)
Address: Block 235 Yishun St 21 #01-440/442,
Singapore 760235

In the heartland of Yishun, the childcare centre occupies two levels of a HDB unit. The Church is a stone throw away from the childcare centre. The childcare centre started in 1989 and catered for children from ages 3 to 6 years, who enjoyed full -day childcare service. The centre received SPARK accreditation in 2019. There were 84 children and 11 staff.



KINDERGARTEN SERVICES (2021)

@Church of St Francis Assisi – Jurong West
Principal: Ms Melissa Ng (19 August 2021)
Principal: Ms Tiffany Quek (April 2022)
Address: 47 Jurong West St 42, Singapore 649368

The large number of children attending the kindergarten in the Church of St Francis of Assisi at Boon Lay prompted the Church to rent the building in 47 Jurong West 42 in 1995 to start a second kindergarten. In 2022, it has been successful converted to a childcare to meet the raising demand of childcare in the area.

@Blessed Sacrament Church
Principal: Mrs Sarah Chin
Principal: Mdm Linda Wah (April 2022)
Address: 1 Commonwealth Drive, Level 2,
Singapore 149603

Located within church premises at the heart of Commonwealth, the kindergarten started in 1965. In 2021, the kindergarten has been successfully converted into a childcare centre. There were 7 staff managing 22 children.



KINDERGARTEN SERVICES

@Church of the Holy Trinity
Principal: Ms Wee Kheng Luan
Address: 20 Tampines St 11, Level 2,
Singapore 529455

The centre was registered with MOE as a kindergarten in 2003. It is in the heartland of Tampines and on the second floor of the Church building. The kindergarten catered for children from ages 3 to 6 years old. It transited into a 6-hour full day kindergarten programme in 2018. The intention was to allow space and time for the teachers to bring the curriculum to depth. There were 12 staff serving 84 children. It attained SPARK accreditation in 2015.

@Church of Nativity
Vice-Principal: Ms Charlyn Yau (19 July 2021)
Address: 98 Hougang Ave 8, Singapore 538791

Started as St Francis Minor Seminary Playcentre in 1989, the centre came under the parish's purview and was registered with MOE in 2003. It occupies a dedicated building within the Church compound. In the heartland of Hougang, the centre ran two sessions of 3-hour kindergarten programme for her 246 children. The centre has 19 staff.

@Church of St Francis Xavier
Principal: Mrs Denise Chelliah
Principal: Ms Joyce Lee (April 2022)
Address: 63A Chartwell Drive, Singapore 558758

Nestled in the heart of Serangoon Gardens, the kindergarten was established in 1978. It occupies a dedicated building within the Church compound. It catered for children from ages 3 to 6 years. With 9 staff, it ran a 3-hour kindergarten programme in two sessions for 58 children.

@St Anne's Church
Principal: Mrs Agnes Lee
Address: 66 Sengkang East Way,
Singapore 548593

St Anne's Kindergarten was registered with MOE in 2002. It is situated in the heartland of Sengkang. It occupies a dedicated building within the Church compound. 14 staff managed 212 children who attended a 3-hour kindergarten programme which was available in two sessions.

@Church of St Francis of Assisi – Boon Lay
Principal: Ms Angeline Wong
Address: 200 Boon Lay Ave, Singapore 649964

The Church is situated in the heartland of Boon Lay. The kindergarten is on the second floor of the annex building of the Church. The Church started the kindergarten programme in 1975. The kindergarten runs two 3-hour programmes. There were 12 staff and 76 children aged 3 to 6 years old.

@Church of the Holy Family
(Permanently Closed)
Principal: Mdm Linda Wah
Address: 6 Chapel Road, Level 4, Singapore 429509

LITTLE SHEPHERDS' SCHOOLHOUSE™

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