

2022 ANNUAL REPORT

Bethel Community Services

Mission

We exist to reach out and empower the community through holistic community-based services and programmes to maximize the God-given potential of each individual.

Vision

As a vibrant change agent, we exist to be a visible expression of Christ's love, care and compassion to the community.

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Performance Overview

Key Charity Statistic 2022

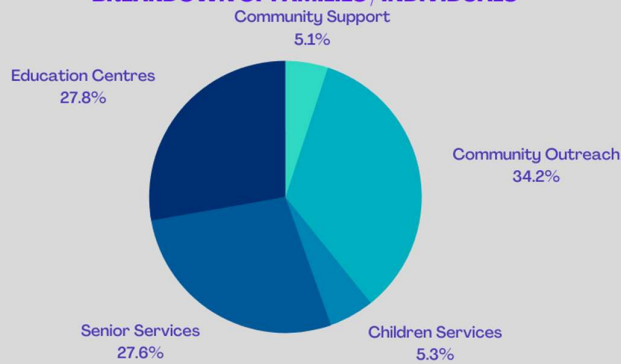
Performance at a Glance

NO. OF FAMILIES / INDIVIDUALS IMPACTED

673



BREAKDOWN OF FAMILIES / INDIVIDUALS



Education Centres
187 Unique Students Enrolled



Senior Services
186 Unique Seniors Engaged



Children Services
12 Unique Children Supported



Community Support
34 Families Supported



Community Outreach
230 Families Visited

VOLUNTEER MATTERS

NO. OF REGISTERED VOLUNTEERS 1867 VOLUNTEERS

NO. OF ACTIVE VOLUNTEERS 382 VOLUNTEERS

FINANCIAL MATTERS

TOTAL INCOME \$1,782,170

NETT DEFICIT \$66,461

Message from the Chairman

Challenges and Cheers

As our nation transitioned out of the Covid-19 situation, we continued to face challenges in our operations, services and finances. We were able to adapt quickly and ensured the continuity and quality of our services were not compromised. We continued to find opportunities to reach out to the vulnerable and especially the elderly in our community through renewed collaboration with volunteers from Bethel Assembly of God in our Monthly Haircut and Birthday Celebration, and a new fortnightly Bethel Activity Group (BAG) that brings elderly out of their home for social activities that promotes positive social and mental wellbeing.

We also had some cheerful moments when more than 200 children, parents and staff of our centres participated in the "INEOS Go Run for Fun" and carnival on 7th October as part of the Children's Day celebration at Bethel Foyer. We are also glad to host our Charity Gala Dinner on the 4th of December at Grand Mercure Singapore Roxy with Ms Tin Pei Ling Member of Parliament (MP) for MacPherson gracing the event as our Special Guest. On 30th December, we were further encouraged by the visit made by the Speaker of Parliament Mr Tan Chuan Jin, MP for MacPherson Ms Tin Pei Ling and various grassroots leaders at our Monthly Haircut and Birthday Celebration for the elderly.

Operations and Services

Our Tots Centre (BTC) and Student Care Centre (BSCC) continued to do well. Although the Student Care enrolment fluctuated between 64 and 51, we saw an increasing interest among students and parents who preferred our centre over the neighbouring after-school care centres.

With the increase in MOE operated pre-schools, our childcare and kindergarten were badly affected. Bethel Kinderlites (BK) in particular suffered significant deficit for two consecutive years, it would have been three consecutive years if not for the government's Job Support Scheme wage credit received in 2020. Post Covid-19, we missed many foreign students whose parents had to return to their countries, many relocations of homes to other districts and local parents preferring to enroll their children to MOE operate pre-schools. As a result, BK was no longer viable to operate, and the Management Committee had to make a painful decision to close BK on 31st December 2022. To ensure the student's education would not be disrupted, we offered all BK students to continue their studies at Bethel Child Development Centre (BCDC).

Fluctuations in student enrolments:

CENTRES	2022		2021	
	Average Enrolment	Highest/Lowest Enrolment	Average Enrolment	Highest/Lowest Enrolment
Bethel Child Development Centre	77	82/72	89	97/82
Bethel Tots Centre	19	20/18	14	16/10
Bethel Kinderlites	42	45/40	74	79/69
Bethel Student Care	57	64/51	51	60/44

Moving forward into 2023, we will be merging BTC with BCDC to better facilitate students' transition, simplify administrative processes with the agencies and provide better staff support. There will be reviewing of our curriculum to enhance the learning experiences of the students. We will also be expanding Bethel Study Hall (BSH) beyond BSCC into our community. BSH provides enrichment in major subjects like English, Mathematics and Chinese. As part of our focus in holistic development, students enrolled in BSH are also given a choice of free electives in arts, music and sports.

Finance

There was a sharp drop in both donations received from \$102,037 in 2021 to \$41,972 in 2022, and government grants received from \$492,185 in 2021 to \$135,103 in 2022. We are thankful to God for the various fund-raising initiatives: Charity Gala Dinner, Going the Distance 100k and Spreading Love, which helped to raise \$100,570, \$93,233 and \$11,590 respectively. These fund-raising endeavours had help reduced our deficit to \$66,461.

Conclusion

In the years to come, with the changing in landscape in Singapore, BCS will continue to provide quality educational services for the community and the underprivileged, and at the same time look forward to venturing into more services for the elderly.

I would like to take this opportunity to thank all our donors and sponsors for their generosity, and our volunteers for dedicating their time and energy to serve the community. To all our BCS staff I want to say a big THANK YOU for their steadfast commitment and dedication in serving and caring for the children and the vulnerable in the community. My appreciation to the Management Committee for their invaluable counsel and contributions. Above all, I give glory to God for a wonderful year!



Rev Dr Chia Beng Hock
Management Committee Chairmain

Management Committee

Chairman

Rev Dr Chia Beng Hock

Vice Chairman

Rev Dr Moses Pi Cheng-Ming

Honorary Secretary

Philip Teo

Honorary Treasurer

Thomas Foo

Committee Member

Steven Foo

Committee Member

Dr Ong Pui Sim

Committee Member

Dr Tan Eng Chun

Committee Member

Yvonne Tan

Committee Member

Chia Eng Giap

Committee Member

Lim Kok Tiong

Executive Director

Lilian Sze Wai Cheng

All Ordinary Members of Bethel Community Services society are eligible for election to the above offices. Names for the above offices shall be proposed and seconded at the Annual General Meeting. The election of Management Committee Members shall be done by secret ballots, and election shall be determined by a two-third majority of votes cast. Apart from the Executive Director, no member of the staff was appointed to the Committee.

Corporate Governance



Responsibilities of Management Committee

BCS's Management Committee is committed to maintain high standards of corporate governance and ensure accountability and transparency to our stakeholders. Stakeholders include related government agencies, clients that we serve, our community partners, staff and donors etc.

The Management Committee sets BCS's strategic directions and is responsible for the proper and smooth operation of BCS. Their duties include decisions and allocation of financial and human resources, review on the performance of the management, and ensure ethical standards are met throughout operations.

The roles of the Management Committee Chairman and the Executive Director are separate to maintain independence of decision-making. All Management Committee members provide their services and expertise on a voluntary basis and are not remunerated.

Management Committee Meetings

The Committee meets regularly and on seven separate occasions in 2022 excluding annual general meeting and any extraordinary general meetings if applicable. The table that follows, show the composition of the Management Committee and its meetings.

Management Committee Member	Ordinary Meeting Attendance
Rev Dr Chia Beng Hock MC Chairman	7/7
Rev Dr Pi Cheng Ming MC Vice-Chairman	5/7
Philip Teo Honorary Secretary	6/7
Thomas Foo Honorary Treasurer	5/7
Steven Foo MC Member	6/7
Dr Tan Eng Chun MC Member	5/7
Chia Eng Giap MC Member	5/7
Dr Ong Pui Sim MC Member	6/7
Yvonne Tan MC Member	6/7
Lim Kok Tiong MC Member	5/7
Lilian Sze Wai Cheng Executive Director	7/7

**Article 5d of Constitution: All office bearers, may be re-elected to the same post for a consecutive term of office, except the Honorary Treasurer who may be re-elected to the same post for a maximum of two consecutive terms of office. Re-appointment of the outgoing Treasurer may be considered after a lapse of at least two years.*

Staffing

The departments of Bethel Community Services consist of:

- Management – 2 Staff

- Support Department – 3 Staff
 - Admin
 - Human Resource
 - Accounts

- Social Services Department – 3 Staff

- Education Centres – 37 Staff
 - BSCC
 - BCDC
 - BK
 - BTC

As at 31st Dec 2022, BCS had a total of 45 staff with 11 new staff who joined our organisation during the year and are still currently with us. The staff turnover is exceptionally high for the year of 2022.

For the year of 2022, staffing matters were a major setback for BCS as we faced serious manpower crunch in various capacities. Manpower turnover is a natural occurrence in all organisations and BCS had expected manpower stretches going into the year 2022; however, it had been exceptionally difficult to replace outgoing staff and to hire new staff for new responsibilities had also been difficult.

The difficulty is felt to be due to the organisation’s lack of competitiveness in attracting of talents and the expansion of resource rich centres also competing for talents. This difficulty has caused existing staff to wear multiple hats assuming higher workload and different job roles and sometimes even cross centres to support.

BCS expects the difficulty will continue into 2023 and beyond. This is because competing centres will continue to hire aggressively and as a non-profit organisation, we are unable to compete monetarily, and our organisation awareness is not strong enough to encourage passionate people know of and join our organisations cause.

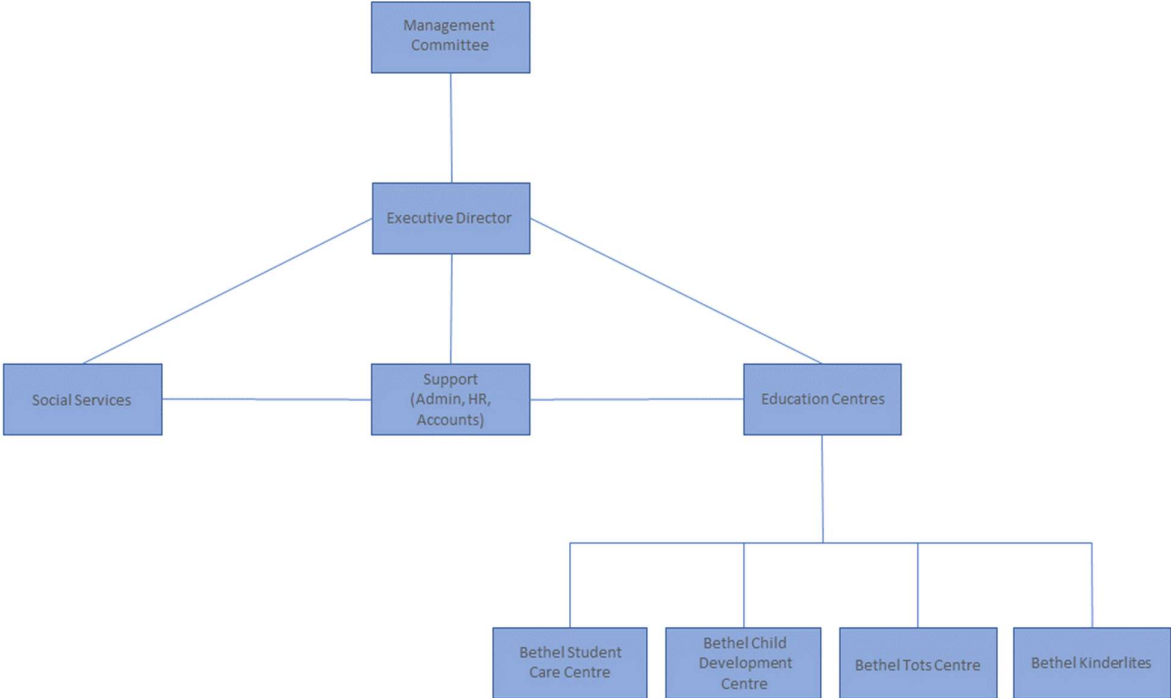
To raise BCS’s competitiveness, BCS will be focusing on improving staff welfare for better staff retention and developing new avenues of hiring. BCS will also continue to build up its organisational awareness through the sharing in various programme and fundraising campaigns so to attract talents who resonates with the organisational values.

Total Annual Remuneration of Executives

Remuneration Band	Number of Executives
< \$100,000	1

Organisation Chart

As at 31st December 2022



The Executive Director (ED) provides leadership to BCS staff with her wealth of knowledge and experience from her senior management roles in her previous careers. She serves as the staff’s link to the Management Committee, ensuring all services and centres run smoothly and are aligned with the social directions mandated by the Committee. The ED has her hands in building relationships with all stakeholders and evaluates all feedback provided to understand and address any concerns or inadequacies.

The ED is supported by three main departments, namely, the Support department housing our Admin and Human Resource officer and our Accounts officer. Social Services department housing our Social Workers and our Education Centres headed by our Manager and supported by the Principals of the various centres.

*The year 2022 marks the last year of operation for Bethel Kinderlites centre

Programmes and Services

Social Services & Education Centres 2022

Bethel Community Services was set-up in 2004 to support and empower our community through a range of services and programs, each with the aim of maximizing each individual's potential.

The main areas of our services include education services and social services that builds the community and sustains support within the community.

Social Services

- Community Support
- Bethel Night Tuition Program
- Bethel Traditional Chinese Medicine Clinic (TCM)
- Seniors Befriending Activities*
 1. Monthly Haircut and Birthday Celebration*
 2. Bethel Activity Group (B.A.G.)*
- Volunteering

Education Services

- Bethel Student Care Centre
- Bethel Child Development Centre
- Bethel Tots Centre
- Bethel Kinderlites
- Bethel Study Hall Programme*

*Represents new or refreshed services

Social Services Overview

Building on some of the groundwork done in year 2021, In the year 2022, our Social Services Department were able restart our Monthly Haircut and Birthday Celebration and introduce two other new services, Bethel Activity Group (B.A.G.) and Bethel Study Hall Programme to further improve our community touchpoints and to serve some of the needs identified within the community.

The year was focused on restoring the organisation's touchpoints to the community especially for the seniors and families with children in the school going ages. Due to the pandemic, some of our related services were halted due to the high levels of interaction. The pause had caused some rapport with the community to be weakened but BCS is glad that with the efforts of 2022, we have seen it improved and as the months went by, participant numbers increased gradually, and more community members are reminded of BCS.

In the later parts of 2022, the department also endeavoured into strengthening of the organisation's social mission resonance. Helping the internal and external stakeholders know of the organisation's mission of empowering and maximising the potential of the community we serve.

For 2023, the department will continue to develop the initiatives started or restarted in 2022. Development of the initiatives will include stabilising of service users, adding more elements to better achieve objectives of each service and evaluating impact of each service. The department will also be further streamlining the community support process and actively building more partnerships to allow more clients to benefit and receive adequate support. Lastly, introduce one or more programs to serve the identified needs of the community.

Community Support

BCS Social Services Department's community support includes financial assistance, food assistance, in-centre subsidies, and ad hoc emergency assistance. Each client applying for community support are assessed by and subsequently cared for by our social workers in their individual improvement plans.

General profiles of clients receiving community support are observed to be some of the following, long-term clients who are still struggling to make ends meet, transnational families, individuals/families who face temporary financial difficulties due to circumstances like medical issues or loss of job due to the pandemic. Individual/families may or may not be supported by government financial assistance schemes such as ComCare.

In the year 2022, we saw an overall decrease in the total number of individuals/families supported. The decrease in numbers came mainly from the group of clients who BCS had deemed temporary assistance especially during the pandemic season. The decrease in 2022 also coincide with the multiple government monetary pay-outs and essential offsets which certainly helped, especially those individuals/families who may have narrowly fall out of the government support criteria(s).



For 2023, we hope to further streamline our community support application process by reviewing our forms to remove duplicated information gathering efforts and include essential information/documents required in all application and referral forms. We are also strengthening our discharge planning efforts, so clients do not grow too reliant on our assistances.

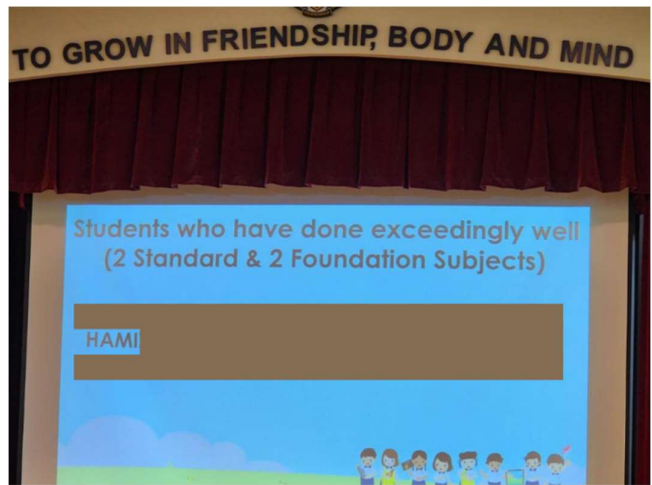
Bethel Night Tuition Program

Bethel Night Tuition provides academic support to primary students in the evening periods in the subject of English and Mathematics. Other than educational development, the program attempts to cultivate positive values within our students and to support our students personal and social development. The program is anchored by our social workers and assisted by many dedicated volunteer mentors who act as an academic guide to the students and enjoy fantastic relationships with them.

The year 2022 was great in terms of the academic support objectives for the programme, number of students had increased slightly from 2021 and we did not face any disruption from any mandatory face-to-face restriction allowing us to support the students throughout the year without the need to adapt to virtual means. We also added components to the program to cultivate reading habits for the students, bringing them on monthly library trips and exposing them to different genres of books. We were also able to add on a non-academic element to the session that helped us build trust and relationships with the students.

Results obtained by our Primary 6 students taking their Primary School Leaving Exams (PSLE) were great, with one student in particular achieving exceptional results and openly recognised by the primary school and we are glad to report that all our students regardless of their learning disadvantages, achieved results well enough to get into schools of their choices and progress on to the next level.

Despite meeting its academic support objectives, the department strives to do more within the program, attempting to engage the students in other areas of development and guiding the students during regular conversations and interactions. In this aspect, we are able to observe that the students have improved in their behaviours and rapport with the students have been great. It is however felt that in this aspect, there are limited scope of work due to the emphasis in its original objective of academic support and to a significant extent has overlapping efforts with one of the department's new initiative, Bethel Study Hall.



For 2023, we look to consolidate our efforts in the academic support for the students by combining overlapped services and transit the academic aspect of the program to the Bethel Study Hall program which is supported by teachers who are more experience. Subsequently after the consolidation, launch a new program that focuses on the secondary objective mentioned.

Bethel Traditional Chinese Medicine Clinic (TCM)

With the re-opening in 2021, Bethel TCM clinic has stabilised in its number of patients and majority of the community has come to know of the clinic's re-opening. Patients became regular and riding on the lifting of pandemic measures, patients who were unable to visit previously due to restrictions has been able to come. The clinic still limits the number of patients we could accommodate; however, this is done intentionally to relief space, time, and human resource constraint.

The success of the clinic is largely owed to our dedicated and altruistic volunteers as the clinic is fully run by a core group of volunteers and special thanks for our revered Rev. Dr. Moses Pi who takes time off his own TCM clinic to provide medical care to the community. Being the sole physician within the clinic, certainly without Rev. Dr. Pi, our clinic would not be able to function, and our community is blessed to have him.

Our TCM clinic has certainly helped several elderly patients in our community but in doing so and given the heavy reliance on Rev. Dr. Pi and the volunteers, we recognise and appreciate them as it can be very taxing on him and our dedicated volunteers.

For 2023, we hope to expand on the clinic's medical offerings and potentially collaborate with other parties to bring more medical facilities to our community. On top of that, if possible, to bring in more like-minded volunteers to lessen the load on Rev. Dr. Pi.



Monthly Haircut and Birthday Celebration

After taking a hiatus of 2 years due to the pandemic, we are glad that we were able to restart our Monthly Haircut and Birthday Celebration community event in March 2022 and have provided just above 400 haircuts for our beloved seniors in the year of 2022.

During the initial months of the restart, the number of participants averaged about 30-35 seniors and as awareness of the program built up, our numbers gradually increased and our peak month in 2022 had 70 seniors participating. We also integrated breakfast and hot beverages for the seniors to enjoy during the event.

The re-opening of the event is hugely important to our organisation as the pandemic meant that many of our organisation's engagement with a valued group of community members which is the seniors had been forced to stop. As our organisation is not a senior facility that was allowed to function during the pandemic therefore, we were struck with the fate of interacting with the seniors through avenues that lack the much-needed human touch.



Now the event serves as one of our crucial touchpoints with the community and is our rendition to encourage social interactions amongst seniors with the draw of providing a free essential service. Our partnering outreach team uses the event as one of the conversation starters to invite seniors out of their homes for a free essential service and when they are at the event, giving a chance for our befrienders to mingle with them and celebrate lovely milestones together with their peers. Through the event, we were also able to encourage participants to do their part for the community through a joint recycling effort in support of the "3M Green Challenge @ South East" campaign by South East Community Development Centre and 3M Singapore. In the month of October alone, we are

happy that together with the seniors, we collectively gathered up to 8 big carton boxes worth of recyclable materials.

We are fortunate to be supported by a dedicated and talented pool of volunteers and team members who have been tirelessly whipping up delicious home-cooked meals for the masses, professionally groom our seniors and most importantly building relationships with each individual senior. Most of whom do it in exchange just for a smile from our seniors and a delicious meal cooked with love.



Amidst all the fun and good food, the department is mindful that while the event is great to give already engaged seniors a chance to gather and engage in social activities. More efforts will be needed to reach out to a crucial group of seniors who are keeping to themselves and not responding to our invitations. These group of seniors are our core target group when pushing forth to re-establish this event.

For 2023, we hope to expand our reach of the event together with our other senior befriending efforts by building on the capabilities of our befrienders, expanding our team of befrienders and most importantly, also build the capabilities of our senior participants so that they can also help others and give back their time, experience and even skills.

Bethel Activity Group (B.A.G.)

Tagging to the restart of our Monthly Haircut and Celebration event, we were able to launch our very own Bethel Activity Group (B.A.G.) in the October 2022. B.A.G. is a free to join bi-weekly activity session for a group of seniors who gather to engage in fun activities like singing karaoke and playing board games like rummikub etc.

As the group only started late 2022, the number of participants has not stabilised yet as we have seen more seniors each session and we have just above 20 seniors joining us every session for some fun times and light refreshments.



Seniors who are part of the B.A.G. are observed to be generally healthier and have lesser mobility issues. They are quite independent and are more attracted to activities that allow them to train their thinking and/or get them moving. While some of our B.A.G. participants came to know of B.A.G. through our announcements at the Haircut event, many of our participants came to know of it because of word of mouth from volunteers and some of the participants.

Similarly, to the Haircut event, the department is mindful that while the group was set-up essentially to have fun and games for the seniors, there is more that can be done to meaningfully engage the participants. With our participants of B.A.G. being more outgoing and generally mobile, fun and games should not be the only agenda for the group, they can also be valuable contributors back to our community.



For 2023, BCS will seek out more opportunities for our participants to build their capabilities and interest while encouraging the seniors to contribute back to the community by incorporating active volunteering opportunities for them.

Volunteering

With the further lifting of pandemic measures, we were able to move away from the running of virtual-based volunteering activities and with the various new initiatives, provide more face-to-face activities and services for volunteers to give back to the community. Volunteers are an integral part of our services and many of which could not happen without the dedication shown by them.

In the year 2022, volunteers have supported us in many various capacities, from being our additional hands and legs to being an integral part of educating our students to building relationships with our beloved seniors and even assuming crucial roles within our services.

Since the year 2021, we have been partnering with the SGCares Volunteer Centre (VC) of Geylang operated by Care Community Services Society Singapore (CCSS) and are glad to be supported by them in the recruitment of volunteers. The department have gained slightly better understanding over some areas of volunteer management and are slowly tweaking using the Volunteer Management Framework introduced in the Volunteer Management Toolkit 2.0. We are glad to have heard improved volunteering experience from our volunteers in our annual volunteer survey.

With the addition of our various seniors befriending activities, volunteers can now choose to give their time directly towards our services for our three main support profiles, children, seniors, and families. Alternatively, if volunteers would like, curate, or plan interesting activities, workshops or even outings for the respective client groups.

For 2023, the department will continue to improve on the volunteer process and engage our volunteers further. We are also starting to explore opportunities that require volunteers with specific skills to embark on upcoming projects and exploring various training opportunities for suitable volunteers to take up other roles.



Educational Centres & Program

Bethel Student Care Centre

With a heart of gratitude and thanksgiving, we give God all glory and honour for His providence and supply in our centre for the past 20 years. BSCC celebrates her 20th year of existence in this community in Year 2022 and it was indeed a joy and honour to be able to provide the after-school program for many children in this community and journey through with them during their primary school years.

For the year 2022, we saw an average enrolment of approximately 57 students in our centre. This is a slight dip in the enrolment, and the dip is thought to be due new centres opening within our vicinity. We see this as good news as it shows that there are still demand for such centres within an aging estate and with more operators, parents in the community have more options for after-school programs and promotes healthy competition within operators.

To improve on our services and to cater to a need that has been brought up by our parents over the years. We started a new initiative, Bethel Study Hall where we provided affordable guidance in the subjects of English, Math, and Chinese to students in our centre. Response was encouraging as there were about 50% sign-up rate from just our centre alone for this program. The numbers would likely be higher if we are able to cater for more timings as several of the students already have existing enrichment arrangements.



For the year of 2023, we continue to pray for God's blessings and providence as we strive to do our best to serve this community. Our goal for the year 2023, is to continue improving on our internal capabilities and strengthen our hearts for our mission. For each child who come through our doors, we strive to not just be another caretaker or an education provider for them. But may we always be the place where our community's children love to be in, where we can also be an emotional and mental support for those who may fail to find comfort otherwise, allowing us to journey together with them in faith to maximising their potential.

Bethel Child Development Centre

Throughout the year of 2022, we see a significant drop in our number of students, comparing our enrolment in Dec 2021 and Dec 2022, it was 98 and 74 respectively. We had new enrolments through the year, but our enrolment was unable to keep up with the number of withdrawals and we found that the withdrawals were largely due to factors that we are not able to control. Students were withdrawing because several foreign students were going back to their home country after travel restrictions had lifted and a number of families moving out of the old estate of the Aljunied crescent area.

The pandemic situation for our centre during the year was tough to handle as we saw several our staff were infected at the same time and at its worst, our centre was faced with half of our teachers out of action. With each teacher and staff pulling their increased weights, we managed to survive those periods and came back stronger.

Throughout the whole pandemic period, we recognised that due to the pandemic restrictions, children were confined to their own classes and had generally lesser interaction, as a result, children became slightly more reserved, and behaved less social in a large class setting. As the nation's situation slowly improving, we started to resume back more interactive sessions and even small-scale celebrations. Although still restricted to their own classes but we could see how the sessions and celebrations encouraged the children to be more cheerful and active. It is also great news for our K2s as they were able to celebration their graduation in a physical concert at Bethel Assembly of God's premises in December. After 2 years of wait, we finally see the heart-warming sight of our parents celebrating proudly as their young graduants dance and perform onstage.



The year 2022 was a year spent battling to keep our children's development on course and a year for reflection as we earnestly acknowledge our shortcomings and recognise our strengths of our centre.

In the year of 2023, there will be consolidation efforts to streamline the organisation's services. Along with Bethel Kinderlites' closure and the intake of its students into our centre, the year will also be a year of transition as our familiar principal from Bethel Tots Centre takes over the helm of our centre. Some parents are familiar with her as both centres work very closely but there will be some who will be new. Significant resources and efforts will also be invested in the centre to uplift and improve processes for better children and parent experiences. In that, we pray for a seamless transition, and may we continue to find favour in God's eyes as we continue to reach out to the families in the neighbourhood.

Bethel Tots Centre

In year 2022, Bethel Tots Centre saw an increase in enrolment, most months we were at our max capacity of 19 children and in fact, we had to appeal to exceed our capacity to a maximum of 20 infants. No doubt running at max capacity was tiring for our teachers, but more infants also meant that our teachers had more chance to experience the sense of accomplishments when our infants graduate when they reach 18 months old.

Although the pandemic had been around for the 3rd year in 2022 and measures started to ease up through the year. The year was quite challenging for BTC in terms of coping with the pandemic. There was even a period where infants as young as two months old have to do ART test before we were allowed to bring them into the school. It was also the year that many of our teachers were tested positive. However, it was also a blessing as the experiences gave valuable lessons to our centre and we are glad to say that our hygiene practices have improved greatly especially in the year 2022.



Moving forward in 2023, we foresee that staffing will be our main struggle as the climate of the early childhood space is rapidly changing. We will do our best to retain existing staff and continue to expand our resources whenever possible. We will also attempt to improve our parent-teacher partnership through increasing communications, conducting of hands-on and engaging activities in school that involves parents and also equip parents with strategies on helping them to care, engage for their little ones.

Nonetheless, we are thankful to God for giving us the chance to make meaningful relationships with our community as we hope to have made a difference in their lives. It is also in our prayer, that our staff stay healthy and have improved well-being and for us to meet suitable teachers who have a passion for the little ones to join our team.



Bethel Kinderlites

The year of 2022 had been a tough year for Bethel Kinderlites, we saw a significant drop in our enrolment numbers and had to battle with staffing shortages for most of the year. We also started to lose our competitiveness in the retention and attraction of new staff as other preschool centres from bigger organisations started to increase their salary offerings and even provided sign-on bonuses.

Manpower struggles within the pre-school sector is not a new issue, however, it is felt to have worsen significantly in recent years. The struggles are thought to be caused by various factors, first is the aftermath adapting to the pandemic situation, the lack of perceived appreciation for efforts from various stakeholders, and the stiff competition from around the sector. We are unable to change external factors from happening, so we focused on improving our staff wellbeing by reviewing our HR policies to give our older workers more reassurance. We also improved our overall staff welfare throughout the company to recognise our staff's efforts and reward them for their dedication throughout the tough times.

Another major issue that we struggled to cope with was the low enrolment numbers. As Bethel Kinderlites caters a lot for our foreign friends and children from transnational families, we expected enrolments to drop as we knew some of our foreign friends may choose to head back as travel restrictions loosen and as the rental prices increases in a centralised place like our neighbourhood. However, that coupled with parents starting to prefer a full-day childcare rather than the kindergartens which are normally half-days saw the drop in enrolment reach 35% decline. We tried various methods to bring up our enrolment including increasing our exposure through traditional and new media but we saw little to no improvements.

As the months went by, it slowly got clearer to us that a half-day kindergarten had a dying demand, and we were in a heavily competed space for resources.

All the above eventually contributed to a decision that had been in discussion for several years. With a heavy but hopeful heart, the decision to cease operations for our 10-year-old Bethel Kinderlites centre had come to be and upon the conclusion of the academic year, Bethel Kinderlites centre ceased operations in November 2022.

To facilitate the affected children and parents of the closure, we provided options for parents for temporary enrolment to our Bethel Child Development Child and also expedite transition for full-day childcare for parents who preferred a full-day childcare. We are happy to report that over 60% of our affected parents took up our offer and the remaining were successful in their transit to other centres. We were also able to successfully redeploy all our affected staff to similar roles within other centres, but a small group of teachers had rejected our redeployment and chose to either retire or continue their careers in other centres.

Over the recent years, we persevered through the evident dying demand by taking on significant losses because we saw that there was still a group of clients who still wanted and valued the service. However, the year 2022 reminded us that sometimes we need to take a step back from our passion to serve so that we can objectively evaluate our work so that we allocate precious resources in areas that need us, to prevent ourselves from falling into circumstances that strained our organisation deeply and staff overstretched. We fought a good fight, touched lives, learnt plenty and comforted to say that we will continue serving.



ECCLESIASTES 3:1-8

"There is a time, for
everything, and a
season, for every
activity under
heaven.

"A time to be
born, a time to
die.....

Bethel Study Hall Program

In March 2022, Bethel Study Hall Program was launched with the aim to improve the accessibility to enrichment classes for students in our community. Every child is unique in their own ways and each of them should be given the chance to nurture different aspects of development regardless of their family situation. The program adopts a holistic approach towards enriching students with the aim of providing low cost and quality enrichment classes to students in the early school going years.



With the pandemic still in mind and the nature of classes being generally enclosed with high human flow, we were hesitant to open the program to the public and decided to offer it inhouse to students from our Bethel Student Care Centre (BSCC). The program was very well received within BSCC as the students benefited from the academic guidance from highly experienced teachers at low cost while also being able to enjoy and learn fun and interesting activities from skilled volunteers. Moreover, such targeted help on academics and similar programs had been requested from our BSCC parents over the prior years.



Although there are fundamental differences between both program objectives, launching an additional enrichment-based program creates a duplicated services with the Night Tuition Program. This has caused a temporary inefficiency especially in the division of labour due to both programs having different timings and both needed to be supported by different staff doing essentially similar work. However, we find that it was inevitable for the year 2022 as the pandemic situation was not cleared enough at first to allow mixture of students and the available timings of the different groups of students were different.

In 2023, we will be offering Bethel Study Hall program to the community proper with coverage in three mainstream subjects. Along with the offering of the program to the community, we will also be merging our two enrichment-based programs to Bethel Study Hall so to minimise duplication of services and consolidation of resources. Along with the academic support, in 2023, students will be able to choose to learn specific skills free of charge for each semester. Each semester will have a different focus in skills to help young students explore interests from different categories like arts, music, sports etc.

Future Plans 2023

The year 2023 will be focused on 3 key areas,

1. Continue to build on our organisational mission awareness.

In the later parts of 2022, we realised that our mission resonance throughout internal and external stakeholders was weaker due to the lack of organisational activity and drastic adaptation needed during the pandemic period. More efforts will be spent on garnering internal resonance towards our mission, communication to the community will be strengthened and organisational actions will also display our mission.

2. Stabilising programs and the consolidation efforts

In 2022, we started and restarted 3 services while consolidating some of our educational centres and programs. New services will continue to grow as our partnering outreach team and word of mouth spread so processes will need to be tweaked to support the growth. The consolidation of educational services will also rock boats of parents and the community alike but serves as a great opportunity for revamp and refocus.

3. Establishing new and building upon existing fund-raising avenues.

In 2022, BCS managed to run a few new fund-raising campaigns which were considered quite successful, it helped to lessen the financial burden and reduces our losses significantly. Building on the experiences of 2022, we will continue to expand our donor pool through both new and tried and tested efforts to garner community support.

Financial Statements

Extract from Audited Financial Statements

Statement of Financial Activities For the financial year ended 31st December 2022

	Note	2022 (\$)	2021 (\$)
Income			
Income from generating funds:			
- Voluntary income	3	41,972	102,037
- Activities for generating funds	4	205,393	-
- Investment income	5	14,325	8,795
Income from charitable activities	6	1,520,480	1,924,171
Total Income		\$ 1,782,170	\$ 2,035,003
Expenditure			
Cost of generating funds	4	26,368	
Charitable activities	6	1,811,849	1,900,022
Governance costs	7	10,414	11,541
Total Expenditure		1,848,631	1,911,563
Net Surplus / (Deficit)		(66,461)	123,440
Gross transfer between funds			
Gross transfer from funds		142,420	63,372
Gross transfer to funds		(142,420)	(63,372)
Net movements in funds		(66,461)	123,440
Total funds at the beginning of the year		1,654,974	1,531,534
Total funds at the end of year		\$ 1,588,513	\$ 1,654,974

Statement of Financial Position
For the financial year ended 31st December 2022

	Note	2022 (\$)	2021 (\$)
Non-Current assets			
Plant and equipment	10	55,720	87,763
		\$ 55,720	\$ 87,763
Current assets			
Sundry receivables and prepayments	11	23,466	27,240
Cash and cash equivalents	12	1,727,482	1,841,270
		\$ 1,750,948	\$ 1,868,510
Total Assets		\$ 1,806,668	\$ 1,956,273
Current Liabilities			
Refundable deposits	13	96,625	100,825
Sundry payables	14	121,530	200,474
		\$ 218,155	\$ 301,299
Total Liabilities		\$ 218,155	\$ 301,299
Net assets		\$ 1,588,513	\$ 1,654,974
Funds			
Unrestricted income funds			
Bethel Community Services Fund	15	(388,021)	(106,511)
Bethel Child Development Centre Fund	16	1,494,500	1,432,925
Bethel Student Care Centre Fund	17	(93,787)	(101,081)
Bethel Tots Centre Fund	18	564,611	534,057
Bethel Kinderlites Fund	19	11,210	(104,416)
		1,588,513	\$ 1,654,974
Restricted income funds			
Care and Share Matching Grant		-	-
		\$ -	\$ -
		\$ 1,588,513	\$ 1,654,974

Statement of Cash Flows
For the financial year ended 31st December 2022

	Note	2022 (\$)	2021 (\$)
Cash flows from operating activities			
Net surplus		(66,461)	123,440
Adjustments for:			
Depreciation of plant and equipment		40,139	53,095
Interest income		(14,325)	(8,795)
Loss on disposal of plant and equipment		773	-
Operating cash flow before working capital changes		\$ (39,874)	\$ 167,740
Receivables		3,774	35,627
Payables		(83,144)	(129,188)
Cash generated from operations		\$ (119,244)	\$ 74,179
Interest received		14,325	8,795
Net cash generated from operating activities		\$ (104,919)	\$ 82,974
Cash flows from investing activities			
Purchases of plant and equipment, representing net cash used in investing activity	10(c)	(8,869)	(18,734)
Net increase in cash and cash equivalents		\$ (113,788)	\$ 64,240
Cash and cash equivalents at beginning of the financial year		1,841,270	1,777,030
Net cash generated from operating activities	12	\$ 1,727,482	\$ 1,841,270

For the detailed copy of our BCS's Audited Financial Statements, please visit our website:
<https://bethelcs.org.sg>

Reserve Ratio



Bethel Community Services seeks to maintain a reserve of up to 12-months of operating costs. This is to allow a lead time to take the necessary measures to channel support for our work, re-assign beneficiaries or re-deploy staff if anything should happen that will threaten our income stream. The amount of reserves will be regularly reviewed by the Management Committee to ensure that they are adequate to fulfil the continuing obligations.

Acknowledgements

Sponsors & Donors

Bethel Community Services give special thanks to all our individual and corporate sponsors and donors.

We are grateful and blessed to have your contributions and partnerships not only it contributes to the sustainability of our work, but it also represents the trust that the work we are doing are still relevant and supported by community members like yourself. Only with such support we can strive to ensure our community remains supported as best that we can.

We at BCS believes that we are called to be there for our community, and we are heartened that for us to answer that call, our community has answered our calls for support as well. We regret that we are unable to present our gratitude personally but do trust that we are sincerely appreciative of everyone who has supported us, not only for the year of 2022 but throughout the course of our work and for the many years to come.

Partners

Bethel Community Services recognise that we do not have the specialised services and enough resources to support the diverse needs of the community therefore, we constantly seek out for strategic Partnership to provide timely and adequate support to our community. It is only through the efforts of various organisations and passionate groups that BCS can continue our support to the community. Each partner has provided either their expertise, network, time, efforts and sometimes even funds to benefit our community. We are extremely grateful to them, and we look forward to a continued partnership and blossoming of new partnerships for many more years to come.

The partners include:

- Bethel Assembly of God (AG)
- Calvary Community Care (Grow Program)
- Ministry of Education (FLAiR)
- National Volunteer and Philanthropy Centre (NVPC)
- Mount Alvernia Hospital
- Gojek Singapore
- Agape Connecting People Pte Ltd
- Food Bank Singapore
- Food from the Heart
- Community Foundation & #GivingBack Foundation
- MacPherson Community Centre and Residents' Committee of MacPherson Aljunied Crescent
- Thye Hua Kwan Moral Charities Macpherson Family Service Centre
- Community Link (ComLink)
- Tote Board Singapore
- South East Community Development Council (South East CDC)
- 3M Singapore
- Care Community Services Society (SG Cares office Volunteer Centre)
- Education institutions such as Nanyang Technological University, National University of Singapore, Singapore Management University, School of the Arts Singapore, Hwa Chong Institution, Chung Cheng High School, Republic Polytechnic, Victoria Junior College & Nanyang Junior College.

Company Information

Company Registration Number

T04SS0113A

Charity Setup

Registered Society

Incorporation Date

19th August 2004

Registered Address

Blk 114 Aljunied Ave 2, #03-75
Singapore 380114

Date Registered as a Charity Under the Charities Act

9th September 2004

Date Approved as an Institution of a Public Character (IPC)

Since 1st September 2009

(Latest renewal approved with validity till 31st August 2024)

Auditors

Baker Tilly TFW LL

Contact Information

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