



**GROWING
CHILDREN
INTO THEIR
GOD-GIVEN
IDENTITY**

2022

ANNUAL REPORT

ANGLICAN PRESCHOOL SERVICES LTD.

TABLE OF CONTENTS

About Us	01
Charity Overview	03
CEO Message	04
Governing Board of Directors	06
Organisation Structure	07
Summary Financial Performance	08
Our Preschools	11
Highlights of the Year	14
Governance	16
Testimonials	20

Anglican Preschool Services (APS) is a faith-based preschool operator and an entity of the Anglican Diocese of Singapore. We seek to bridge the Church and community through high quality, values-based early childhood education.

We are dedicated to sowing seeds and transforming lives within our nurturing environment so each child can discover his or her God-given potential.

PURPOSE

Growing children into their God-given identity.

VISION

To be a beacon that impacts the community by providing holistic, values-based preschool education.

MISSION

To build a caring and nurturing environment so each child can embark on a journey of growth and discovery.

VALUES

FAITH

Believing that we are each an original design and having the confidence that God is fulfilling His purpose through us.

INTEGRITY

Always choosing to do what is right, constantly aligning our words and actions.

UNITY

Journeying alongside each other in that same direction, being one in spirit.

COMMUNITY

Building a sense of belonging through caring, trusting and respectful relationships.

EXCELLENCE

Being whole hearted in all that we do.

CHARITY OVERVIEW

Anglican Preschool Services Ltd. (APS) was incorporated as a company limited by guarantee on 18 December 2015.

APS was registered as a charity under the Charities Act (Chapter 37) since 20 May 2020.

APS's governing instrument is its Memorandum & Article of Association.

Unique Registration Number (UEN)

201543649Z

Registered Address

1 Francis Thomas Drive #02-05 Diocesan Centre Building Singapore 359340

Auditor

Heng Lee Seng LLP

Bankers

United Overseas Bank Limited

DBS Bank Limited

Sing Investment & Finance Limited

CEO MESSAGE

2022 was a year where we continued to experience God's faithfulness as we reached a major milestone of successfully amalgamating all the remaining Anglican kindergartens under the APS umbrella.

By God's grace, APS is now an organisation consisting of 19 centres (14 childcare and 5 kindergartens) and more than 500 staff. Under our care, we are reaching out to some 2,500 children across all APS preschools. This is the mission field God has entrusted to us. We will continue to partner with local parishes and churches to fulfill the mandate of connecting the Church and the community through the preschool education ministry.

With the easing of Covid-19 restrictions, many of our preschools resumed physical events and celebrations. One of which was our inaugural APS Family Fest, a family day event where families, children, staff, churches and alumni of APS participated in activities centred on the theme of "Sowing Hope", including an outing at Botanic Gardens! Besides that, it was also the first time in two years that our K2 children got to participate and perform in a physical graduation ceremony.



We also resumed physical professional development workshops and team retreats for staff members which enabled cross-learning amongst centres. Another highlight for APS was the rolling out of CliftonStrengths training sessions for all staff to build a strength-based culture within the organisation.

Although the amalgamation of our preschools marks the conclusion of a phase, it signals the beginning of a new one. APS cannot remain as a mere collection of preschools. It must become larger than the sum of its individual parts. This includes building a single coherent identity, developing a good values-based programme, and strengthening the core of a dedicated team that is united in heart, mind and spirit. Moving forward, we need to move towards achieving financial sustainability through defining and actualising our business model.



Managing a large organisation of more than 500 staff is not easy. 2022 was a turning point where God showed me that all things are possible as I reflected on:

“Simon, Simon, Satan has asked to sift each of you like wheat. But I have pleaded in prayer for you, Simon, that your faith should not fail. So when you have repented and turned to me again, strengthen your brothers.”

-Luke 22:31-32

This verse strengthened my faith and encouraged me that when God calls, he will also enable.

Jumping into the early childhood sector without prior experience was like a sifting process. The learning curve was steep and the slew of changes in the organisation exacted a heavy toll on me. But, by God’s grace, He led me through the fire. Now, I am in a better position to lead my team to fulfil God’s purpose for APS.

May the Lord lead us forward in the next phase of our transition as we remain faithful to our calling to preserve and grow the Christian preschool ministry entrusted to us. In doing so, may we help our children discover their identity in God.

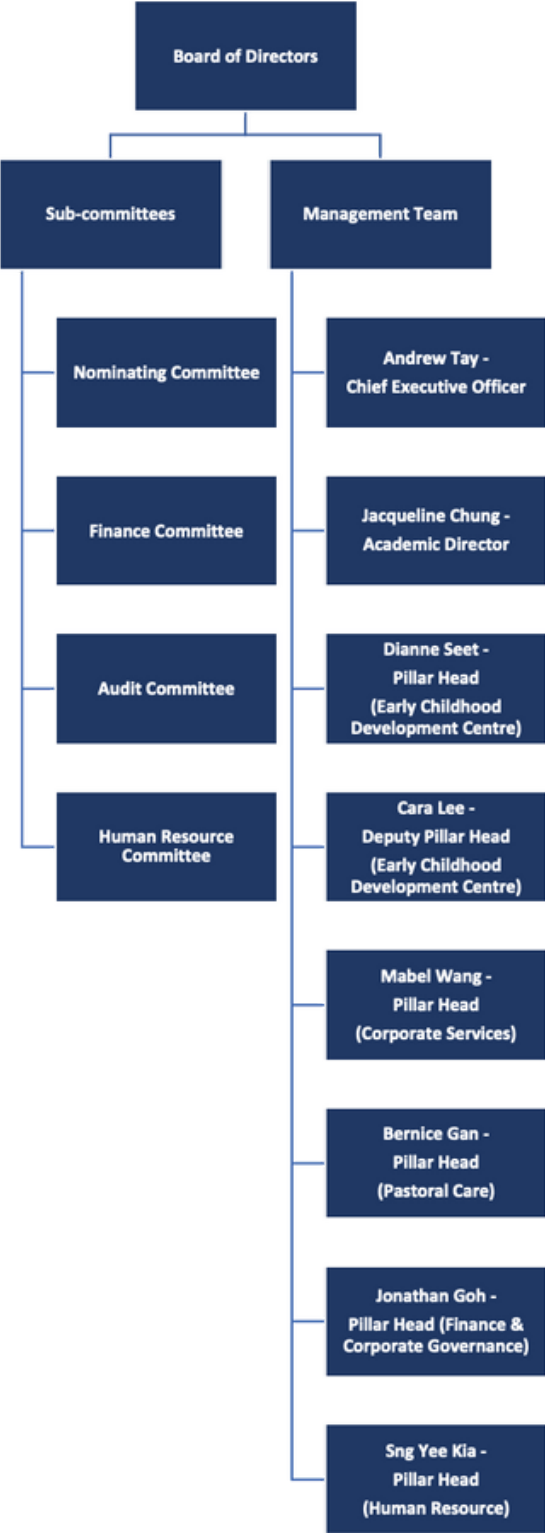
ANDREW TAY

CEO of Anglican Preschool Services

GOVERNING BOARD OF DIRECTORS

Name	Current Appointment	Occupation
Revd. Canon Chua Siang Guan	Chairman 18 Dec 2015	Priest
Chia Hsien Lin Jennifer	Secretary & Director 23 Apr 2017	Lawyer
Sim Guan Seng	Director 18 Dec 2015	Auditor
Foo Chek-Tchung @ Fu Jicong	Director 18 Dec 2015	Public Policy Director
Liu Hern Kuan	Director 23 Apr 2017	Lawyer
Ng Chung Yong Bernard	Director 28 Aug 2020	Business Owner
Kok Chee Chun	Director 28 Aug 2020	IT Consultant
Wong Lai Choo Ruth	Director 28 Aug 2020	Retired
Lim Siew Kiak	Director 13 Oct 2020	Principal Consultant
Tay Shi Min Lisa	Director 15 July 2021	Retired
Moey Kirm Seng Peter	Director 15 Feb 2022	Medical Doctor

ORGANISATION STRUCTURE



SUMMARY FINANCIAL PERFORMANCE

	2022		2021	
INCOME STATEMENT	\$'000	%	\$'000	%
BREAKDOWN OF INCOME				
Education School Fee	23,376	73	17,147	72
Other Operating Income	5,896	19	5,810	24
Non-Operating Income	2,539	8	763	4
Total Income	31,811	100	23,720	100
BREAKDOWN OF EXPENDITURE				
Rental & Depreciation	4,058	13	3,523	15
Staff Costs	24,028	76	17,528	75
Other Operating Expenses	3,731	12	2,265	10
Total Expenditure	31,817	100	23,316	100
(Deficit)/Surplus for the year	(6)		404	

SUMMARY FINANCIAL PERFORMANCE

	2022	2021
BALANCE SHEET	%	%
FUNDS AND RESERVES		
Seeds of Hope Education Fund	85	84
Make Every Preschool Inclusive Fund	-	49
Total Restricted Fund	85	133
Unrestricted Fund	128	134
Total Funds & Reserves	213	267
REPRESENTED BY:		
Property, Plant & Equipment	6,400	7,815
Refundable Deposits	625	625
Total Non-Current Assets	7,025	8,440
Cash and Cash Equivalents	3,503	5,381
Trade and Other Receivables	2,727	1,441
Other Assets	258	302
Total Current Assets	6,488	7,124
Total Assets	13,513	15,564

SUMMARY FINANCIAL PERFORMANCE

	2022	2021
BALANCE SHEET (CONT'D)	%	%
REPRESENTED BY:		
Lease Liability	2,616	3,451
Loan from a Related Party	-	2,000
Total Non-Current Liabilities	2,616	5,451
Trade & Other Payables	8,622	6,796
Lease Liabilities	2,061	3,050
Total Current Liabilities	10,684	9,846
Total Liabilities	13,300	15,297
Net (Liabilities) / Assets	213	267

MAJOR FINANCIAL TRANSACTIONS

Asset transfer recorded as donations due to the amalgamation of 4 Preschools: \$491,228
 Donation from Anglican Parishes : \$2mil

SEEDS OF HOPE EDUCATION FUND

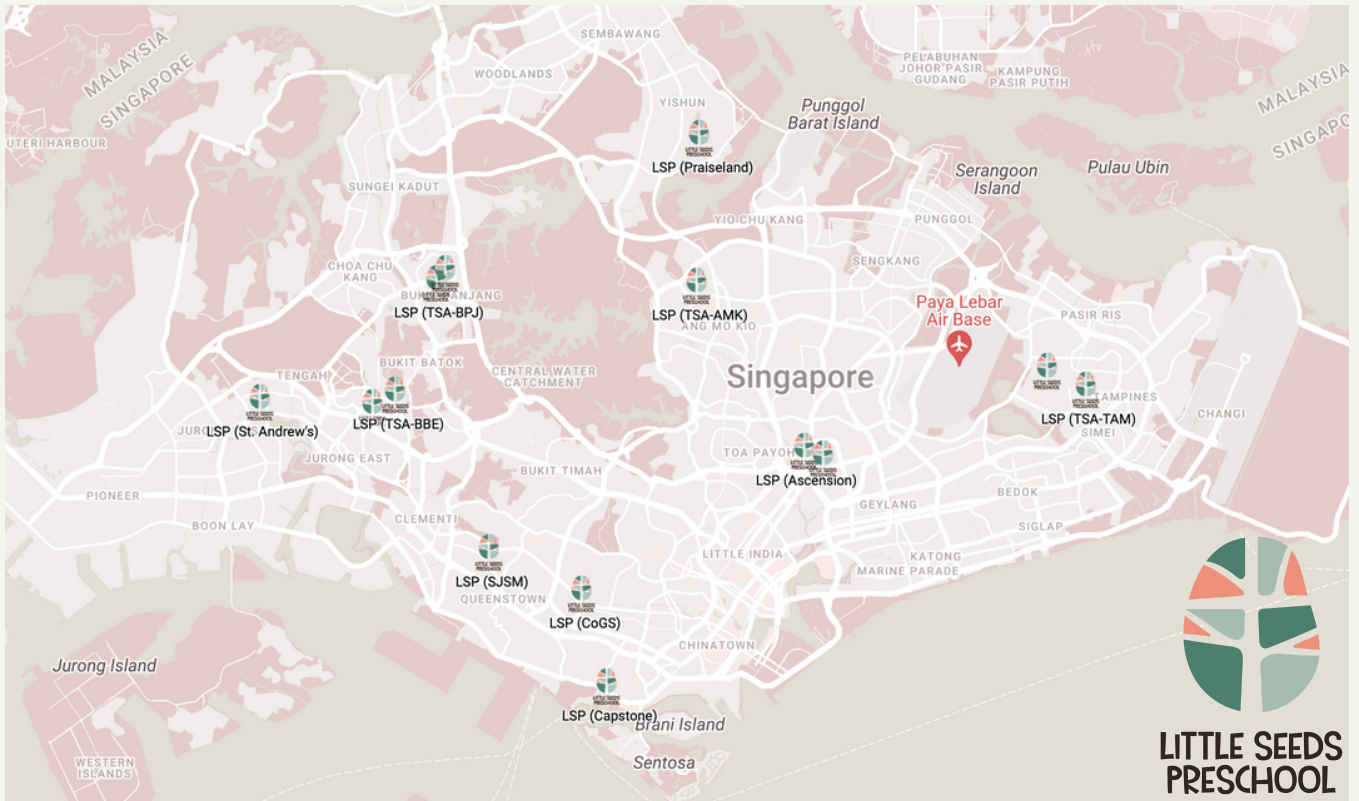
Donation received : \$55,776 (2021: \$72,844)
 Subsidies provided : \$55,157 (2021: \$52,089)
 Funded 19 children

MAKING EVERY PRESCHOOL INCLUSIVE FUND

The Fund has been fully drawn down and project completed. The Fund was closed on 31 December 2022.

OUR PRESCHOOLS

Little Seeds Preschool was first established in 2019 and now consists of 14 campuses.



- Little Seeds Preschool (Ascension)*#
- Little Seeds Preschool (Calvary Baptist)
- Little Seeds Preschool (Capstone)*
- Little Seeds Preschool (Church of the Good Shepherd)
- Jan 2023
- Little Seeds Preschool (Kiddy Ark)*#
- Little Seeds Preschool (Noah's Ark)
- Little Seeds Preschool (Praiseland)*#
- Little Seeds Preschool (Sonshine)*#
- Little Seeds Preschool (St. Andrew's)*

- Little Seeds Preschool (St. John's-St. Margaret's)
- Little Seeds Preschool (TSA - Ang Mo Kio)*
- Little Seeds Preschool (TSA - Tampines)*#
- Little Seeds Preschool (TSA - Bukit Panjang)*#
- Little Seeds Preschool (TSA - Bukit Batok East)*

* These childcare centres are appointed Partner Operator (POP) Centres by ECDA.

These centres are awarded the Singapore Preschool Accreditation Framework (SPARK), ECDA quality assurance framework.

OUR PRESCHOOLS



Ascension Kindergarten
A fun place to learn and grow

Ascension Kindergarten#



St. Hilda's Kindergarten



**St. James' Church Kindergarten
(Gilstead)**

**St. James' Church Kindergarten
(Leedon)#**



St. Paul's Church Kindergarten#

These centres are awarded the Singapore Preschool Accreditation Framework (SPARK), ECDA quality assurance framework.

HIGHLIGHTS OF THE YEAR

- Consolidation of APS Core Curriculum across all childcare centres
- Launch of Skills Standards and Professional Development (PD) Cycle for educators in alignment with Skills Framework
- Launch of LEaD: SOW, an in-house Leadership Development Programme for APS leaders
- Building a Strengths Culture in APS by rolling out CliftonStrengths training sessions to all staff
- Completion of amalgamation of all Anglican kindergartens on 27 June 2022
- Inaugural APS Family Fest – a family day event to connect families, children, staff, churches and alumni of APS. Centred on the theme of “Sowing Hope”, families participated in activities from 6 - 23 May, including an outing at Botanic Gardens and fundraising efforts for Seeds of Hope Education Fund.
- Participated in AIC Career Fair (13-14 Aug) for teacher recruitment, the first physical Career Fair since COVID-19
- Inaugural *Vision-casting Breakfast* which saw vicars, senior pastors and leaders of APS Partnering Churches exchange ideas for effective preschool ministry

Special Mentions/Awards

- 9 out of 10 C-POP centres are SPARK accredited.

UPCOMING PLANS IN 2023 AND BEYOND

- Crystallise APS' business model to work towards organised sustainability
- Pivoting of APS Kindergartens to Childcare Centres
- Major capital investments to renovate our centres
- Build a sound HR framework to attract and retain talent
- Roll out of Performance Management Framework to help APS steer its people to fulfil its strategic objectives through APS' purpose, vision and mission
- Create induction and mentoring frameworks to develop staff across all centres
- Launch of individual strengths coaching sessions for centre leaders
- At least 2 centres to undergo SPARK certification
- Revamp of Children's Devotions Curriculum with bilingual Bibles placed in every centre for teaching purposes

GOVERNANCE

BOARD TERMS OF REFERENCE

The Board of APS is a non-executive board comprising of non-executive directors. All non-executive directors are independent directors. Together, the Board has the relevant core competencies and diversity of experience which enable them to effectively contribute to APS.

The roles and responsibilities for the Board includes:

1. Embrace and approve the purpose, vision, mission, values and strategic plan of APS.
2. Approve the annual implementation plan to ensure consistency with APS's strategic plan.
3. Know the purpose, ethos, goals, policies, programmes, services, strengths and needs of APS.
4. Ensure the focus and direction of APS is consistent with that which is expressed by its Members.
5. Ensure the spiritual and moral integrity of APS.
6. Perform duties as a Board Director responsibly and diligently.
7. Keep abreast with trends in the early childhood sector and other factors that could affect the work of APS.
8. Build goodwill and team spirit among APS Board Directors and APS Staff for the collective interest of APS and in the spirit of unity.
9. Maintain independence and objectivity, and exercise fairness, integrity, and ethics in the execution of their duties.
10. Be effective ambassadors for APS by promoting its reputation and interests whenever and wherever appropriate.
11. Be cognizant of its duties and obligations as Directors and charity trustees and ensure compliance with applicable laws (including charity governance rules).
12. Pray for APS's ministry, its mission, leaders and staff.

GOVERNANCE

BOARD MEETING AND ATTENDANCE

Name	22 Feb	26 Apr	07 Jun	29 Aug	24 Nov
Revd. Canon Chua Siang Guan	Y	Y	Y	Y	Y
Chia Hsien Lin Jennifer		Y	Y	Y	
Sim Guan Seng	Y	Y	Y	Y	Y
Foo Chek-Tchung @ Fu Jicong	Y		Y	Y	Y
Liu Hern Kuan			Y	Y	Y
Ng Chung Yong Bernard	Y	Y	Y	Y	Y
Kok Chee Chun	Y	Y	Y	Y	Y
Wong Lai Choo Ruth	Y	Y	Y		Y
Lim Siew Kiak	Y				
Tay Shin Min Lisa	Y	Y			Y
Moey Kirm Seng Peter	Y	Y	Y	Y	Y

No board members are remunerated for their service in the Board for the financial year.

GOVERNANCE

COMMITTEES

Human Resource Committee (HRC)

Chairman – Liu Hern Kuan

The HRC is responsible for overseeing APS’s Human Resource policies and strategies, ensuring APS has adequate and effective HR functions, policies and strategies to meet statutory and regulatory compliance, as well as APS’s overall strategy.

Finance & Audit Committee (FAC)

Chairman – Sim Guan Seng

The FC is responsible to the Board for reviewing APS financial and accounting matters, recommending financial guidelines and priorities, and evaluating the adequacy and integrity of internal controls.

Nominating Committee (NC)

Chairman – Revd. Canon Chua Siang Guan

The NC is responsible for making recommendations to the Board on all Board appointments, including re-nominations. The NC determines the independence of directors, proposes performance criteria, evaluates and assesses Board’s performance.

REMUNERATION OF STAFF

Annual remuneration of three highest paid staff who each receives more than \$100,000, in bands of \$100,000:

Remuneration Band	No. of Staff
Between \$100,000 to \$200,000	3
More than \$200,000	Nil

GOVERNANCE

RESERVE POLICY

APS is currently drafting a reserve policy for Board's approval in 2023.

CONFLICT OF INTEREST POLICY

All Board members and staff are required to comply with APS' conflict of interest policy.

The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis.

Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

WHISTLE-BLOWING POLICY

APS does not tolerate any malpractice, impropriety, statutory non-compliance or wrongdoing by staff, and endeavors to uphold the highest standards of integrity throughout our operations.

The Management has craft a documented procedures for Employees and member of the public to raise concerns on unethical or illegal conduct, irregularities or malpractices, without fear of harassment and/or victimization and with an assurance that concerns will be taken seriously and investigated, and the outcome duly communicated.

The Policy is in the midst of being implemented, and targeted to be completed by end of 2023.

TESTIMONIALS

“

We sent three of our kids to Ascension and have zero regrets. School is full of fun activities and the teachers are really experienced, dedicated and caring. From the pedagogy to the management, it is a well run and executed programme. We have no worries when we send them to school. Two of our older children have graduated. They started reading before age 6 and have no issues with mandarin.

Most importantly, the teachers have imparted very good values and habits which have helped them transit well to primary school. This values-based school has given my children a thirst for learning, taught them to be creative and is probably a well-kept secret for those who know! Highly, highly recommend this school.

”

Sophia Huang

Parent from Ascension Kindergarten

“

Teachers here are very dedicated and loving to my toddler. They spend time to interact and teach my son, who is a bit of a handful sometimes... It says a lot when the principal is one of my son's favorite teachers :)

”

Alex Lin

**Parent from Little Seeds
Preschool (TSA - Tampines)**



TESTIMONIALS

“

In term of the school curriculum, the school adopted learn through play, outdoor learning and exploration, key to learning, project-based learning, visual arts, current affairs, art & craft, story time and many more. These make it so fun for the children and two of my kids love going to school. My kids are not just learning how to read and write in the school like most preschools are emphasizing. I don't have to send them to enrichment classes and hence I spend more time with them on weekend.

”

Agnes Lee

Parent from Little Seeds Preschool (TSA - Ang Mo Kio)



“

Lovely environment, the staff takes a genuine interest in the kids and makes an effort to engage the parents in a meaningful and authentic way.

”

Rachel Chong

Parent from Little Seeds Preschool (Calvary Baptist)

“

I like that bible stories and worship songs are taught to the kids. The teachers are also understanding, patient, and encouraging towards my daughter who is on the shy side and takes a long time to warm up. The principal is also very approachable and there is open communication which helps to build trust between the parent and the school.

”

Genesis Lim

Parent from Little Seeds Preschool (Praiseland)