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ANNUAL REPORT

Prison Fellowship Singapore Limited



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PRISON FELLOWSHIP SINGAPORE LIMITED (PFS) WAS REGISTERED UNDER THE CHARITIES ACT ON 3 DEC 1992.

CHARITY NUMBER: 0926

UNIQUE ENTITY NUMBER (UEN): 197400953N

REGISTERED ADDRESS: 50 PLAYFAIR ROAD #03-01, NOEL BUILDING, SINGAPORE 367995

1. INTRODUCTION

Prison Fellowship Singapore Limited (PFS) is a non-profit, non-denominational Christian organisation that engages and embraces prisoners, ex-offenders and their families in Singapore.

PFS partners with and enlists the assistance and resources of churches, para-Christian organisations and volunteers to enhance the physical, emotional and spiritual well-being of men, women and their families in Singapore's prison system before and during imprisonment, and upon release.

PFS practises inclusivity by offering a range of non-religious and social activities through its Institution of Public Character (IPC) Fund, Seventy Times Seven (70x7).

OUR VISION

A Christian community that embraces prisoners, ex-offenders and their families with God's love and transformative power.

OUR MISSION

To mobilise, engage and equip the Christian community to minister to prisoners, ex-offenders and their families, enabling them to be a blessing to society.

OUR CORE VALUES

We seek to live out the 5 core values of HIS (Humility; Integrity; Stewardship) Love and Unity.

OUR MINISTRIES FOCUS ON:

- Transforming the lives of inmates, ex-offenders and their families with the Word of God and His love
- Assisting in the rehabilitation of inmates and ex-offenders with our After Care partners
- Restoring broken relationships between the inmates/ex-offenders and their loved ones
- Breaking the inter-generational cycle of crime through family visitations and education
- Strengthening the community partnerships to promote re-integration of ex-offenders and their families into society
- Rallying partners and supporters to foster an After Care Support Network to address the needs of ex-offenders and their families



2. CHAIRMAN'S MESSAGE

This is my last message as Chairman as I will be handing the leadership of PFS to my dear brother Gregory Vijayendran. I am very confident that by God's grace he will take this ministry to the next level.

It's been almost exactly 10 years since I assumed chairmanship of this worthwhile ministry. Though I started out with the late Rev. Henry Khoo and Mr. Seet Poon Soo in 1973, I went overseas for more than 2 decades. When I returned in the 90s I did not reconnect with PFS. It was only in 2010, that I was invited by the then Chairman George Thomas to chair the newly created Fund within PFS called Life Anew, which was renamed 70x7. And in 2013, I assumed the Chairmanship. In the twinkling of the eye, more than a decade passed.

As an organisation, we went through some challenging times under my watch. But I thank God that He was faithful in helping us overcome all obstacles and gave us the strength to stay on course.

Today, as you can see from this report, we have turned the corner. There are so many exciting and positive developments to thank God for as you read the reports.

All that is left for me to do now is to thank God for His immeasurable grace and mercy shown to us. I am grateful for the privilege of service and the joy of seeing men and women and families reconciled to God, to one another and to society.



God has brought different people to serve in different capacities in this vineyard God has given us to manage. To those, past and present, on the joint-board, various committees, the staff team, numerous volunteers and donors from different churches and all walks of life. You have made the ministry possible, and it is left for me to say, "Thank you and God bless you."

"What then is Apollos? What is Paul? Servants through whom you believed, as the Lord assigned to each. I planted, Apollos watered, but God gave the growth. So neither he who plants nor he who waters is anything, but only God who gives the growth. He who plants and he who waters are one, and each will receive his wages according to his labor. For we are God's fellow workers. You are God's field, God's building". (1 Cor 3:5-9).

Soli Deo Gloria.

REV. DR. WILLIAM WAN

Chairman



3. EXECUTIVE DIRECTOR'S MESSAGE

SIMPLE YET SIGNIFICANT

As I penned this message, there is a spirit of gratefulness ebbing in my heart, reminding me that this ministry truly belongs to the Lord and He will faithfully provide for it.

Our Lord Jesus Himself instructed us of His criteria for the final separation on judgment day in **Matthew 25:40** "The King will reply, 'Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.'"

This criteria is not about noble deeds or a great humanitarian effort, but the simple offering of food to the hungry; a drink for the thirsty; shelter for a stranger; clothing for the needy; visiting the sick and those in prison. These are simple deeds yet significant, because they are well within our capacities as His children yet they matter to our Lord.

2021 started with much uncertainty, Singapore was pivoting her way through COVID-19. With only 14 staff, it was obvious that we had to come on our knees before our God to seek His providence and strength, asking Him to multiply our limited ministry effort during the pandemic. Our work became more missional under the COVID Safe Management Measures, with the inmates eagerly awaiting the return of the suspended In Care programmes; the ex-offenders needing our support in After Care; the families of the incarcerated facing the risks of job loss and income attrition; and students adjusting to their home based learning in overcrowded homes.

Our Integrated Ministry staff had to re-think our modus operandi, to decentralise the ministry and continue the reintegration journey with our beneficiaries. We launched our Meal Blessings in February 2021. This proved to be a "simple yet significant" initiative, because it showed our beneficiaries we remember and that we still care for them. This practical blessing soon took on a life of its own, with one PFS volunteer and another church sharing the financial support for these meals. Partnering with The Hiding Place, as our caterer, we delivered 180 meals every month in 2021!

PRISON FELLOWSHIP SINGAPORE

Amidst these challenges, the Board mandated a strategic review of PFS, asking some existential questions of PFS's relevance and role in an increasingly crowded After Care social sector. This rigorous process led to our 5 Year Strategic Plan. Key to this strategic plan is the new **Community Hub** for ex-offenders and their families. PFS intends to draw in a community of volunteers, donors, employers, counsellors, coaches, befrienders and supporters into this hub to collaborate and meet our beneficiaries' needs.

Instead of journeying with the beneficiary to assimilate into a community, PFS will create and bring the community to the beneficiary. This Community Hub will be a 'safe place' for families of the incarcerated, including their children, to come to seek help without shame or guilt. We will need a larger premise to support After Care and Family Care, including a Drop In Centre cum Café, with 2 counselling rooms, one of which is a larger family therapy room.

After much prayer and searching, we are now preparing for our BIG move to the Parish of Christ Church (POCC) located at 1 Dorset Road, Singapore 219486. PFS will occupy level 3 of POCC's new wing, constituting 9 units with a floor space of c.5,000 sq ft. Prison Fellowship International's regional office will also be co-locating with PFS at this premise. We are looking forward to this new home, where we can host all our current 19 staff and programmes under one roof.

As we seek to expand physically, we are also seeking to extend our reach to take on non-faith based In Care programmes to the wider prison population at Singapore Prison Service's (SPS) invitation. Apart from the existing Victim Empathy and Gang Desistance programmes, we are co-creating a Prosocial Engagement Programme for Young Offenders with SPS and also partnering SPS in their new Mentor-To-Mentee programme.

It is apparent to me that this work, although ordained by God, cannot be accomplished by PFS alone. On this mission, we depend on our 890 volunteers from 182 churches to implement the Integrated Ministry strategy. The wider After Care eco-system includes Christian Halfway Houses and Social Service Agencies, e.g. Christian Counselling Services; The Loving Hands Fellowship; and The Salvation Army. We have and will continue to collaborate with these like-hearted partners.

PFS's mission is "to mobilise engage and equip the Christian community to minister to prisoners, ex-offenders and their families, enabling them to be a blessing to society". To this end, we shall labour in partnership with our volunteers, churches and partners. PFS's ministry belongs to the Lord and this work will be accomplished by the Christian community, coming together as His Church.

May we, the Church, rise up to make a united response to His call "... just as we are called to one hope when you were called; one Lord, one faith, one baptism; one God and Father of all, who is over all and through all and in all." **Ephesians 4:4-5**

In Christ,



CHUA KOK WAN

Executive Director

4. PFS BOARD

	NAME	DESIGNATION	OCCUPATION	DATE OF APPOINTMENT
1.	DR WILLIAM WAN KOK TANG	CHAIRMAN / DIRECTOR	GENERAL SECRETARY, SINGAPORE KINDNESS MOVEMENT	26 JUNE 2013 (RE-APPOINTED 12 JUNE 2018)
2.	DR HO YEW KEE	VICE CHAIRMAN / DIRECTOR	PROFESSOR, ASSOCIATE PROVOST, SINGAPORE INSTITUTE OF TECHNOLOGY	4 JUNE 2018
3.	MS HO KAH YIN *	TREASURER / DIRECTOR	GROUP CFO, ACORN MARKETING & RESEARCH CONSULTANTS (GROUP) PTE LTD	18 NOVEMBER 2017
4.	MS LORINNE KON	DIRECTOR	DIRECTOR, OSA INDUSTRIES PTE LTD AND WYCLIFFE BIBLE TRANSLATORS	2 OCTOBER 2013
5.	DR ALEXANDER LEE EARN YUNG	DIRECTOR	SENIOR LECTURER, DEPARTMENT OF SOCIAL WORK, NATIONAL UNIVERSITY OF SINGAPORE	25 JUNE 2014
6.	MR BENNY SE TEO MOH WAH	DIRECTOR	CO-FOUNDER AND CHIEF CREATIVE OFFICER, EIGHTEEN CHEFS	22 JUNE 2016
7.	MS CHARLOTTE YEW LI LIN	DIRECTOR	DIRECTOR, ALPHA SECURITIES (GK GOH GROUP)	4 JUNE 2018
8.	MS MELISSA KWEE MEI WAN	DIRECTOR	CEO, NATIONAL VOLUNTEER PHILANTHROPY CENTRE	15 MAY 2019
9.	DR YAP CHEE MENG **	TREASURER / DIRECTOR	FINANCIAL SERVICES CONSULTANT LEGACY FA PTE LTD	27 MAY 2021
10.	MR GREGORY VIJAYENDRAN GANESAMOORTHY	CHAIRMAN DESIGNATE	SENIOR COUNSEL & PARTNER, DISPUTE RESOLUTION, RAJAH & TANN	6 DECEMBER 2021

* RESIGNED ON 25 MAY 2021

** APPOINTED ON 27 MAY 2021

PRISON FELLOWSHIP SINGAPORE

ATTENDANCE RECORDS AT PFS BOARD MEETINGS FOR PERIOD BETWEEN 1 JAN 2021 TO 31 DEC 2021

NAME		22 MAR 2021	24 MAY 2021	30 AUG 2021	6 DEC 2021
1.	DR WILLIAM WAN KOK TANG				
2.	DR HO YEW KEE				
3.	MS HO KAH YIN *		0	-	-
4.	MS LORINNE KON			0	
5.	DR ALEXANDER LEE EARN YUNG				
6.	MR BENNY SE TEO MOH WAH	0	0		
7.	MS CHARLOTTE YEW LI LIN				
8.	MS MELISSA KWEE MEI WAN		0		
9.	DR YAP CHEE MENG **	-	-	0	
10.	MR GREGORY VIJAYENDRAN GANESAMOORTHY ***	-	-	-	

* RESIGNED ON 25 MAY 2021

** APPOINTED ON 27 MAY 2021

*** APPOINTED ON 6 DECEMBER 2021

RELATED ENTITY

Seventy Times Seven (70x7) is an IPC Fund of PFS
Members of 70x7 Management Committee, who are also on PFS Board: Dr Ho Yew Kee (Chairman) and Dr Yap Chee Meng (Treasurer)

EXECUTIVE DIRECTOR

Chua Kok Wan (appointed 16 June 2020)

BANKER

Development Bank of Singapore Limited

AUDITOR

Baker Tilly TFW LLP

AFFILIATIONS

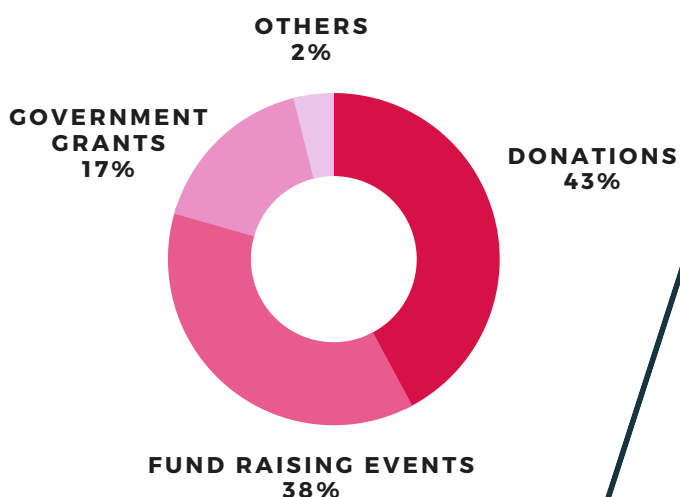
- Associate Member of National Council of Churches of Singapore (NCCS)
- Member of National Council of Social Service (NCSS)
- Chartered Member of Prison Fellowship International (PFI)

5. POLICIES & OPERATIONS

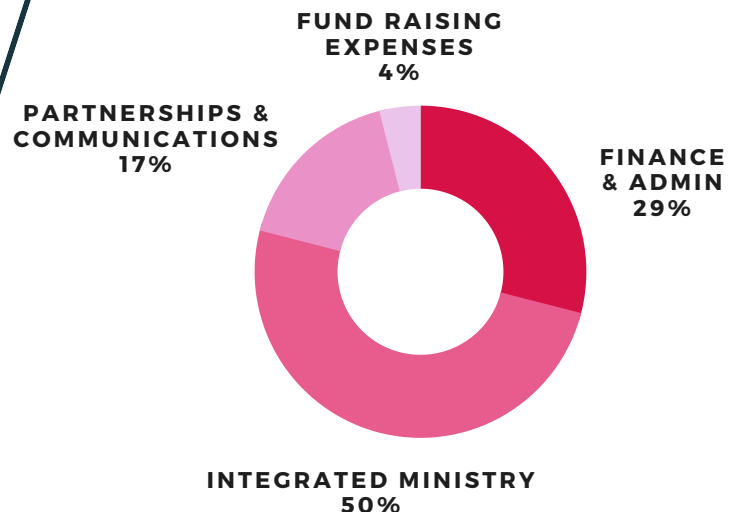
FUNDING SOURCES

PFS (inclusive of 70x7) is financially supported by donations (from churches, Christian and corporate organisations; and individuals) and government grants.

SOURCE OF FUNDS IN 2021



USE OF FUNDS IN 2021



RESERVE POLICY

PFS shall maintain a reasonable reserve equivalent to one to three years of net unrestricted liquid assets to cover unrestricted expenses. As at 31 Dec 2021, PFS's liquid unrestricted net assets ratio stood at 1.65.

MANAGEMENT AND AVOIDANCE OF CONFLICT OF INTEREST

We require members of the Board and all staff to fill in and sign a Declaration of Conflict of Interest Form each year and to declare any potential conflict of interest before and during their term of service.

OPERATIONS

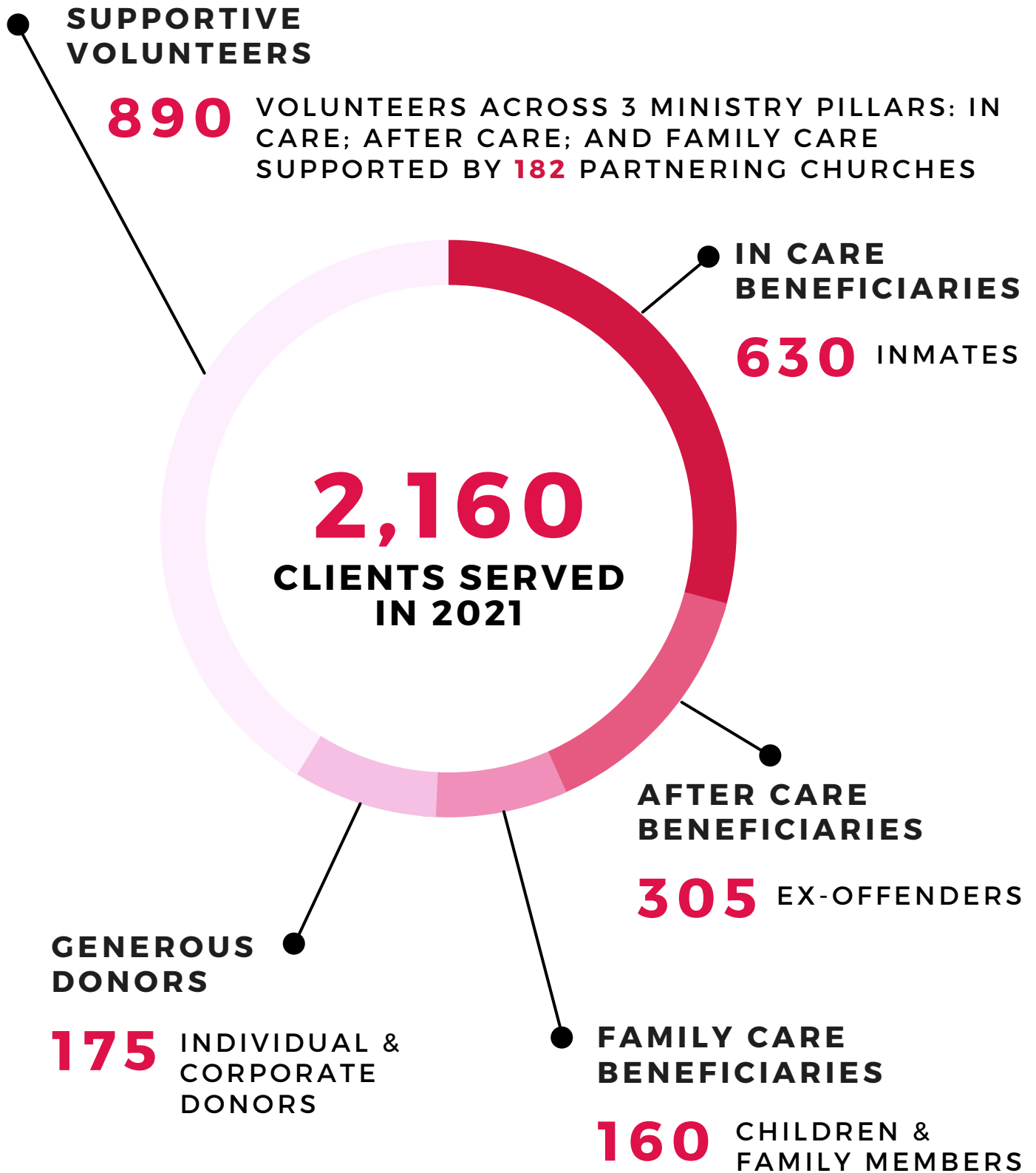
Total staff strength as at 31 December 2021 is 19, comprising all full-time staff.

Highest paid staff receiving a total annual remuneration of \$100,000 to \$200,000:
1 staff

This staff does not serve on the Board.

None of the staff are close family members of the Executive Director, or of any Board Member.

6. PFS AT A GLANCE



*ALL FIGURES ARE TAKEN FROM MONTHLY AVERAGES

7. MINISTRY HIGHLIGHTS

7.1 THROUGH CARE MINISTRY (TCM)

TCM provides the following services:

- a) **Pre Sentencing** - counselling to prepare the offender for prison life, after he/she has been charged or convicted, awaiting sentencing.
- b) **In Care** - counselling and reformatory training, such as Gang Desistance, as well as Christian Intensive Religious Counselling Programme (CIRCP), weekly chapel services and bible studies.
- c) **Prison Gate Ministry** - welcoming inmates upon their release at prison gate to offer transitional assistance e.g. NRIC replacement, Bank Account opening, Transit-link card, grocery vouchers, clothing, short term financial assistance, shelter and other immediate needs.
- d) **After Care Support** - such as employment, application for government financial assistance, Support Groups, Counselling and Befriending sessions with releasees to assimilate ex-offenders into the community.

IN 2021, TCM MINISTERED TO:

15 Pre Sentence beneficiaries

IN CARE SERVICE:

630 beneficiaries reached per week

67 sessions of Chapel and Bible Studies per week

44 In Care volunteers deployed per week on average



AFTER CARE SERVICE:

47 Prison Gate Ministry receptions

123 After Care cases supported

23 Integrated Ministry (IM) cases involving both ex-offenders and families

42 cases referred for counselling with our trained counsellor volunteers

79 cases received employment and re-location assistance through PFS

7.2 FAMILY CARE MINISTRY (FCM)

FCM reaches out to and addresses the needs of the inmates' family members. By partnering with churches, government agencies (e.g. Family Service Centre), volunteers and other supporters, we befriend and support the families, with the objective of breaking the inter-generational cycle of crime. Our FCM programmes aim to strengthen the family unit, promote reconciliation and motivate change towards assimilation in the family and the wider community.

During the COVID-19 pandemic, FCM extended our reach to families of ex-offenders too. Families with ex-offenders also suffered as Singapore locked down. Our Integrated Ministry (IM) strategy seeks to elevate the role of the family in the ex-offender's re-integration journey as the key motivational factor to change.

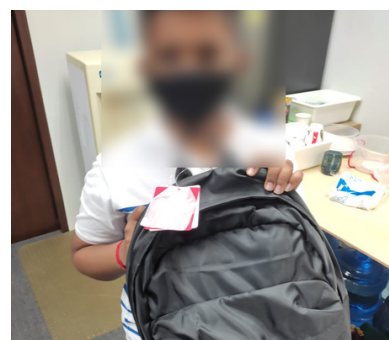
Apart from family visitations, FCM runs a Care Club for the youth and children (2 to 20 years of age), averting delinquency through practical (Milk and Diaper Programme), educational support (Early Learning Programme and Tuition) and Biblical Character Development programmes. This is PFS's preventive work in the ministry. All seven of Care Club's PSLE students in 2021 were promoted to secondary school.

KEY FCM PROGRAMMES:

- Milk & Diaper Programme *
- Early Learning Programme *
- Monthly Grocery Support
- Care Club Activities
- Counselling
- Prison visit escort
- Art Therapy
- Mount Alvernia Outreach Clinic
- Mooncake during mid-autumn festival
- Financial assistance
- Family Meal Blessing
- Family Outing (bonding session)
- Caregiver support
- Hospital medical appointment escort
- Donation items (eg: Beds, Sofa, Washing Machine)
- Weekly Tuition for Primary and Secondary Students **

****These programmes are conducted in partnership with EDIS Cares through Community Foundation of Singapore***

*****This programme is conducted in partnership with The Pavilion Foundation through Community Foundation of Singapore***



IN 2021, FCM MINISTERED TO:

- 94** families who has a family member in prison
- 33** youth and children received weekly tuition
- 8** pre-primary children enrolled for Early Learning Programme
- 15** children attending Care Club Weekly activities
- 25** partnering churches in Family Care Ministry
- 166** volunteers supported our monthly family visitations

PRACTICAL ASSISTANCE FOR FAMILIES

Supported 26 families, total Financial Assistance amounted is **\$31,902**.

EDUCATIONAL SUPPORT FOR YOUTH AND CHILDREN

Supported 41 children with tuition, of which 18 are on paid tuition which amounted to **\$119,829** in fees for 2021.

PROGRAMME PARTNERS IN 2021

Ara's Ark
Arting Hearts
Community Foundation of Singapore (CFS)
Economic Development Innovations Singapore (EDIS Cares)
Life House
Monster Reader
National University of Singapore (NUS)
People's Association (PA)

School of the Arts Singapore
Scripture Union
Singapore Youth for Christ (SYFC)
The Pavilion Foundation
Yellow Ribbon Fund (YRF)



7.3 ANGEL TREE PROJECT 2021

The Angel Tree Project (ATP) is a PFS initiative rolled out annually under 70x7, whereby inmates' handwritten letters, containing their messages seeking forgiveness and reconciliation with their family members, are personally delivered to their families. The primary objective of the ATP is to instil the hope of restoring broken relations with their loved ones.

It aims to reflect our Heavenly Father's call to all His children to seek forgiveness when one has sinned against others and to live in peace with one another in our community. These reconciliatory letters are personally delivered to the inmates' families by PFS volunteers from our ATP participating churches during Christmas. Gifts sponsored by our supporters are also dispatched together with these letters, to bring Christmas cheer to the recipients.

TIMELINE OF ACTIVITIES



ATP STATISTICS

492

families received
letters of
reconciliation

601

letters were
written by
inmates*

800

Boxgreen healthy
snack boxes were
gifted to inmates'
families



DID YOU KNOW?

The snack boxes were
packed by inmates!

Thank you to
Boxgreen for the
sponsorship!

>10000

volunteers availed
their help

52

partnering churches &
organisations participated

\$80,000

worth of grocery
vouchers were gifted
to inmates' families

\$128,536

collected in donations & pledges

The donation will
also be used towards
funding necessities
for beneficiaries
e.g. Monthly Grocery
Support

*Some inmates wrote separate letters to their loved ones

7.4 CORE PROGRAMMES

Most events were suspended since 2020 due to the COVID-19 pandemic and others continued with strict adherence to the prevailing Safe Management Measures.

ONGOING

- In Care bible studies and chapel services on weekday evenings and weekends
- Prison Gate Ministry receptions
- Job referrals and placements assistance
- Re-location assistance
- Family visitations
- Volunteer recruitment and engagement
- Care Club meetings migrated to Zoom, including 1-on-1 tuition and group enrichment activities
- Financial assistance and monthly grocery support
- Family visitations



WOMEN'S AND MEN'S SUPPORT GROUP

Suspended due to the COVID-19 pandemic, staff and volunteers provided decentralised support remotely, e.g. grocery support, meal blessing and financial assistance. Small group bible studies were implemented instead.



8. VOLUNTEER ENGAGEMENT AND PARTNERSHIPS

Our volunteers are highly valued partners who reach out to the inmates, ex-offenders and their families. While pandemic-related restrictions may have reduced face-to-face interactions with beneficiaries, we seized the opportunity to arrange and deliver training courses to equip our volunteers with relevant skills and knowledge so that they can be more effective when the engagement level with beneficiaries recover. With a total of 40 courses offered spanning various topics, we saw 700 training places taken up, with 2,750 training hours clocked.

We also actively developed partnerships with other Christian and corporate organisations to synergise capabilities and leverage on the unique strengths of each organisation. This collaborative approach strengthens the After Care ecosystem in which we operate, reduces duplicity and streamlines work processes. In 2021, we signed 4 Memoranda-of-Understanding (MOU) with Halfway Houses and organisations offering professional services (e.g. legal services).

OUR VOLUNTEERS ARE ACTIVE IN:

- **IN CARE:** Conducting bible studies, chapel services, the Gang Desistance programmes and the 9-month CIRCP (Christian Intensive Religious Counselling Programme).
- **AFTER CARE:** Supporting our beneficiaries in their Rehabilitation, Reintegration and Reconciliation journey.
- **FAMILY CARE:** Participating in grocery and meal delivery events, providing tuition to the needy students, befriending and coaching our beneficiaries.

KEY VOLUNTEER STATISTICS IN 2021

- 890 volunteers from 182 partnering churches.
- 72% of volunteers serve in In Care / After Care; 28% in Family Care.
- 40 courses offered; 700 training places; 2,750 training hours.

9. EVENTS & NEW INITIATIVES IN 2021

MEAL BLESSING AND NEW LAPTOPS DURING THE COVID-19 LOCKDOWN

The COVID-19 Circuit Breaker in April 2020 wrought unprecedented challenges. Regular meetings for counselling, fellowship and other support services were partially resumed with Safe Management Measures in place. Our beneficiaries and their families encountered severe hardships in various forms, including finding gainful employment and staying employed.

To alleviate part of their suffering, PFS engaged our ex-offenders in the F&B industry to prepare meals for the families severely impacted. Our staff and volunteers then delivered the meals to their individual homes. The Meal Blessing event was organised with a dual purpose, (i) to provide hot meals for these families and (ii) to procure these meals from fellow beneficiaries in the F&B industry to supplement their income, which was severely impaired by the COVID-19 pandemic.

Two types of Meal Blessing were delivered;

- A Super Value Meal set was delivered to 120 beneficiaries over the weekend of 12-15 Nov 2021.
- 180 packs of food were distributed each month for 12 months to beneficiaries.

During Chinese New Year, DoDo Seafood donated frozen food hampers to 150 families.

20 new laptops were also donated by Mrs Dorothy Chan and given to Care Club children who were unable to connect with our online programmes due to their faulty pre-loved devices.

IMPLEMENTATION OF THE INTEGRATED MINISTRY (IM) STRATEGY

Bi-monthly meetings were dedicated to an IM Case Conference, where IM Co-ordinators discuss the holistic needs of an ex-offender **and** his/her family through an IM case file. This was made possible through separate pre-release interviews conducted by the IM Co-ordinators (i) with the inmate and (ii) with his/her family, 1 to 2 months prior to his/her release date.

Staff turnover in the FCM team during the COVID-19 period also posed a great challenge in the work of the ministry. The new team had to familiarise themselves with the ministry work in a constantly changing COVID-19 situation.

One of the key outcomes of the IM Strategy is to establish an After Care Support Network (ASN) for the ex-offender and his/her family prior to his/her release. With this strategy, we are assigning the ASN ahead of time. This allows better preparation to receive the inmate at the Prison Gate and journey with him/her in After Care.

With IM, we needed more After Care and Family Care volunteers in 2021. As the old saying goes, "it takes a kampung to raise a child" in Singapore. At PFS, we believe it takes a community to journey with an ex-offender and his/her family. This community is essentially you and I, and together we can make a real difference in these lives on the mend.

FUNDRAISING IN 2021

In 2021, 70x7 introduced two major fundraisers – the **Angel Tree Movie (ATM)** in September 2021 and the **Angel Tree Run (ATR)** in November 2021, to **create awareness** of the Angel Tree brand and to **ensure the continuity** of our restorative programmes that facilitate the ex-offenders’ rehabilitation, reconciliation with their families and reintegration in the community.

Our tagline **“Journey Together”** represents a belief that change is possible, even for a hardcore criminal, if only the community is willing to support this change effort and believe in a new and transformed life.



ANGEL TREE MOVIE

HELP US GIVE INMATES THE OPPORTUNITY TO RECONCILE WITH LOVED ONES!

SKID ROW MARATHON

Journey Together with Us!

ANGEL TREE 70seven

Your donation empowers our beneficiaries towards positive change.

In appreciation, for donations of S\$100 and above, you will receive 1 online movie pass, a 2nd online movie pass will also be matched by us to gift and uplift a beneficiary!

To donate, scan the QR Code or visit <https://70x7.saltmedia.asia/>.

For more information, please contact 70x7 via <https://www.70x7.sg/find-us>.

#JourneyTogether

Journey Together with Us!

ANGEL TREE RUN

Your donation empowers our beneficiaries towards positive change.

For every 7 km individual run registration, a 2nd run registration will be matched by us to gift and uplift an Angel Tree beneficiary. You can also select a team to run together for the 70 km team event; or the 490 km team challenge!

To participate in the Run, please register via <https://angeltreerun.com> or by scanning the QR Code. To donate, visit <https://angeltreerun.giving.sg/>

ANGEL TREE 70seven

All in all, we raised **over \$900,000** from both the ATM and ATR! On behalf of our beneficiaries, we thank our partners, corporate and foundation donors, as well as all who supported us in one way or another. Your generosity and partnership has encouraged and affirmed all the effort put into our ministry!

10. FINANCIAL REVIEW

PFS recorded a net surplus of **\$202,952** for the financial year ended 31 Dec 2021. This is attributed mainly to donations raised and government grants such as the COVID-19 government support schemes e.g. Jobs Support Scheme (JSS), Jobs Growth Incentive (JGI) and funds from the President's Challenge.

PFS Financial Snapshot (excl. 70x7)	2021	2020	% change
Donations (A)	576,802	123,888	366%
Government Grants (B)	275,147	600,968	-54%
Total Income (C) = (A) + (B)	851,949	724,856	18%
Total Expenditure (D)	648,997	609,000	7%
Surplus Income (E) = (C) - (D)	202,952	115,856	75%

Non Current Assets (F)	55,015	66,365	-17%
Current Assets (G)	973,647	754,193	29%
Total Assets (H) = (F) + (G)	1,028,662	820,558	25%
Total Liabilities (I)	-95,051	-100,203	-5%
Net Assets (J) = (H) - (I)	1,123,713	920,761	22%
Liquid Unrestricted Net Assets (K)	1,068,698	854,396	25%
Liquid Unrestricted Net Assets Ratio (L) = (K) / (D)	1.65	1.40	

STATEMENT OF ACCOUNTS

Full Statement of Accounts and Reports for the financial year ended 31 December 2021 are as per our submission on the Charity Portal.

REVIEW AND CHANGES IN THE POLICY

Nil.

EXPLANATION OF THE PURPOSE FOR WHICH THE CHARITY'S ASSETS ARE HELD

Passenger Van

- Ferrying ex-offenders and their families to their homes, halfway houses and other SSOs
- Ferrying the children to and from their homes for Care Club programmes
- Conducting home visitations in the evenings for the delivery of grocery and other items, including Angel Tree Project
- Transport for beneficiaries for events and other activities
- Re-location assistance when beneficiaries are moving to the government rental flats.

11. FUTURE PLANS AND COMMITMENTS

INTEGRATED MINISTRY (IM)



- A staff Work Group framework will be implemented for greater group involvement in the area of Self-care, Learning and Integration in ministry work. The Work Group will take ownership in charting the course of ministry work, in partnership with PFS leadership for a more collaborative approach.
- Care Club will be implementing the Child's Journey framework by Prison Fellowship International. This framework provides a holistic approach to caring for the child's welfare, education and character development through structured case work and a mentoring programme.
- We will be enhancing our capacity and competency of counselling service to our beneficiaries. Led by our Marriage & Family Therapist, Salmon Chung, the counselling team will adopt a two-pronged approach by deepening skill sets and widening therapeutic contact points. At our new premise, we will have two conducive counselling rooms, one for individuals or couples; and another one for family therapy. One of the rooms will be equipped with psychodrama tools, e.g. a sand tray to facilitate various intervention modalities. Counsellors and their interns will be able to participate in live supervision and reflective teams in the new setup.
- 70x7 aims to customise a Prosocial Engagement Programme (PEP) for young remandees as part of a pilot initiative with the Singapore Prison Service (SPS). Youth under trial are placed in prison custody as remandees while waiting for the outcome of court sentencing. During this remand period, they are housed in the similar prison environment and infrastructure as sentenced inmates. Engaging persons-in-remand can positively impact mental wellness, adaptive behaviour and rehabilitation.

PARTNERSHIPS & COMMUNICATIONS (P&C)



- To support In Care, besides faith-based programmes, we are developing faith-neutral programmes to support SPS and to extend our reach to a wider prison audience.
- We are exploring with churches and other Christian organisations to help evening After Care programmes at our new premise, so that beneficiaries can be actively engaged throughout the week.
- It is envisaged that our volunteers will be able to do more than befriending. To increase their repertoire of helping skills, we will be planning training workshops, such as paracounselling skills, motivational interview, narrative therapy through arts and play etc. for our volunteer pool.
- PFS will continue on her digitalisation journey in 2022, exploring suitable options for an Enterprise Resource Planning (ERP) system and a Case Management System.

FINANCE & ACCOUNTING (F&A)

- Our lease for the current office premise is due to mature in 2022. The Board has approved plans to expand our ministry and thus we will be moving to a larger premise by 3Q2022 at a higher overhead cost.
- PFS is planning to introduce a cloud based Accounting System by end 2023 to enhance our IT and finance security.





THANK YOU