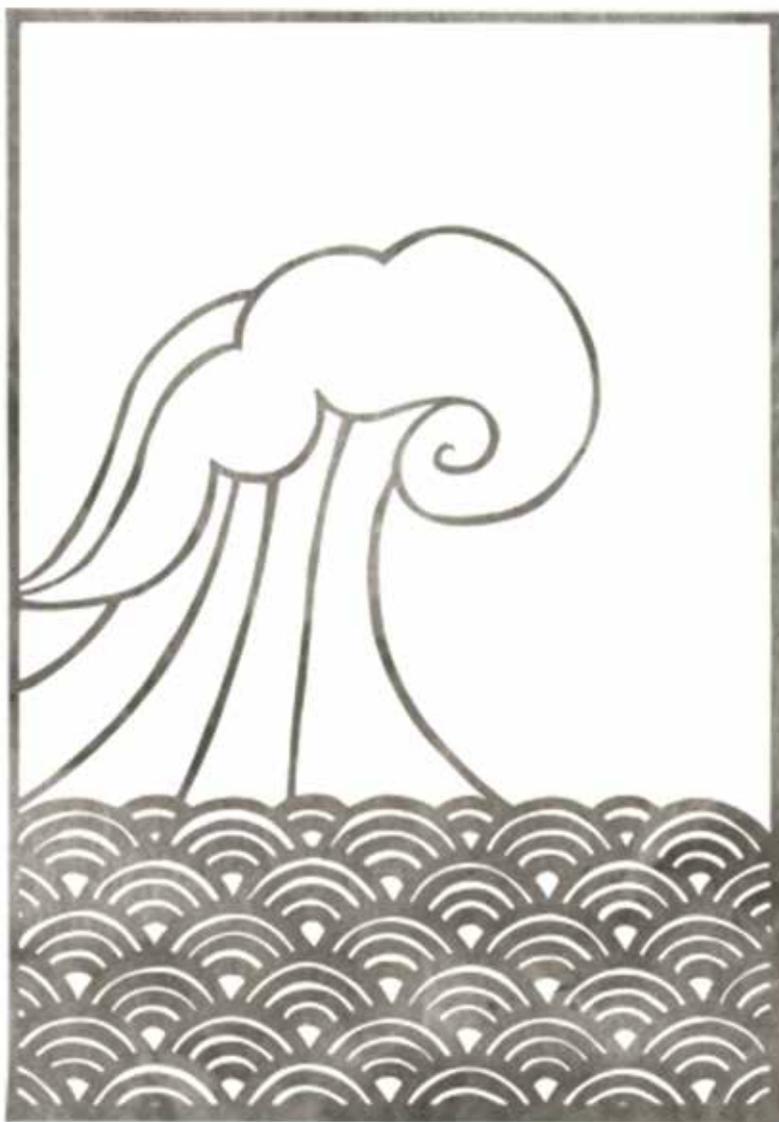


EAGLES MEDIATION & COUNSELLING CENTRE

Annual Report 2017



There is hope.

VISION

Bringing Hope to Relationships

MISSION

We enable people to effectively manage personal, marital, family and organisational challenges and conflicts.

HISTORY

EMCC was started by Dr John Ng who returned from his doctorate studies in Northwestern University, USA, in mid-1993 and was motivated to help mend strained and broken relationships. With the help of people who shared his passion, Eagles Mediation Services (EMS) was birthed in 1996 as an arm of Eagles Communications and started its family mediation service. EMS was renamed and incorporated as Eagles Mediation & Counselling Centre (EMCC) in August 1997 with its operations at Temasek Polytechnic. EMCC has since moved, and currently operates out of Liang Court.



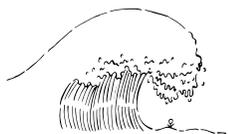
ABOUT US

Since our establishment in 1997, EMCC has endeavoured to bring hope to broken relationships. We believe the Singaporean society at large benefits from the development of strong marriages and healthy families.

EMCC is a full member of the National Council of Social Service (NCSS) and an approved Institution of Public Character (IPC).

For couples and families who want to repair or strengthen their relationships, EMCC uses evidence-based methodologies to help them manage conflicts healthily and improve their relationships. This is done through our range of services: mediating disputes, providing marital and family counselling, and conducting educational workshops. We are also actively developing upstream initiatives towards the prevention and early detection of psycho-emotional and relational problems.

EMCC is one of the few agencies with the expertise to be a one-stop centre for relational restoration and wellness. We provide both mediation and psycho-therapy as a holistic and integrated approach to addressing relational disputes or difficulties.



PATRON
A/Prof Ho Peng Kee

MANAGEMENT COMMITTEE



Dr Kenny Tan
Honorary Chairman



Ms Cindy Koh
Honorary Vice-Chairman



Mr Melvin Tan
Honorary Secretary



Mr David Lum
Honorary Treasurer



Mr Benny Ong
Honorary Assistant Treasurer



Ms Donna Cheng
Member



Mr Nelson Yeap
Member
(Resigned in August 2017)



Dr John Ng
Advisor





Dr Kenny Tan
Honorary Chairman

CHAIRMAN'S MESSAGE

Waves of Change

2017 was indeed an exciting year for EMCC. We saw a transition of leadership as Benjamin Chan passed on the baton. We thank Ben for his contributions to EMCC, lending his leadership in the area of upstream initiatives, and forming meaningful partnerships with The Gottman Institute, bringing Gottman method training to professionals in Singapore.

With Ben's leaving, the Management Committee appointed Mr. Lai Mun Loon and Miss Pearl Pang as Heads of Professional Services and Corporate Services respectively, to jointly lead the organisation.

Under their leadership, EMCC has seen some new developments. On the communications front, we have spent much effort on our branding – a new website, collaterals and corporate materials to strengthen our brand identity and messaging. Our core business of mediation and counselling have seen a steady trend of clients. On the back-end, our infrastructure has been strengthened to make us more robust and nimble. The Feedback Informed Treatment and Gottman Method workshops have seen another successful run. These workshops underscore EMCC's commitment to sharing expertise and capabilities within the sector, extending our reach to fulfil our mission of bring hope to many around.

The leadership team led by Mun Loon and Pearl have identified goals to be achieved over the next 3 years. Staff are engaged continually to co-create pathways that will lead EMCC to meeting her goals going ahead.

Changes are good. In the appended pages, we will share with you the plans and aspirations we have for each department. I am excited and privileged to be able to witness these waves of change, preparing EMCC for the future that lies ahead.

Lastly, in 2017, we also shared the loss of a dear friend and colleague. The late Mr. David Kan, who headed our Marriage Journey programmes, passed away in July. His dedication to the work of building strong marriages and families has impacted many. In fact, the weekend before his passing, he was still conducting a marriage workshop! He will be missed by many of us. David is survived by his wife Janet, and son, Jadon.

We give thanks to God for all we have, and to our supporters who have always been behind us.

Dr. Kenny Tan
Chairman, Management Committee
Eagles Mediation & Counselling Centre





2017 REFLECTIONS

By Head, Professional Services & Head, Corporate Services

Dear EMCC Supporters, Donors, Partners and Friends,

2017 was a year of many changes for us at EMCC. Hence this year's theme for the Annual Report – Waves of Change. We received a surprising appointment, having to co-steer EMCC when our previous General Manager, Benjamin Chan stepped down. We were also saddened by the sudden demise of our colleague and brother, David Kan.

It was a trying year, but the team huddled together, and we pressed on. We are heartened by the camaraderie displayed by the staff and are proud to be in this together with them. The first thing we wanted to do is take a step back and review our process and systems. We decided that we needed to relook internally, take stock of what we had and plan the provisions we needed in order to look into the future. We made several changes on the branding front, ones which you would read on in later pages. We relooked at the utilisation of our resources, both human resources and infrastructure. People are our greatest asset here at EMCC and we will continue to invest in their development because abilities and competencies will directly impact our clients. The year culminated in a team retreat. We recharged, bonded and most importantly worked together to chart the course for the organisation.

We take this opportunity to thank our donors and supporters past and present. To the Management Committee, thank you for the faith in our leadership. It is because you believed in the work...that is why EMCC exist. It is full steam ahead and business as usual.

'Let us run with perseverance the race marked out for us.' – Hebrews 12:1

Yours sincerely,



Mr Lai Mun Loon
Head, Professional Services



Ms Pearl Pang
Head, Corporate Services





THERE IS HOPE.

Left to Right:

Christine Chew (Intake Officer), Rachel Chan (Counsellor), Tan Ying Shi (Assistant Manager, Mediation Service), Chew Hwee Min (Intake Officer), Lai Mun Loon (Head, Professional Services), Pearl Pang (Head, Corporate Services), Paul Sim (Executive, Training & Education), Loke Parcsen (Senior Executive, Outreach & Marriage Journey), Teo Hwee Xin (Senior Executive, Corporate Services), Clara Tee (Executive, Media & Communications) and Jonathan Yap (Assistant Manager, Media & Communications)

Not in photo:

Diana Chandra (Head, Counselling Service)
The Late David Kan (Manager, Marriage Journey)
Christine Lim (Principal Counsellor)
Joline Lim (Assistant Manager, Counselling Service)



HOME TO GLORY

**Eulogy by Lai Mun Loon,
Head Professional Services for Mr David Kan**

Dearest Brother David,

It was with great sadness and sorrow when we received the news that you had passed suddenly on 27 July 2017. The news was unexpected and our hearts are broken. We can only imagine how difficult it must be for your wife, Janet and son, Jadon.

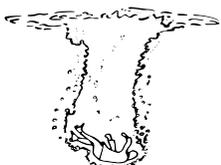
The work that you do - championing good marital relationships is indeed your legacy. The sacrifices you had made for our community, for couples in their marriage journey and your deeply rooted passion will be something we will emulate for the rest of our lives. You were not only a reliable colleague, but also a mentor and most importantly a friend to all of us here at EMCC. We will miss your sharing and words of wisdom at devotions and workshops. We will not forget the conversations about food and places from yesteryears and your burning passion for the work. We will remember all the times you inspired us to endeavour in the things we do.

As cliché as it may seem, you have shown us that truly there is hope.

You are our champion, you are our brother. You will be greatly missed by us. You are now home with our Lord. You fought the good fight and finished the race. Rest well and till we meet again.

We will keep the flame burning and continue your good work.

'May your unfailing love be with us, Lord, even as we put our hope in you.' - Psalm 33:22





COUNSELLING



COUNSELLING

Counselling In Numbers

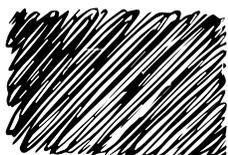
		2017	2016
In-Centre	Cases	289	227
	Beneficiaries	392	358
	Sessions	1317	1009
Enhanced Step Up (ESU*)	Cases	0	2
	Beneficiaries	0	2
	Session	0	11
National Junior College	Cases	0	14
	Beneficiaries	0	14
	Sessions	0	82
Total Cases		289	243
Total Beneficiaries		392	374
Total Sessions		1317	1102

Counselling Department Future Plans

The Counselling Department's 3-year plans are honed towards building and strengthening EMCC's capabilities and capacity. This is underpinned by a deep commitment to staff training in evidence-based modalities, coupled with best practices to ensure necessary competencies to deliver with a growing diversity of clients.

The spirit of excellence is important in the practice of counselling. We continue to engage the services of in-house as well as external supervisors to sharpen the work of our team. This works in tandem with EMCC's adoption of Feedback Informed Treatment, where clients provide live, real-time feedback on their session with the counsellor.

EMCC also seeks to grow an online presence, sharing our experience, knowledge and expertise with both professionals and lay people. The counselling team will be working hand-in-hand with the communications team to raise practice issues, social concerns and even findings in a relatable manner. An example would be our publication of the inaugural EMCC research paper, 'Bridging Systems Theory and Couple Therapy Research: The Alliance-Outcome Association in Couple Therapy', where the original paper is in the process of being published in a psychotherapy journal, and the selected, relatable snippets will be shared on various EMCC platforms.





MEDIATION

Mediation In Numbers

		2017	2016
In-Centre	Cases	7	10
	Beneficiaries	19	23
	Sessions	10	15
	Pre-Mediation Sessions	12	11
Tribunal for the Maintenance of Parents	Cases	2	8
	Beneficiaries	8	23
Total Cases		9	18
Total Beneficiaries		27	46



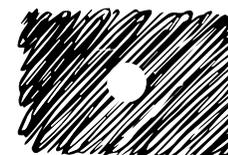
MEDIATION

Mediation Department Future Plans

Our mediation enquiries and cases span a range of relational issues, from divorce, post-divorce, parent-child estrangement, workplace disputes to caregiving arrangements for the disabled and elderly. Of late, there has been increasing enquiries and cases relating to caregiving arrangements for the elderly. Such disputes relate primarily to responsibilities of care, type of care, cost of care and end-of-life issues (i.e. lasting power of attorney, probate-estate claims). This trend is in line with the larger social forces at work in Singapore. The Agency for Integrated Care (AIC) predicts that caregiving will in time be on the forefront of families' challenges in Singapore, with the number of family caregivers increasing as the Singapore population ages.

As a department, we have ventured out of office to meet our clients, particularly those who are frail and unable to reach our office for mediation services. Such cases are few and far between, as the department's operations are still based in the office. Over time, and in the current social climate, the number of offsite mediations conducted may increase and we will need to look into expanding our offsite operations. Even as our work keeps an even keel on all types of conflict cases, training for mediators in the areas of mental health and caregiving will nonetheless be timely.

Relational and, in particular, family conflicts do not happen in a vacuum, and come attendant with a host of other personal and social-economic challenges. While mediation is catching on in Singapore, it is important for EMCC mediation to remain plugged into the varied social help networks to partner other relevant agencies in their case work through an integrated approach in mediation, counselling, social work and even legal work. It is for the mediation department to reach out to family service centres, clinics, hospitals, grassroots, religious and voluntary welfare organisations to broaden and deepen the impact of our work. Exploring and extending our business partnerships will be a main focus in the years to come.



MEDIA & COMMUNICATIONS

EMCC's Media & Communications Team is the corporate mouthpiece of agency, acting as intermediaries between EMCC and the public. EMCC has her own personality, and we seek to showcase this with various stakeholders. Our job is to aspire with our vision, and call to action those who align with us, or need us.

EMCC is in the business of restoration and reconciliation through mediation and counselling, the Media & Communications team plays a pivotal role in bringing the message of this business out.

In 2017, we started work on refreshing our brand and image. Work was done on revamping the EMCC website, streamlining it for ease of access, as well as a fresh new, modern look.



Fig 01.
EMCC Website Landing Page



Fig 02.
EMCC Website - About Us

We also embarked on an exercise to refresh our corporate stationery, materials and brochures.

The triannual newsletter, INCANDESCENT, was launched to stay connected with our supporters, create conversations about contemporary social issues, and put out nuggets of thought-leadership on work that we do.

For the next three years, it is exciting times for us. We seek to create a stronger brand personality for EMCC, raising greater, and wider awareness about our vision and mission through partnerships, and sustainable fundraising programme for the agency.



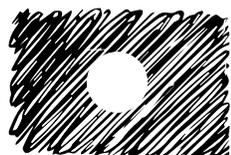
Fig 01.
Sep 2017



Fig 02.
Dec 2017



Fig 03.
Apr 2018



TRAINING & EDUCATION

EMCC believes that intervention alone is insufficient for relational wellness. Alongside intervention services like Mediation and Counselling are prevention workshops that equip the public with necessary awareness, knowledge and skills to build resiliency in their lives.

We provide such equipping through our workshops and talks that caters to fellow professionals and the public at large. Training and Education's work is cut out through managing, coordinating and executing these workshops.

In 2017, we continued with our Gottman Method Couple Therapy workshops for professionals. Across three levels, these workshops ran from the 28th of August to 8th September 2017 at the Lifelong Learning Institute. We accord our heartfelt gratitude to Dr. Dave Penner, PhD and friends at The Gottman Institute, USA for their enduring partnership and support in presenting these workshops in Singapore.

We continue to faithfully conduct Marriage Preparation Programme workshops in-centre, and find potential in Group Marriage Preparation Programmes in 2018. EMCC's Marriage Preparation Programme integrates Gottman Principles with Prepare/Enrich to give couples preparing for marriage the best preparation for their journey ahead.

Workshops

Programme	2017	2016
<i>Training for Professionals</i>		
Feedback Informed Treatment Workshop	61	66
Gottman Method Couple therapy Level 1/2/3	149	176
Family Mediation Workshop	29	45
Others	7	25
<i>Sub-Total</i>	246	312
<i>Education for Public</i>		
Seven Principles Program for Couples	175	64
Bringing Baby Home	2	18
Father-Teen Conflict Management	17	43
Talks	122	588
<i>Sub-Total</i>	316	713
TOTAL Beneficiaries	562	1025



TRAINING & EDUCATION

Marriage Preparation Programme

Programme	2017	2016
<i>Marriage Preparation Programme</i>		
Cases	49	65
Beneficiaries	98	130
<i>Marriage Preparation Programme for Minors</i>		
Cases	16	12
Beneficiaries	32	24
TOTAL Cases	65	77
TOTAL Beneficiaries	130	154

INDEPENDENT AUDITOR'S REPORT

To the Members of EMCC For the Financial Year Ended 31 December 2017

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of EMCC (the "Society"), which comprise the statement of financial position of the Society as at 31 December 2017, the statement of financial activities, statement of changes in funds, and statement of cash flows of the Society for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the Societies Act), the Charities Act, Chapter 37 and other relevant regulations (the Charities Act and Regulations) and Financial Reporting Standards in Singapore (FRSs) so as to present fairly, in all material respects, the state of affairs of the Society as at 31 December 2017, and the results, changes in funds, and cash flows of the Society for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Society in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matters

The financial statements of the Society for the previous financial year ended 31 December 2016 were audited by another firm of auditor who expressed an unmodified opinion on those statements on 11 June 2017.

Other Information

Management is responsible for the other information. The other information comprise the Statement by the Management Committee, but does not include financial statements and our auditor's report thereon.

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



EMCC

STATEMENT BY THE MANAGEMENT COMMITTEE For the Financial Year Ended 31 December 2017

In the opinion of the Management Committee,

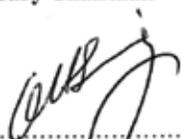
- (a) the financial statements of EMCC (the "Society") and the notes thereto are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the Societies Act), the Charities Act, Chapter 37 and other relevant regulations (the Charities Act and Regulations) and Financial Reporting Standards in Singapore (FRSs) so as to present fairly, in all material respects, the state of affairs of the Society as at 31 December 2017, and the results, changes in funds, and cash flows of the Society for the financial year ended on that date; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due.

The Management Committee authorised the issue of these financial statements.

On behalf of the Management Committee



.....
Dr Kenny Tan Ban Leong
Honorary Chairman



.....
Mr Benny Ong Heck Siong
Honorary Assistant Treasurer

Singapore

Date: 29 June 2018

INDEPENDENT AUDITOR'S REPORT

To the Members of EMCC For the Financial Year Ended 31 December 2017

Other Information (Cont'd)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Societies Act, the Charities Act and Regulations and FRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.

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

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year:

- the Society has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- the Society has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

Tan, Chan & Partners
Public Accountants and
Chartered Accountants

Singapore
Date: 29 June 2018

EMCC

**STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Year Ended 31 December 2017**

Note	Unrestricted		Restricted		Total	
	General Fund	Social Service Fund	Tote Board Share Fund	Care and Share Fund	Unrestricted	Restricted
	2017	2017	2017	2017	2016	2016
	\$	\$	\$	\$	(Restated)	(Restated)
Income from generated funds						
Voluntary income	122,742	-	-	-	306,938	306,938
Income from charitable activities	134,560	508,843	217,769	-	103,915	496,952
Activities for generating funds	166,330	218,036	-	-	174,529	204,972
Other income	41,757	-	-	-	51,825	-
Total income	465,389	726,879	217,769	-	637,207	701,924
Less: Costs of generating funds	21,861	97,532	85,297	-	55,363	68,930
Less: Governance and administrative costs	315,513	778,948	132,472	-	293,614	748,791
Total expenditures	337,374	876,480	217,769	-	348,977	817,721
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year	128,015	(149,601)	-	(21,586)	288,230	(115,797)
						172,433

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

EMCC
STATEMENT OF FINANCIAL POSITION
As at 31 December 2017

	Note	2017 \$	2016 \$ (Restated)	2015 \$ (Restated)
ASSETS				
Non-current asset				
Plant and equipment	4	8,154	17,075	7,441
Current assets				
Trade and other receivables	5	96,175	91,340	20,593
Prepayments		11,429	6,925	32,314
Cash and bank deposits	6	1,020,617	1,325,971	880,989
		<u>1,128,221</u>	<u>1,424,236</u>	<u>933,896</u>
Total assets		<u>1,136,375</u>	<u>1,441,311</u>	<u>941,337</u>
LIABILITIES AND FUNDS				
Current liabilities				
Deferred income	7	147,741	352,434	77,308
Trade and other payables	8	23,858	102,515	50,100
		<u>171,599</u>	<u>454,949</u>	<u>127,408</u>
Funds				
Unrestricted Fund				
General Fund		1,678,371	1,550,356	1,262,126
Restricted Funds				
Tote Board Social Service Fund	9	(713,595)	(563,994)	(448,197)
Care and Share Fund	10	-	-	-
		<u>964,776</u>	<u>986,362</u>	<u>813,929</u>
Total liabilities and funds		<u>1,136,375</u>	<u>1,441,311</u>	<u>941,337</u>

EMCC
STATEMENT OF CHANGES IN FUNDS
For the Financial Year Ended 31 December 2017

Note	Restricted		Total Funds
	Unrestricted	Tote Board Social Service Fund Care and Share Fund	
	\$	\$	\$
As at 1 January 2015	1,173,852	(377,886)	695,996
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year			
- As previously stated	88,274	177,278	195,241
- Prior financial year adjustment	-	(77,308)	(77,308)
- As restated	<u>88,274</u>	<u>(70,311)</u>	<u>117,933</u>
As at 31 December 2015	1,262,126	(448,197)	813,929
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year			
- As previously stated	265,741	(53,308)	447,559
- Prior financial year adjustment	22,489	(62,489)	(275,126)
- As restated	<u>288,230</u>	<u>(115,797)</u>	<u>172,433</u>
As at 31 December 2016	1,550,356	(563,994)	986,362
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year			
- As previously stated	128,015	(149,601)	(21,586)
- As restated	<u>1,678,371</u>	<u>(713,595)</u>	<u>964,776</u>

As at 1 January 2015
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year
- As previously stated
- Prior financial year adjustment
- As restated

As at 31 December 2015
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year
- As previously stated
- Prior financial year adjustment
- As restated

As at 31 December 2016
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year
- As previously stated
- As restated



EMCC
STATEMENT OF CASH FLOWS
For the Financial Year Ended 31 December 2017

	Note	2017 \$	2016 \$ (Restated)
Operating activities			
(Deficit)/Surplus for the financial year		(21,586)	172,433
<u>Adjustments for:</u>			
Amortisation of Care and Share Matching Grant	7	(217,769)	(362,158)
Amortisation of President Challenge	7	(66,924)	-
Depreciation of plant and equipment	4	8,921	8,654
Operating cash flows before working capital changes		<u>(297,358)</u>	<u>(181,071)</u>
<u>Changes in working capital:</u>			
Trade and other receivables		(4,835)	(70,747)
Prepayments		(4,504)	25,389
Trade and other payables		(78,657)	52,415
Cash flows used in operating activities		<u>(385,354)</u>	<u>(174,014)</u>
Investing activity			
Acquisition of plant and equipment	4	-	(18,288)
Cash flow used in investing activity		<u>-</u>	<u>(18,288)</u>
Financing activity			
Receipt of President Challenge Fund	7	80,000	40,000
Receipt of Care and Share Matching Grant	7	-	597,284
Cash flow generated from financing activity		<u>80,000</u>	<u>637,284</u>
Net changes in cash and cash equivalents		(305,354)	444,982
Cash and cash equivalents at the beginning of the financial year		<u>1,325,971</u>	<u>880,989</u>
Cash and cash equivalents at the end of the financial year	6	<u>1,020,617</u>	<u>1,325,971</u>

GOVERNANCE
POLICY PRACTICES

1. DISCLOSURE OF SPECIFIC REQUIRED INFORMATION

1.1 Management Committee Members Receiving Remuneration

No EMCC Management Committee member received any form of remuneration for his or her work contributed to the organisation in the past year, or any time in the past.

There is no intention to engage any of our Management Committee members in any paid-for services.

1.2 Paid Staff Annual Remuneration exceeding \$100,000

It is required that the 3 highest paid staff who received annual remuneration exceeding \$100,000 should be disclosed in the Annual Report, in bands of \$100,000.

The table below shows staff receiving remuneration exceeding \$100,000 for 2017 (and 2016):

Annual remuneration salary band	FY2017	FY2016
\$100,001 to \$150,000	0	1

EMCC had 14 employees as at 31 December 2017. This year's total annual remuneration amounts include:

1-month salary special bonus declared in Mar 2017 and paid out in April 2017 and 1-month salary as Annual Wage Supplement (AWS) in Dec 2017.

2. ASSET MANAGEMENT – RESERVES POLICY

The Management Committee has deliberated and decided that EMCC would be financially stable and viable (given that it is maintaining its current strategies and programmes/services) to set a reserves fund, capped at one-time (1X) our Annual Total Operating Expenditure.

In the present time, this would translate into S\$1.5 million. Our current reserves fund can be found in the audited Financial Statement of Accounts.

3. CODE OF GOVERNANCE

Based on the last evaluation carried out in January 2018, the charity has complied fully with the applicable guidelines of the Code of Governance Evaluation Checklist for Institutions of a Public Character (IPC). Full checklist is available at www.charities.gov.sg.

4. PARTICULARS OF MANAGEMENT COMMITTEE

Name	Current Board Position	Member Since	Current Occupation	Date of Appointment
A/Prof Tan Ban Leong Kenny	Honorary Chairman	2012	Chief Executive Officer	16 May 2012
Miss Cindy Koh Yean Leng	Honorary Vice-Chairman	2013	Director	26 May 2016
Mr Melvin Tan Ewe Kin	Honorary Secretary	2013	Director	26 May 2016
Mr David Lum Lam Kong	Honorary Treasurer	2013	Financial Services Consultant	28 May 2014
Mr Benny Ong Hock Siong	Honorary Assistant Secretary	2010	Financial Services Consultant	28 May 2014
Dr John Ng Swee Kheng	Member	1997	Consultant	26 May 2016
Ms Donna Cheng Bih Hoang	Member	2013	Assistant Director	28 May 2014
Mr Nelson Yeap Tien Sing	Member (Resigned August 2017)	2015	Independent Consultant	28 May 2015

Extract From Constitution Of EMCC

CL 8.2 Names for the above offices shall be proposed and seconded at the Annual General Meeting and election will follow on a simple majority vote of the members. All officebearers may be re-elected to the same or related post for a consecutive term of office. The maximum tenure for Treasurer shall be for 4 consecutive years (or 2 consecutive terms). The term of office of the Committee is 2 years.

5. RELATED ENTITIES

At the time of this report, Dr John Ng Swee Kheng holds the position of Chair (Honorary)/ Board of Governance at Eagles Communications whilst being a member of the Management Committee in EMCC.

There were no financial transactions conducted between EMCC and Eagles Communications during the year 2017.

DONOR LIST

Churches

- Holland Village Methodist Church

Corporates

- Life Planning Associates Pte Ltd
- National Council of Social Service (President's Challenge 2016)

Individual Donors

- Adelina Koh Kui Hong
- Alec Chew
- Alvin Chew
- Amutharajan Karthikeyan
- Amy Cheah
- Ang Beng Hai
- Ang Jun Long
- Arvinthan S/O Anthony Muthu Paul
- Au Yeong Pak Lam
- Beh Ean Lim
- Boey Lim Seow Khim
- Candice Fumie Oh-Toyouura
- Caroline Chew
- Chai Yock Eng
- Chan Wei Wei
- Chang Shu Lei
- Charlie Tan Kit Yeow
- Cheang Denise
- Chee Geck Neo Helen
- Chen Yixiu
- Chern Pei Pei
- Chew Keat Leong
- Chew Soon Lee
- Chew Yong Jack
- Chia Hwee Ming
- Chin Boon Hong
- Chng Kah Wei
- Chong Jin Siew
- Chow Zhiquan
- Chua Lay Nee
- Chua Whee Ching Karin
- Colin Yeo
- Daniel Lim Meng Tao
- David Chua
- Deborah Bridget Moh Puay Si
- Desmond Tan Yen Hau
- Devanshi Kiran Deshpande
- Eng Zee Lin
- Eruku Ravi Srinivas
- Erwin Phua Siew Jeng
- Flora Chin
- Foo Lee Phoon
- Foo Marjorie
- Goh Cheong Wei
- Goh Hin Tiang
- Goh Hou Lin

DONOR LIST

Individual Donors

- | | | |
|-------------------------|--------------------------------|------------------------|
| • Goh Mai Chee Tracy | • Liang Yingtao | • Ng Bee Leng |
| • Goh Teik Suai | • Liew Min Chee | • Ng Boon Chiang |
| • Gregory Vijayendran | • Liew Tian Seng Alvin | • Ng Hock Joo Benjamin |
| • Helen Sng | • Lim Bak Wee | • Ng Hwee Fen |
| • Heng Lee Kiang Susan | • Lim Bee Chin Janet | • Ng Kah Siong Thomas |
| • Henry Suseno Nilam | • Lim Chee Hong | • Ng Khar Choo |
| • Ho Guan Xiang | • Lim Chin Chye | • Ng Lay Khim |
| • Ho See Joon | • Lim Choie Cheio Tchoyoson | • Ng Sern Loong |
| • Hong Khiang Yu | • Lim Hian Chin | • Ng Wei Huah |
| • Huang Baojia | • Lim Kee Huat | • Nor Mala Binte Ahmad |
| • Jolene Goh | • Loh Kean Chong | • Oh Siu Wai |
| • K Gopalan | • Loke Foo Shin Kelly | • Ong Boon Chye |
| • Keh Hui Peng | • Loke Poh Keun | • Ong Cheng Sze |
| • Kevin Lim | • Loke Pui Yan | • Ong Ching Ann Johnny |
| • Kian Cheng Kelvin Lee | • Low Lin Yian | • Ong Eny |
| • Koh Kim Sai Eric | • Luo Jie, Jarrod | • Ong Hock Siong Benny |
| • Kwan Kim Kong | • Mah Wenmiao | • Ong Kim Seng Harry |
| • Lau Sook Fun | • Mah Yoke | • Ong Lui Hong |
| • Lee Li Tang Pearlyn | • Manvinder Kaur | • Ong Soo Sin Ian |
| • Lee Man Qi | • Mark Lim Heng Siew | • Ong Soon Kiat |
| • Lee Soon Noi | • Melvin Tan | • Ong Tiong Yew |
| • Lee Sue-Ann | • Michelle Elizabeth Woodworth | • Ong Yeow Chon |
| • Leo Hee Heng | • Mok Sauk Soo | • Pang Chee Kong |
| • Leong Wai Sum | • Muhammad Sarizan Bin Ahmad | • Pang Peck Theng |
| | | • Patricia Sng |

Individual Donors

- | | | |
|---------------------------|-------------------------------|---------------------------|
| • Paul Ng Wei-Chern | • Sunny Ng | • Terence Wee Jin Zoo |
| • Pauline Chiang | • Sylvana Ingrid Jusuf Hanafi | • Tham Kah Poh |
| • Pauline Hew | • Tan Ban Leong Kenny | • Vanitha D/O Gunasekaran |
| • Pearl Pang Po Ying | • Tan Bee Lan Joanne | • Wang Dangli |
| • Peter Chew Soon Hing | • Tan Bin Yong Christopher | • Wee Boon Choon |
| • Phua Koon Teck | • Tan Boon Huat | • Wong Chui Lee |
| • Phua Lay Ping | • Tan Chia Loong Cray | • Wong Suat Li |
| • Poh Chai Ha | • Tan Chor Suan | • Wong Yong Cheong |
| • Quek Pei Jun | • Tan Hong Chiang | • Yap Bing Kun Jonathan |
| • Ramesh Thanapathy | • Tan Howe Yang | • Yap Yong Teng |
| • Raymond Francis | • Tan Hui Ling Renee | • Yau Lay Hoon |
| • Sam Wang | • Tan Jee Too | • Yap Wai Meng |
| • Samuel Lau Hao Jan | • Tan Jessie | • Yau Wai Tat |
| • See Chin Yeh | • Tan Jit Hui Charles | • Yeap Teng Wah |
| • See Mee Hwa | • Tan Kim Lian | • Yeo Eng Kwang |
| • Shan Chi Yong | • Tan Yen Ling Cheryl | • Yeo Kheng Hui |
| • Siah Susan | • Tan Ying Shi | • Yeo Tong Kian |
| • Sigirisetty Surya Kiran | • Tay Hock Joo | • Yeo Tze Hui |
| • Sim Peck Leng | • Tay Lay Suan | • Yong Bee Choon |
| • Sim Yong Hwee | • Tay Leong Heng | • Yong Fen Chao |
| • Soh Hwa Kiang | • Tay Meng Ngee | • Yong Jiing Sing |
| • Soo Jia Yaw | • Tee Tong Kang Patrick | • Zhou Yongchang |
| • Stella Loh Yenlin | • Teo Choo Hong | |
| • Stephen Chen Weng Leong | • Teo Li May | |
| • Sundaram Bhargavan | • Teo Mui Hoon | |



APPEAL LETTER

Dear Friends,

The business of reconciliation and repair cannot be made universally accessible to everyone without the generous support of our donors.

We continue our fundraising efforts in 2018 to fund our means testing and outreach work so that more people who need mediation and counselling, who otherwise cannot afford it, can come and have their needs met.

A conversation with a client this year reminded me about the need to ensure EMCC remains sustainable. He shared that he was at his wits' end with his marriage, and would grab on to 'whatever straws he could find'; only to come for pre-mediation in our Centre, because when he enquired, the fees, after means testing, financially met him where he was at.

In that 2 hours, the couple sat down and talked, shared and realised the marriage was not over; in fact, both parties had wanted badly for things to work. The end of the mediation session was the beginning of their marriage therapy at our Counselling Department.

Happy stories do not come often enough. Each time it happens, we are deeply grateful for your generosity in enabling services to be manned by professionals, accessible, and affordable.

This year, we are still short of \$200,000 that will enable us to afford the cost of staff and facilities, so that we can provide the people and place to reach out, to reconcile and to repair.

I seek your generosity and favourable consideration.

Sincerely,

Lai Mun Loon
Head, Professional Services

Please Seal This Area

YOUR SUPPORT MATTERS

This year, we will require \$200,000 to support our work in helping individuals, couples and families in crisis, through our integrative counselling and mediation services. We are constantly on the lookout for people who share the same passion as us and want to contribute in a tangible way.

1. CHEQUE

Please make your crossed cheque payable to "EMCC". Indicate your full name, NRIC and contact details at the back of the cheque (for tax-deductible receipt), and mail it to our address.

If you would like to make a one-time or monthly donation, kindly fill up the form below and mail it back to us

2. ONLINE

Please go to <http://www.giving.sg/EMCC> and follow the instructions there.

DONATION FORM

Title: Dr / Mr / Mrs / Mdm/ Ms _____

First Name: _____ Last Name: _____

NRIC/FIN/UEN No: _____ Date of Birth: _____

Address: _____

Postal Code: _____ City: _____

Contact(O): _____ (H): _____

Email: _____ (H/P): _____

Yes, I would like to donate based on the following arrangement: (Please tick to select an option)

One-Time Monthly 6-Monthly Annually

CREDIT CARD AUTHORISATION

I like to donate: (Please tick only 1 option)

S\$50 S\$100 S\$200 S\$500 S\$ _____ (Please fill in the amount)

Credit Card type: Visa Master Card Issuing Bank: _____

Name as on Credit Card: _____

Credit Card No: _____ Expiry Date: _____

(Please note that for each successful deduction, a partial bank processing fee of \$0.80 will be charged to your account.)

DONOR SIGNATURE ACKNOWLEDGEMENT

I understand that by signing this Donation Authorisation, I have read and understood the Terms and Conditions governing this authorisation as reflected overleaf. I also agree that my particulars can be used by EMCC (Eagles Mediation & Counselling Centre) and its appointed partners for the purpose of administration of this donation.

signature as in bank record Date Donor's



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177 River Valley Road
#05-19 (Level M5) Liang Court
Singapore 179030

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TERMS AND CONDITIONS

DEAR DONOR,

Your commitment and support of EMCC through a regular donation will assist us in our mission to provide care and hope to the many families struggling to overcome difficulties and pain.

Please note that your full donation will be received directly by Eagles Mediation and Counselling Centre

DEDUCTION FREQUENCY

The first deduction will be made within 3 working days upon signing of this Authorisation Form. Subsequently, your account will be debited in accordance with the frequency that you have chosen overleaf (Monthly/Half-yearly/Annually). On the 15th of every month, we will deduct your authorised donation. For unsuccessful transactions there will be a retry on the 28th of every month.

TAX-DEDUCTIBLE RECEIPT

You will receive your tax-deductible receipt at the beginning of every calendar year from us for all donations received in the previous calendar year. Monthly receipts will not be provided for your deductions. Please refer to your credit card statements from your issuing bank for confirmation of deductions made.

CASH DONATIONS

Those who wish to make a cash donation can contact EMCC at Tel 6788 8220 or email reachus@emcc.org.sg for details.

CONFIDENTIALITY

We will keep all information (i) name, gender, nationality, date of birth; (ii) email address, postal address, telephone numbers; (iii) credit card number and expiry date confidential. This Programme adheres to a very strict policy regarding

donor privacy. We will use this information in order to: (i) administer your accounts with us; (ii) process donations made by you, orders or applications submitted by you; (iii) send you information and calling you in regards about our events, programmes, fund raising, products and services; (iv) verify your identity; (v) carry out donor profile analysis; and (vii) contact the winners of our competitions (if any) and to help us plan other fund raising and/or promotional activity. No information, in whole or in part, in its paper or electronic format, will be disclosed, used, modified or reproduced for any other person of organization, except in connection with these purposes stated.

Once again, thank you for your time and generosity in supporting EMCC.



OVERVIEW OF SERVICES AT EMCC

MEDIATION

Family Disputes in issues of divorce, post-divorce, probate-estate claims, eldercare arrangements and workplace disputes

COUNSELLING

Individual Therapy, Couple / Family Therapy, Marriage Closure Therapy, Trauma and Crisis Counselling, Employee Assistance Programme and Art Therapy for Children (NEW)

MARRIAGE JOURNEY

Marriage Preparation Programme, Seven Principles Program for Couples, Bringing Baby Home, You and Your Teen Workshops

TRAINING & EDUCATION

Mediation Courses, Conflict Management Workshops, Professional Development for Counselling Professionals and Training in Gottman Method Couples Therapy

FIND OUT MORE

www.emcc.org.sg

EMCC **(Eagles Mediation & Counselling Centre)**

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E-Mail: reachus@emcc.org.sg

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Charity No: UEN S97SS0164E

