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ANNUAL REVIEW FINANCIAL YEAR 2013

Access to Justice for Litigants In Person  
Through Community Partnership.

*Photographs taken and provided for Courtesy of Mr Alvin Rodrigues*

*Information and valuable inputs provided by DJ May Lucia Mesenas,  
DJ Lim Wee Ming, Joseph Wee and Phang Tsang Wing*

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The Community Justice Centre (CJC) is a community partnership between the public sector, the philanthropic sector, and the legal profession to render assistance to Litigants-in-Person (LiPs) in need.

A large number of court users appearing before the State Courts are not represented by lawyers. It is essential to ensure that these self-represented litigants understand the legal jargon and labyrinth of legal rules, present their case and cross-examine witnesses properly and effectively, and understand judicial rulings in their cases.

Without assistance to navigate the legal and judicial process, it is possible that some within this group may be disadvantaged. Justice may not be seen to be done if LiPs are unable to effectively understand and participate in the legal process. They may feel that they were not given a fair hearing or were unjustly deprived of their rights.

Those who approach the CJC for help may also require assistance in other areas, and it is important that they know how to access such services. Besides receiving assistance on legal matters, the CJC will also assist in referring litigants to relevant programmes and services run by Government agencies or voluntary welfare organizations, should they need them.

In light of the large number and proportion of LiPs, coupled with the need to ensure that the justice system remains accessible to all, the CJC is envisaged to be a one one-stop hub that can assist unrepresented litigants towards this end.

Launch of CJC on 1 Mar 2013



From left to right: Mr Chan Heng Kee, Perm Sec, MSF, Mr Chew Kwee San, Council Member, Tan Chin Tuan Foundation, Chief Justice, Mr Sundaresh Menon, then-Chief District Judge, Mr Tan Siong Thye, Mr Beh Swan Gin, Perm Sec, MinLaw, Mr Lok Vi Ming, President, Council of the Law Society of Singapore

Charity/IPC Registration Number	: 201231446R
Registered Address	: 1 Havelock Square, Level 1 State Courts Complex, Singapore 059724
Telephone	: +65 65574100
Official Website	: www.cjc.org.sg
Patron	: The Honourable The Chief Justice Sundaresh Menon
Advisor	: Past (immediate) President of Singapore, Mr S R Nathan
Board of Directors	: The Presiding Judge of The State Courts, See Kee Oon (Chairman)  Mr Chew Kwee San Ms Ong Toon Hui Mr Poon Hong Yuen Mr Lok Vi Ming
Executive Director	: Mr Leonard Lee
Secretariat	: M/s Allen & Gledhill LLP
Auditor	: AccAssurance LLP

## *The Honourable* **Chief Justice Sundaresh Menon**

“ *I would like to acknowledge the collaborative efforts of CJC with its partner stakeholders including the National Volunteer & Philanthropy Centre, volunteer lawyers who provide assistance at legal clinics, student volunteers from the National University of Singapore and the Singapore Management University as well as the many volunteers who work tirelessly in CJC’s fundraising efforts.* ”



For the uninitiated, an encounter with the law can be painful and traumatic. In Singapore as well as other jurisdictions, the movement to make the law accessible for the public has gained momentum. The aim ultimately is to create greater public awareness of legal processes and rights and inspire confidence that the law exists for all, irrespective of background or social status.

In December 2012, the State Courts (then known as the Subordinate Courts), in collaboration with the Ministry of Social and Family Development, the Ministry of Law, the Tan Chin Tuan Foundation and The Law Society of Singapore, established the Community Justice Centre (“CJC”). CJC assists unrepresented litigants in finding holistic solutions to their legal issues, by providing them with free practical and emotional support, through community partnerships. CJC is an integrated one stop-hub, which assists unrepresented litigants by referrals to either legal clinics provided by volunteer lawyers, lay volunteers or the various relevant social agencies, depending on the needs of the court users.

As highlighted in this Annual Report, many unrepresented court users have benefitted from programmes and services

developed by CJC. I would like to acknowledge the collaborative efforts of CJC with its partner stakeholders including the National Volunteer & Philanthropy Centre, volunteer lawyers who provide assistance at legal clinics, student volunteers from the National University of Singapore and the Singapore Management University as well as the many volunteers who work tirelessly in CJC’s fundraising efforts. I would also like to thank the Tan Chin Tuan Foundation which has generously agreed to provide seed funding to CJC of \$250,000 a year for the first 3 years.

Providing an accessible justice system for all is a fundamental building block in inspiring public trust and confidence in the Singapore justice system. As CJC continues to build on its programmes, I hope that more will recognise its crucial role in facilitating access to justice for unrepresented litigants and contribute generously to its work.

The Presiding Judge  
Of The State Courts  
**See Kee Oon**

“Through a holistic approach, working in partnership with stakeholders, social agencies, lawyers and volunteers, the CJC has expanded its services to include a continuum of tiered programmes to deliver practical assistance catering to the individual needs of each litigant-in-person.”



In 2010, the Subordinate Courts launched the Helping to Empower Litigants-in-Person (“HELP”) Centre to assist in providing information on court procedures to self-represented litigants, with the aim of enhancing the accessibility of our justice system. The HELP Centre was announced as a key initiative at the Subordinate Courts’ Workplan 2010 by then Chief Justice Chan Sek Keong, who expressed his vision that the HELP Centre would:

“go a long way in empowering a litigant-in-person to make more informed decisions about [his] case, appreciate the court’s processes better and participate effectively in those processes. His prospects in his case are enhanced. Even if the outcome is not in his favour, he is more likely to accept that justice has been done.”

The HELP Centre subsequently went on to receive an award in the United Nations Public Service Award 2012 in the category of “Improving the Delivery of Public Services” in Asia and the Pacific. Bolstered by this initial success and driven to expand the scope of its services, the HELP Centre evolved to become the Community Justice Centre (CJC) which was launched by the Honourable the Chief Justice Sundaresh Menon in March 2013. It extends the work of the HELP Centre beyond providing informational assistance on the court’s processes and procedures, to include social support and assistance. It formalises the community partnership between the Subordinate Courts (since renamed the State Courts from 7 March 2014), the Ministry of Law, the Ministry of Social and Family Development, the Tan Chin Tuan Foundation and the

Law Society of Singapore in providing accessible justice to self-represented litigants.

The CJC recognises that many self-represented litigants may feel daunted by the prospect of facing complicated legal procedures. Often, they also need to deal with underlying emotional or psychological distress, financial difficulties and other social issues. Through a holistic approach, working in partnership with stakeholders, social agencies, lawyers and volunteers, the CJC has expanded its services to include a continuum of tiered programmes to deliver practical assistance catering to the individual needs of each litigant-in-person. It is through this strong community partnership that CJC is able to be the nucleus of a new socio-legal approach in delivering a seamless amalgamation of services for court users.

This Annual Report is the first for the CJC and it shares CJC’s role as the bridge that provides self-represented litigants access to legal and social support services, as they navigate their way around the justice system. I would like to convey my deep gratitude and appreciation to all our stakeholders, partners and volunteers who have channelled their time, energy and resources selflessly and tirelessly to the good work of the CJC. I also wish to take this opportunity to encourage others to consider contributing towards CJC’s worthy mission of “Access to justice for litigants-in-person through community partnership”.

Council Member,  
Tan Chin Tuan Foundation  
**Chew Kwee San**

CJC provides wraparound help for litigants-in-persons who were falling through the cracks. It was initiated by the judiciary, the principal dispensers of justice, who identified a structural gap that could be speedily alleviated with philanthropic support. These compelling factors were why the Tan Chin Tuan Foundation stepped forward to seed and help start the Community Justice Centre (CJC). No other entity such as this exists in this region to serve needy litigants-in-persons gain access to practical help before their legal problems spiral.

As the different partners worked hard to support the CJC in its infancy, I was heartened to be reminded that our judiciary sought not only to dispense justice fairly and equitably but also, with a heart.

As the CJC moves into its second year of operation, my hope is three-fold: first, that access to justice will become less intimidating ; second, our justice system becomes easier to understand for lay persons; and third, that with CJC's intervention, the social fallout on families and individuals affected by the delivery of justice can be minimised.



Permanent Secretary, Ministry of Law  
**Dr Beh Swan Gin**

The Community Justice Centre (CJC) was created to help litigants-in-person navigate the courts and the legal system, while also connecting them to potential sources of support where their legal problems give rise to family and financial problems.

The CJC could not have taken off without the involvement and collaboration between the various stakeholders in our justice system and social services – the Courts, the Law Society of Singapore and members of the Bar, the Ministry of Social and Family Development, as well as the Ministry of Law. I am particularly heartened by the fact that the CJC has also received substantial financial support from the Tan Chin Tuan Foundation.

There are many who are willing to contribute their time and expertise to pro bono work – lawyers, law students, voluntary welfare organisations and social service agencies. The challenge for us as a society is to ensure that the efforts of such volunteers are properly and efficiently directed to those who most need their assistance. That is why the CJC has adopted a holistic approach towards addressing the needs of litigants-in-person. This will allow us to provide coordinated solutions to the issues faced by those in need, and minimise unnecessary duplication.



“ I look forward to the CJC's growing role in expanding access to justice in Singapore and providing an integrated hub for our litigants-in-person. ”

Permanent Secretary / Ministry Of  
Social And Family Development  
**Chan Heng Kee**

The setting up of the Community Justice Centre (CJC) is an important milestone in our effort to strengthen our social support system. Needy and disadvantaged families and individuals sometimes have to access Court services, be it for divorce settlement, application for personal protection orders or enforcement of maintenance payments. Navigating the legal process can be a daunting task if there is no helping hand.

The Ministry of Social and Family Development (MSF) is pleased to play a role in establishing the CJC. The Centre provides an essential service to needy Litigants in Persons (LiPs) so that they can navigate the legal system and access justice more effectively. The CJC reaches out to and assists them with legal and social assistance. It works with them on their immediate legal issues, and also with social service agencies to address underlying social problems and concerns.

The Ministry will continue to support the CJC in its work. Earlier this year, we extended the ComCare Fund to CJC to enable it to provide urgent and temporary financial assistance to needy LiPs and their families. CJC is now part of the wider network of frontline agencies, which include the Social Service Offices and Family Services Centres, that disburse ComCare assistance. In addition, the Ministry provides regular training and updates to CJC staff. Being kept abreast of developments in the social sector and plugged into the wider social support system enable CJC staff to render more effective services to LiPs.



“ I am encouraged with the progress made by the CJC at its one year mark. I look forward to CJC’s growth in the years to come. ”

President,  
Law Society of Singapore  
**Lok Vi Ming**

“ The Community Justice Centre plays a critical role in assisting needy persons in the State Courts. The Law Society has been happy to support its work in being a key port of call for litigants or accused in person seeking legal and/or social service assistance. This holistic approach to assisting needy persons navigating our civil and criminal justice systems is an important addition to the safety net for the most needy and vulnerable in our society. ”



the dawn of a new era...

## Executive Director **Leonard Lee**

Accessibility to justice is not just about improving the delivery of court services, it also involves facilitating quality access to all users. This includes timely legal assistance, the tools and knowledge to navigate the system and providing social support services when needed. It is with this guiding principle that the two HELP Centres were setup in February 2010 which eventually led to the incorporation of The Community Justice Centre (CJC) in December 2012.

CJC also assists litigants who face financial difficulties or underlying emotional or psychological distress. In December last year, John (not his real name), 57 years old, was brought to us when he had a case in the Family Court. Unknown to his family, he had suffered a partial stroke, was jobless, and homeless for the past three years. Through CJC's support and referral to a welfare agency, an immediate and sustainable solution was provided. A home was found for John, his relationship with his family is on the mend and he has expressed interest in finding a job so that he can provide for himself.

This story of hope would not have taken place if not for the farsightedness of our stakeholders, the contributions of our donors and the involvement and support provided by our collaborative partners and volunteers.



*“It has been a really meaningful and exciting journey. I hope this report will provide an in-depth appreciation of the objectives and the milestones achieved so far by The Community Justice Centre”*

the dawn of a new era...

'The Subordinate Courts handles more than 350,000 court cases annually. It has strived hard to provide an effective and accessible system of justice, adopting a service-centric approach, and won the Singapore Quality Award with Special Commendation in 2011. It adopted measures for timely resolution of disputes and providing assistance to litigants and their families. It set up a one-stop HELP Centre for litigants without legal representation, which was awarded the United Nations Public Service Award for the Asia Pacific region in 2012; and transformed this Centre into the Community Justice Centre in late 2012 to provide holistic assistance to litigants in need, including emotional support and pro-bono advice. This is a good example of how public agencies can use Business Excellence to spur continuous improvement and innovation. To share its experiences in the excellence journey, it developed an International Framework for Court Excellence which has garnered interest from 23 judiciaries worldwide.' – Deputy Prime Minister and Minister for Home Affairs, Mr Teo Chee Hean



*Presentation of the UN Award Ceremony*



*The HELP Centre was officially launched on 26th February 2010*

# calendar of events for financial year 2013

## March 2013

- Official Launch of CJC
- Launch of Criminal Court Facilitator Programme

## May 2013

- Launch of Family Court Facilitator Programme

## June 2013

- MSF/CDC Learning Journey (Series One)

## August 2013

- Launch of Guidance for Plea Scheme
- Appointment of Mr S R Nathan, 6th President of Singapore, as CJC's Advisor

## October 2013

- Appointment of CDJ See Kee Oon as CJC's Chairman

## November 2013

- MSF/CDC Learning Journey (Series Two)
- Volunteers Appreciation Dinner (held with State Courts)
- Attained Membership with SGCares & SGGives
- Awarded NIG Grant from NVPC

## December 2013

- Teambuilding Day

## January 2014

- Attained Full Membership with NCSS
- Joined the Care and Share Movement 2014
- Training of HELP Volunteers

## January 2014

- Attained Full Membership with NCSS
- Joined the Care and Share Movement 2014
- Training of HELP Volunteers

## February 2014

- Commencement of HOPE Scheme
- Attained approval as Disbursement Centre for ComCare Fund

## March 2014

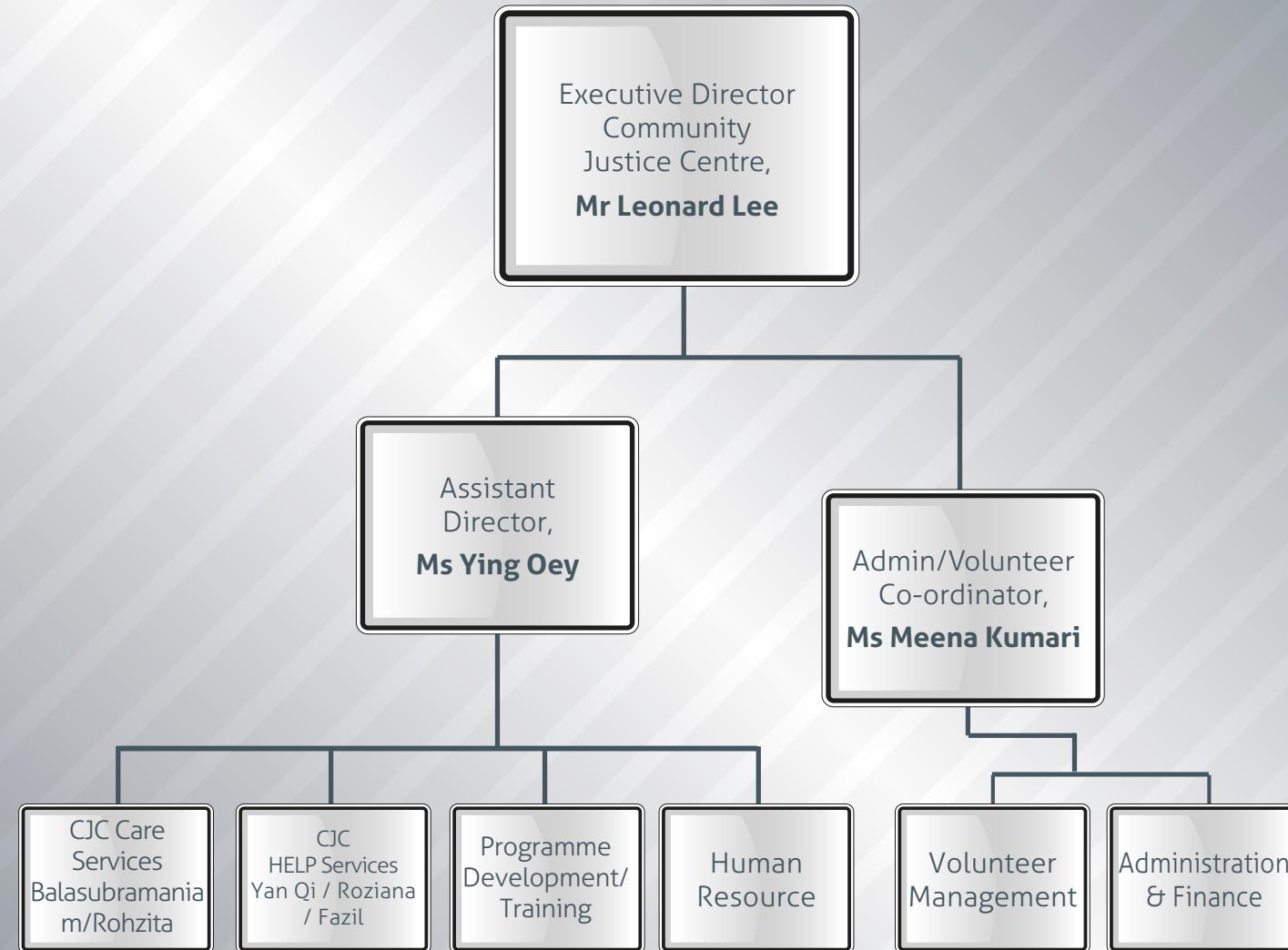
- Launch of Friends of Litigants-In-Person Programme
- Strategic Partnership with FoodBank Singapore



“To the Layman, the Law Courts are a mystery. Navigating through them in search of justice or while facing judgement can be a formidable experience. The inauguration of the Community Justice Centre is timely and will be welcomed by all. With the help of the Court and the Bar, the Layman should find it easier to correctly navigate the Court's processes, as he seeks justice or faces it.”

- Mr S R Nathan, CJC Advisor  
27th August 2013

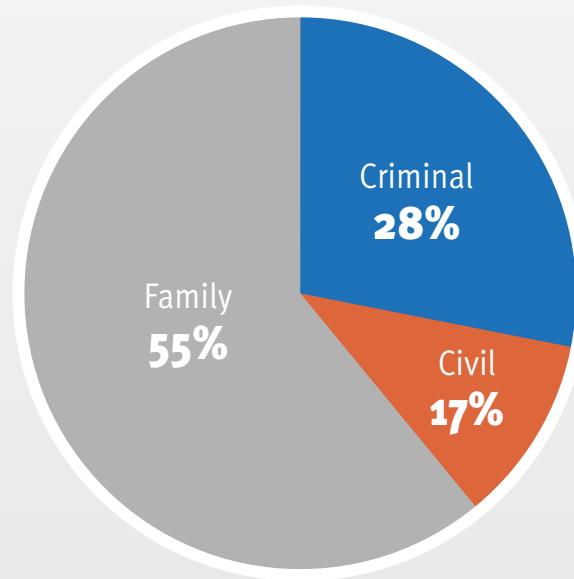
## CJC Organizational Chart



## CJC Help Services Centres

Two HELP Service centres (acronym for Helping to Empower Litigants In Person) based in the State Courts were set up to serve two different sets of audience with one located in the Havelock Building (Criminal & Justice) and the other in the Family Court (Family). The centres were awarded the United Nations Public Service Award 2012 in the category of “Improving the Delivery of Public Services” in Asia and the Pacific.

Resources and assistance are available so that litigants-in-person can obtain basic procedural information in plain language, as well as information on other sources of assistance and advice that are available. The service, available at no cost to all self-represented parties empowers a litigant-in-person to make more informed decisions about



## enquiries



the case, appreciate the court’s processes better and participate effectively in those processes. His prospects in his case are enhanced. Even if the outcome may not be in his favour, he is more likely to accept that justice has been done. (Workplan keynote address by The Honourable Chief Justice Chan Sek Keong, 26th February 2010)

The following report provides a summary of the usage rates, the nature of enquiries, the profile of users and the users’ feedback on the services rendered at the HELP Service Centres.

### Statistical Highlights

For the period Jan – Dec 2013, the HELP Centres served a total of 3,981 Litigants-In-Person seeking assistance in various court-related issues. The percentage breakdown of enquires for Criminal, Civil and Family matters are as follows:-

### Background of Enquirers

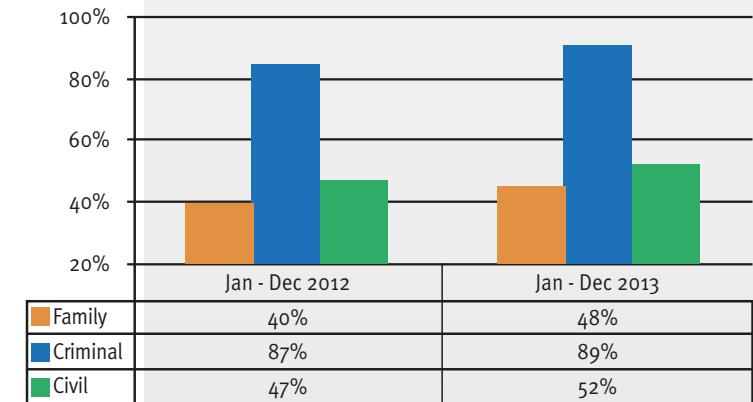
In Jan – Dec 2013, majority of the respondents had their **first visit** to the Family(96%) and Criminal(93%) HELP - Services Centres, while a lower percentage was recorded for Civil HELP - Services Centre at 83%.

89% of the enquirers at the Criminal HELP - Services Centre had **an existing case in the Courts**, followed by 52% and 55% from the Civil and Family HELP - Services Centres respectively in Jan – Dec 2013.

% of Respondents who had their first visit to HELP-Services Centre



% of Respondents who have existing case(s)



### Statistical Highlights (Jan – Dec 2013)

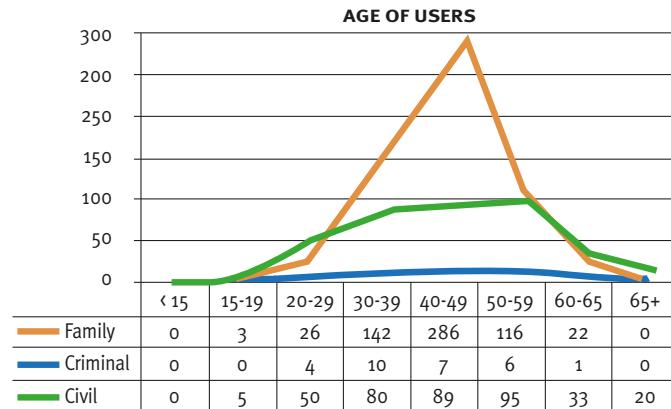
Number of Enquiries	Average Waiting Time	Average Time Spent Per Enquiry	Source
Family : 55% (2,179 Daily Average: 8)	4.1 min	14.8 min	91% Walk-in, 1% Friends / Relatives
Criminal : 28% (1,121, Daily Average: 4)	2.5 min	12.4 min	36% Court Staff, 29% Judge
Civil : 17% (682, Daily Average: 2)	3.6 min	18.9 min	27% Court Staff, 14% Judge

Satisfaction Levels	Family	Criminal	Civil
HELP - Services Centre Personnel (Overall Index) <sup>(1)</sup>	99%	100%	99%
HELP - Services Centre Services/Facilities (Overall Index) <sup>(2)</sup>	100%	100%	97%
Waiting Time To Be Served Is Satisfactory	100%	100%	100%
HELP - Services Centre's Waiting Area Is Comfortable	100%	100%	99%
The Operating Hours Are Convenient	100%	100%	97%
Overall Satisfaction Level With The HELP - Services Centre	100%	100%	97%

(1) The overall index is an aggregate of the ratings (% Agree or Strongly Agree) obtained for questions on the Court Personnel. E.g. "The court personnel treated me with courtesy and respect", "The court personnel is able to communicate effectively" etc.

(2) The overall index is an aggregate of the ratings (% Agree or Strongly Agree) obtained for questions on the services/ facilities. E.g. "The photocopier is useful", "The computers are useful" etc.

### Profile Of Users (Jan – Dec 2013)



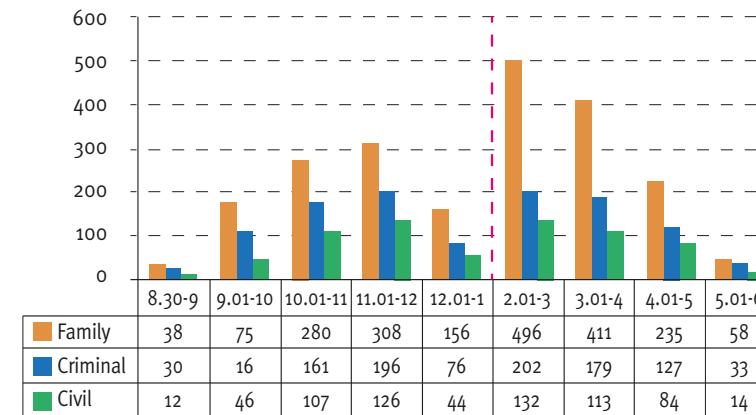
Mean Age Family: 44 years, Criminal: 42 years, Civil: 46 years

**MALE**  
 Family - 66%  
 Criminal - 79%  
 Civil - 63%

**FEMALE**  
 Family - 34%  
 Criminal - 21%  
 Civil - 37%

### Time At Which The Enquiries Were Received (Jan - Dec 2013)

Session	Morning (Before 1pm)		Afternoon (After 2pm)		TOTAL	
	No.	%	No.	%	No.	%
Family	957	44%	1,200	56%	2,157	100%
Criminal	579	52%	541	48%	1,120	100%
Civil	335	49%	343	51%	678	100%
<b>Total</b>	<b>1,871</b>	<b>47%</b>	<b>2,084</b>	<b>53%</b>	<b>3,955</b>	<b>100%</b>



- In Jan – Dec 2013, the HELP – Service Centres attended to near equal number of users in the morning (1,871) and afternoon (2,084). The peak period for all three HELP - Service Centres were between 2pm – 3pm.
- In Jan – Dec 2013, of the three HELP – Service Centres, Civil matters took more time (18.9 min) to attend to as compared to Family matters (14.8 min) and Criminal matters (12.4 min).

### Time Spent On Each Enquiry (Jan – Dec 2013)

Time Spent On Each Enquiry	< 10 mins	10-30 mins	> 30 mins	Total	Average
Family	1%	99%	0%	100%	14.8 min
Criminal	0%	100%	0%	100%	12.4 min
Civil	1%	92%	7%	100%	18.9 min

One of CJC HELP Centres' key function is to provide legal information, pro bono legal assistance and other forms of legal support to Litigants-in-persons (LIPs). As such, a strong collaborative partnership is forged with Law Society of Singapore and the Legal Aid Bureau to provide such an avenue for LIPs to seek basic legal advice when needed.

Free Legal Clinics for Civil, Criminal and Family matters are available to all court users at CJC by appointment and for some deserving cases who qualified through the means test, they may also receive free or subsidised representation for their legal cases.

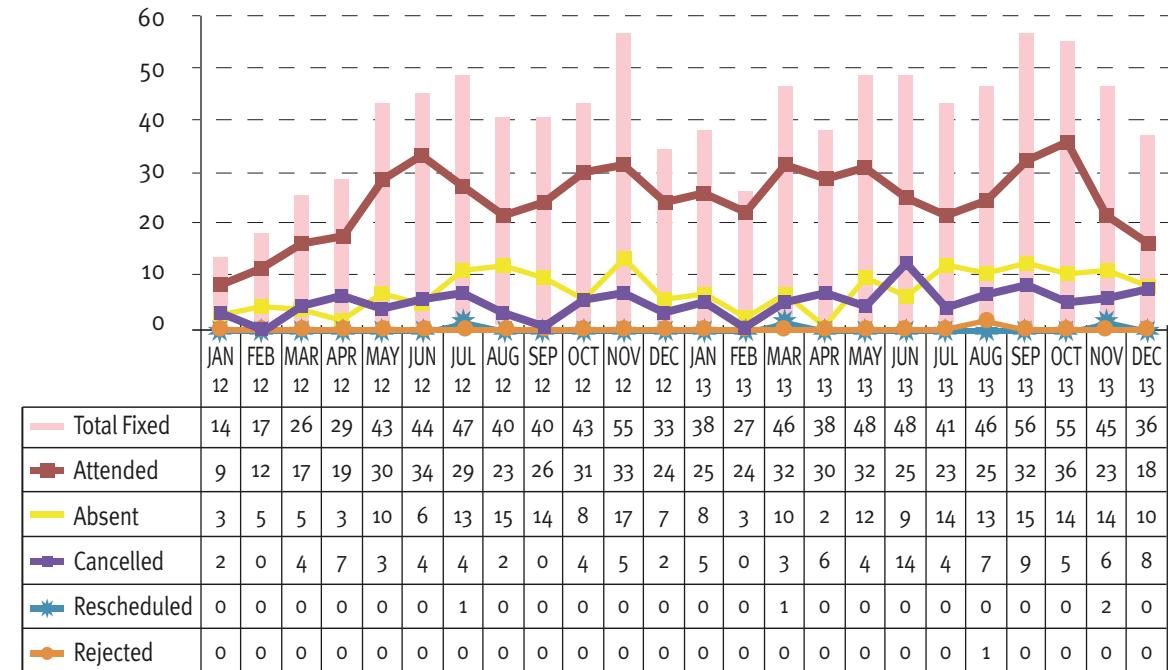
“An important part of the mission of the Law Society of Singapore is to serve the community by facilitating access to justice. The Law Society actively promotes pro bono work to address the legal needs of those who cannot afford legal services. Over the years, it has initiated and implemented various pro bono schemes to offer legal assistance to the needy. The Law Society through its volunteer lawyers and the Pro Bono Services Office is pleased to be an integral partner of the Community Justice Centre.”



Mr Lim Tanguy  
Director, Law Society's Pro Bono Services Office

No. of Cases at Criminal Legal Clinic (Jan - Dec 2012 & 2013)

Cases	Total No. (Jan-Dec 2012)	%	Total No. (Jan-Dec 2013)	%	% Change
<b>Total Fixed</b>	<b>431</b>	<b>100%</b>	<b>524</b>	<b>100%</b>	<b>22%</b>
Attended	287	66%	325	62%	13%
Absent	106	24%	124	23%	17%
Cancelled	37	9%	71	13%	92%
Rescheduled	1	1%	3	1%	200%
Rejected	0	0	1	1%	-



### No. of Cases Fixed at Criminal Legal Clinic (Jan-Dec 2012 & 2013)

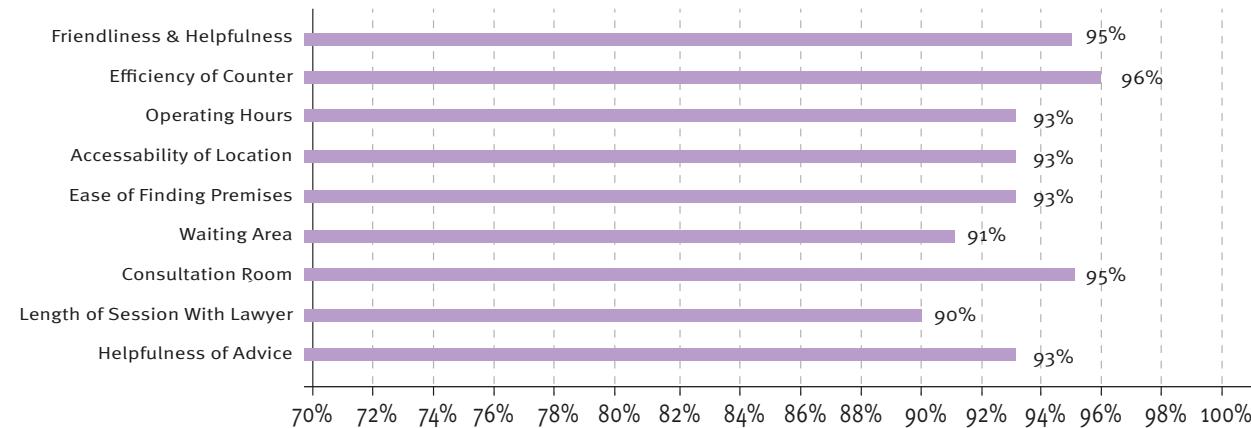
A total of 524 cases were fixed at the Criminal Legal Clinic in Jan – Dec 2013. 50% (193 out of 388) were first-time users of the Legal Clinic.

Criminal Legal Clinic	Jan-Dec 2012		Jan-Dec 2013		% Change
<b>No. of Cases Fixed</b>	<b>431</b>	<b>100%</b>	<b>524</b>	<b>100%</b>	<b>21.6%</b>
Attended	287	67%	325	62%	13.2%
Absent	106	24%	124	23%	17.0%
Cancelled	37	9%	71	13%	91.9%
Rescheduled	1	1%	3	1%	200.0%
Rejected	0	0%	1	1%	–

An analysis on the feedback of the Criminal Legal Clinic was done based on those who had attended the session.

The Criminal Legal Clinic had achieved on average, near 93% satisfaction level of the services/facilities provided in Jan – Sep 2013.

### Satisfaction Level on the Services/Facilities provided, Jan – Dec 2013 (% that Quite Satisfied or Very Satisfied)



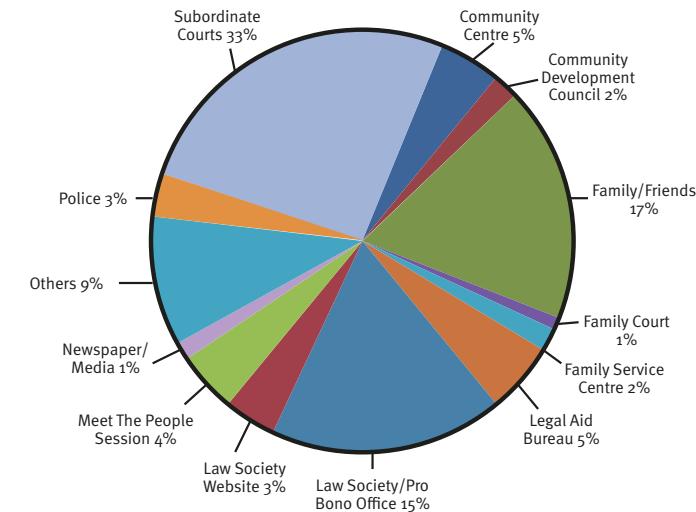
### Feedback on Criminal Legal Clinic (Jan-Dec 2012 & 2013)

<b>Will you return to the Legal Clinic if you have new legal issue?</b>	<b>100%</b>
Yes	91%
No	9%
<b>Would you recommend the Legal Clinic to others who need legal advice?</b>	<b>100%</b>
Yes	99%
No	1%

- 91% of the users who attended the Criminal Legal Clinic indicated that they will return
- and 99% will recommend the Criminal Legal Clinic to others.

In Jan – Dec 2013, 94% of the Criminal Legal Clinic users were Singaporeans.

### Source from which Users know about the Criminal Legal Clinic (Jan - Dec 2013)



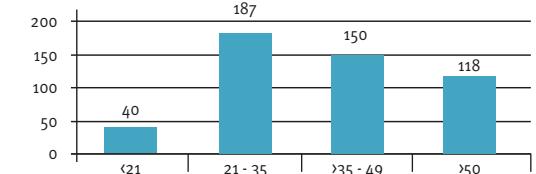
### Profile of Users (Jan - Dec 2013)

Male	Female
79%	21%

Singaporeans	Others
94%	6%

Chinese	Malays	Indians	Others
54%	30%	12%	4%

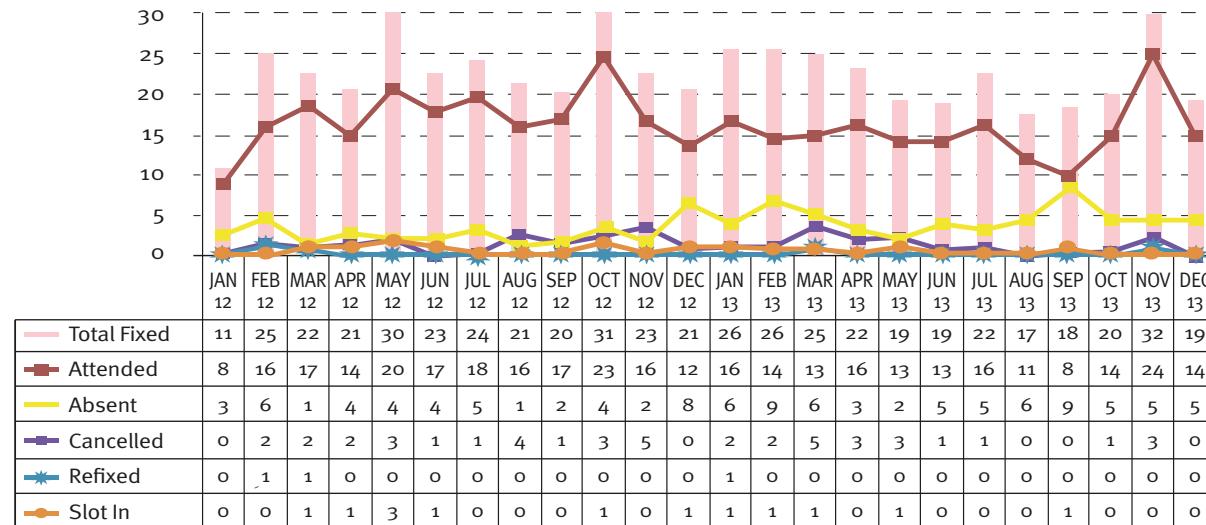
#### Age of Users



### No. of Cases at Family Legal Clinic (Day) (Jan 2012 – Dec 2013)

Cases	Jan-Dec 2012	%	Jan-Dec 2013	%	% Change
<b>Total Fixed</b>	<b>272</b>	<b>100%</b>	<b>265</b>	<b>100%</b>	<b>4%</b>
Attended	194	71%	172	65%	-11%
Absent <sup>(1)</sup>	44	16%	66	25%	<b>50%</b>
Cancelled <sup>(2)</sup>	24	9%	21	8%	13%
Refixed <sup>(3)</sup>	2	1%	1	1%	150%
Slot In <sup>(4)</sup>	8	3%	5	1%	-38%

- In comparison to Jan – Dec 2012, the following changes were recorded in Jan – Dec 2013.
- A decrease (22, 11%) was recorded for cases that were attended by users in 2013 (172) as compared to 2012 (194).
- An increase (22, 50%) was recorded for cases that were not attended by users in 2013 (66) as compared to 2012 (44).
- A decrease (3, 13%) was recorded for cases that were cancelled in 2013 (21) as compared to 2012 (24).
- A decrease (1, 50%) was recorded for cases that were refixed in 2013 (1) as compared to 2012 (2).
- A decrease (3, 38%) was recorded for cases that were slotted in 2013 (5) as compared to 2012 (8).



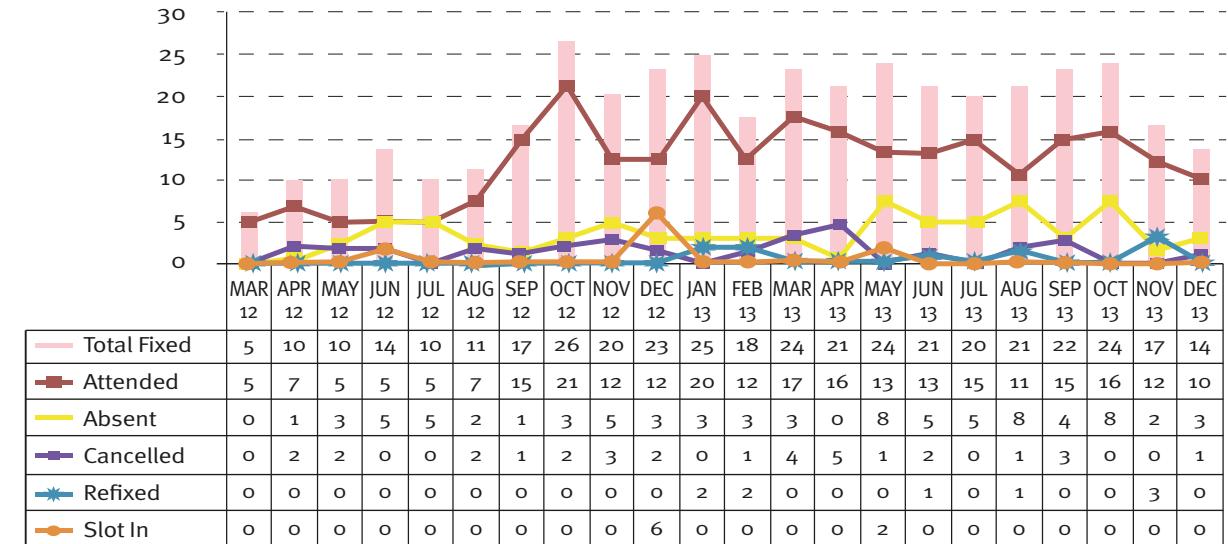
- \*Legend**
- (1) Absent – Court users did not turn up on the scheduled appointment date
  - (2) Cancelled – Court users decided not to use the free legal services when Pro Bono reminded them of the appointment
  - (3) Refixed – Court users asked for re-scheduling to another date
  - (4) Slot In – Court users had their sessions inserted at the last minute

### No. of Cases at Family Legal Clinic (Night) (Mar 2012 – Dec 2013)

Cases	Jan-Dec 2012	%	Jan-Dec 2013	%
<b>Total Fixed</b>	<b>146</b>	<b>100%</b>	<b>247</b>	<b>100%</b>
Attended	94	64%	170	69%
Absent <sup>(1)</sup>	28	19%	48	19%
Cancelled <sup>(2)</sup>	16	11%	18	7%
Refixed <sup>(3)</sup>	0	0%	9	4%
Slot In <sup>(4)</sup>	8	6%	2	1%

In Jan - Dec 13, 170 (69%) of the cases fixed for Family Legal Clinic night session were attended by applicants, 48 (19%) were not attended, 18 (7%) were cancelled, 9 (4%) were refixed and 2 (1%) were slot in.

\*Note: There is no data available for Jan & Feb 2012 as the Family Legal Clinic Night Session commenced with effect from 27 Mar 2012



- \*Legend**
- (1) Absent – Court users did not turn up on the scheduled appointment date
  - (2) Cancelled – Court users decided not to use the free legal services when Pro Bono reminded them of the appointment
  - (3) Refixed – Court users asked for re-scheduling to another date
  - (4) Slot In – Court users had their sessions inserted at the last minute

**Note:**  
The Family Legal Clinic Night Session commenced on 27 March 2012.  
The Family Legal Clinic Night Session was changed from weekly to fortnightly wef. 10 April 2012 due to a shortage of volunteer lawyers.  
There were no sessions held on 1 January 2013 and 12 February 2013 as they were public holidays.

## University Court Friends / Court Facilitators

The University Court Friends (UCF) was spearheaded in 2009 by the Subordinate Courts as a partnership between the courts and the law schools at NUS and SMU for law students to volunteer to assist LiPs from the Small Claims Tribunal (SCT), Crime Registry and the Family Division. Students from both law schools are given three opportunities each year to volunteer for a period of 10 weeks and their duties range from explaining court forms to sitting in with the Registrars/Magistrates during mediation sessions with parties.

Since the UCF was subsumed by CJC in January 2013, the programmes were enhanced to include Court Facilitating at the Family and Crime courts. Students who volunteer for this programme would be based in the Courtroom to provide immediate assistance to the LiPs and their family members on the Court processes and to refer them for legal and social assistance if necessary. This prompt service is crucial for LiPs and their family members as they may require immediate explanation on the legal terms and judgements that was passed in the Courtroom. They may also not know the resources available to them, and this is in addition to the emotional roller coaster that they are possibly experiencing during the hearing.

As part of CJC's effort to engage the students further, they also help to design and assess the Court Facilitator programmes. This provides the volunteer students with an avenue to apply their knowledge and gain exposure in other fields.

“In the University Court Friends Project run by NUS Law's Pro Bono Group, students have had the opportunity to move beyond their studies and see how the law affects people. Students have been exposed to the legal need experienced by persons who cannot afford a lawyer, understood the importance of their legal training in the community, and had the satisfaction of assisting in a small way. Students have learned about the court system and practiced the skill of explaining legal information to laypersons, an invaluable skill for any lawyer.”

Helena Whelan-Bridge  
Associate Professor, NUS Faculty of Law



## Friends of Litigants In Person (FLIP)

Apart from lack of knowledge of the law, LiPs often encounter non-legal issues and emotional pressures. Under the FLIP programme, it allows opportunities for lay volunteers without formal legal training to volunteer and help these LiPs.

The FLIP programme focuses primarily on providing LiPs with:

- emotional support, such as providing them a listening ear on their concerns. It addresses the social needs (such as financial assistance and counseling) of LiPs and link them to the appropriate agencies for further assistance;
- practical support, such as helping the LiPs take down notes during their hearing; and
- assistance in basic court processes, such as protocols and processes of a trial hearing.

The FLIP programme was piloted for civil cases in December 2013, and will gradually be extended to the Family and Criminal courts as well.



“Servicing the Court Users to give them more confidence, strength and trust”

- Francis Ng,  
volunteer for FLIP Programme

“CJC helps the people to be connected with the Law. As such, volunteering at CJC brings me the most satisfaction in Pro Bono work.”

- Shaun,  
volunteer for FLIP Programme

## Guidance for Plea Scheme (GPS)

The Association of Muslim Lawyers (AML) partners the State Courts and CJC on the Guidance for Plea Scheme (GPS). The then Senior District Judge of the Criminal Justice Division Mr See Kee Oon initiated and helped to establish the system during its infancy. The name conveys the idea of Accused persons “navigating” through the criminal justice process. Judges can call upon AML’s pool of lawyers to give immediate advice to unrepresented litigants who may not be aware of the court processes involved and did not qualify for the Law Society Criminal Legal Aid Scheme (CLAS). In most instances, the AML will provide legal advice, and prepare representations and submissions for Accused persons. Under the scheme, AML lawyers also assist the Court in ad hoc situations when the Courts identify appropriate cases in need of help. Today, the scheme has benefited about 150 Accused persons.

“ *The scheme bypasses the time-consuming Means Test to avoid a situation where such litigants may not qualify for legal aid and are thus unable to obtain crucial legal advice on time. The Honourable Judges will ensure that assistance is rendered only to those in desperate and real need of legal advice.* ”



Noor Mohamed Marican  
President, Association of Muslim Lawyers

## Care Services

Care Services is based at the Family Court. Formerly known as the Social Service Information and Referral Officer (SSIRO), their scope of work was expanded in January 2014, to provide social assistance to the criminal and civil courts. They also provide administrative support for the criminal and family legal clinics so as to better assess and provide the necessary social aid for the legal clinic cases.

On 20 February 2014, the HOPE scheme was officially launched and with it, emergency interim fund of up to \$200 per household from the Comcare fund and food rations can be dispensed to the LiPs or their family members when they most need it. If needed, referrals will then be made to our Community Partners for a sustainable and long-term follow up.



Social Service Officer,  
Rohzita providing assistance to a court user



Social Service Officer, Balasubramaniam.

## Primary Justice Project (PJP)

Administered by the Community Justice Centre, the Primary Justice Project (PJP) is a joint collaboration between the State Courts, the Law Society and the CJC. The PJP encourages the public to explore amicable settlement of disputes before taking legal action in court as it provides an interim step between self-help and commencing action in the courts.

“ *Under this scheme, a party who has a dispute may approach any lawyer listed on the Primary Justice panel. These Primary Justice Lawyers provide basic legal services geared towards resolving the disputes at an early stage before going to trial. When both parties to a dispute are represented by Primary Justice Lawyers, the lawyers will work with their clients to negotiate a resolution to the dispute. They may also suggest the use of dispute resolution methods such as mediation, in which a third party helps to facilitate the negotiation of a settlement.* ”



Ying Oey  
Assistant Director

## Report On Care Services

There were a total of 612 needy LiPs being attended to by our Social Service officers during FY2013 with those needing financial assistance (38%) forming the main bulk of it. It is through close collaboration with our partners like the Family Service Centres, Social Service Offices, CDCs, ComCare, Mendaki, CDAC, Sinda, HDB and other self-help groups like the Food Bank that we are able to provide a holistic care plan for them.

### 2013 BREAKDOWN BY PRIMARY NEEDS

Date	No of Clients (I&R)	Financial	Employment	Housing/ Shelter	Marital Issues	Child Access	Legal Help	Family Conflict	Emotional	Others
Jan	48	14	6	7			15	3	1	2
Feb	57	29	5	6		1	5	9		2
Mar	50	13	4	4		1	9	5	7	7
Apr	44	9	4	3	3	1	7	8	4	5
May	46	31	4	2			2	4	3	
June	12	5							2	5
July	46	29	5		4		2	4	1	1
Aug	38	19	2	2	2		1	4	3	5
Sept	45	27	2	2			1	5	1	7
Oct	31	9	1	2		2	1	3	3	10
Nov	30	11	2			1	3	4	2	7
Dec	30	2	7	6	1	1	5	3		5
<b>Total</b>	<b>477</b>	<b>198</b>	<b>42</b>	<b>34</b>	<b>10</b>	<b>7</b>	<b>51</b>	<b>52</b>	<b>27</b>	<b>56</b>

### 2014 BREAKDOWN BY PRIMARY NEEDS

Date	No of Clients (I&R)	Financial	Employment	Housing/ Shelter	Marital Issues	Child Access	Legal Help	Family Conflict	Emotional	Others
Jan	31	4	8	2	1		4	2	1	9
Feb	60	13	9	4			4	7	8	15
Mar	44	14	10	6		1	1	53	8	1
<b>Total</b>	<b>135</b>	<b>31</b>	<b>27</b>	<b>12</b>	<b>1</b>	<b>1</b>	<b>9</b>	<b>12</b>	<b>17</b>	<b>25</b>

### COMBINED STATUS

Date	No of Clients (I&R)	Financial	Employment	Housing/ Shelter	Marital Issues	Child Access	Legal Help	Family Conflict	Emotional	Others
<b>TOTAL: JAN '13 - MARCH '14</b>	<b>612</b>	<b>229</b>	<b>69</b>	<b>46</b>	<b>11</b>	<b>8</b>	<b>60</b>	<b>64</b>	<b>44</b>	<b>81</b>

Breakdown of cases attended to by our Social Service Officers from Jan 2013 - Mar 2014

## Volunteer Coordination

“People involved in cases before the courts are understandably anxious and concerned; the indigent litigants-in-person need help in pursuing their matters, or in dealing with moving on with their lives. Volunteers play a crucial role in making sure that these court users not only obtain justice, but can make use of the fruits of justice in their lives.”



Meena Chandrakesan  
Volunteer Co-ordinator,  
interviewing potential volunteers

CJC volunteer recruitment has been hugely successful due to the overwhelming support provided by The National Volunteer and Philanthropy Centre, The Singapore Management University Law Faculty, The National University of Singapore Law Faculty, Law Society PBSO and the community at large. The total number of volunteers recruited for FY2013 stands at 276 and numbers are still growing.

TYPES OF PROGRAMMES	NO. OF PEOPLE	ORGANIZATION
Court Facilitation/UCF	104	SMU/NUS
Primary Justice Project	82	Law Society/CJC
Legal Clinic	82	Law society
FLIP	9	Public
GPS	1	AML
Publicity	1	Public
On Site Legal Advice	10	SMU
Fundraising	6	Public



Mr Tan Siong Thye  
Former Chief District Judge,  
Mr Tan Siong Thye on Service  
Excellence Day

Laura Eng, a Law Student with SMU, won the State Courts Young Volunteer of the Year 2013. She volunteered with CJC as a Crime and Family Court Facilitator.

As a Crime Court Facilitator, she sits in the Criminal Mentions Court, where accused persons are first presented to the court. The judge will direct to her an accused person whom he feels require some additional help, especially in explaining court procedures, legal aid and bail matters. At the Family Court, she also checks litigants' documents to prepare them for their oral submissions.

“By interacting with litigants, I am able to provide them with emotional support when needed. It helps me understand what an accused is going through, how he feels, and also the emotional trauma when a family unit breaks down. I feel happy when I am able to put a smile back onto their faces!”



Laura Eng  
Recipient of the Young Volunteer  
of the Year Award 2012

“Through the various pro bono initiatives which I had participated, I learnt to truly appreciate these three ‘Cs’; Conviction, Courage and Compassion, which makes me feel utterly human. Personally, pro bono is the bedrock of a balanced legal system, and the real reason why we came to call this profession a noble one. There can be nothing noble about lawyers when they stop helping the underprivileged.”



Josephus Tan (Left) Leonard Lee (right)  
Recipient of the JCI Ten Outstanding Young  
Persons of the World (Merit Award) Singapore  
in 2013 and was conferred the prestigious  
Pro Bono Ambassador of the Year Award  
by the Law Society, Singapore

## contribution

The Food Bank Singapore Ltd is a Charity that aims to fight hunger and reduce food wastage in Singapore. It acquires donated and excess food, much of which would otherwise be wasted, from farms, manufacturers, distributors, retail stores, consumers, and other sources, and make it available to those in need through a network of member beneficiaries.

With Singapore's Food Wastage hitting record numbers (Straits Times, 5 May 2014) and the number of "hungry" mouths increasing due to escalating food costs and cost of living, Food Bank Singapore can do a lot for the society at large.

*“We are extremely delighted be able to work with the CJC in helping needy Court Users by extending immediate Food Aid. We believe that it is going to be a fruitful and meaningful partnership that can be further developed over the years. A big thank you to CJC for giving us this opportunity. Let The Feeding Begin!”*



Nichol Ng, Co-Founder  
[www.Foodbank.sg](http://www.Foodbank.sg)

## Thank You for your support!

Individuals and organizations play a critical role in this collaborative effort to serve the needs of LIPs in particular, for those with limited means, who face language barriers, and are victims of poverty or are marginalized.

The benefactor list recognizes individuals and organizations that have made cash or in-kind gifts in FY2013 to support CJC.

We also want to take this opportunity to extend our sincere appreciation to donors who requested anonymity. Great care was taken to make this report as accurate as possible. We apologize if anyone was mistakenly omitted or incorrectly listed.



### Founding Benefactor

Tan Chin Tuan Foundation

### Benefactors (in cash)

Chew Kwee San  
Kwan Im Thong Hood Cho Temple  
Chuah Bee Bah  
Jennifer Marie  
Lim Huey Yuee  
Loh Kah Wee  
May Lucia Mesenas  
Nichole Wong  
Tan Phuay Miang

### Benefactors (in kind)

Customer Capital Consulting Pte Ltd  
(CRM System)  
The Food Bank Singapore Ltd  
Goodwill Services  
Messrs Harold Seet & Indra Raj Advocates  
& Solicitors

### Grants

National Council of Social Services  
– Care & Share  
National Volunteer and Philanthropy Centre

**Directors' Report and Financial Statements**

**Financial Year Ended 31 March 2014**

(Registration No: 201231446R)

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## Directors' Report

The directors present their report to the members together with the audited financial statements of the Company for the financial year ended 31 March 2014. The financial year covers the period since 28 December 2012 to 31 March 2014.

The directors of the Company in office at the date of this report are:

<b>Lok Vi Ming</b>	(Appointed on 28 December 2012)
<b>Ong Toon Hui</b>	(Appointed on 28 December 2012)
<b>Chew Kwee San</b>	(Appointed on 28 December 2012)
<b>See Kee Oon</b>	(Appointed on 1 October 2013)
<b>Poon Hong Yuen</b>	(Appointed on 13 March 2014)
<b>Thio Shen Yi</b>	(Alternate to Lok Vi Ming - Appointed on 25 January 2013)
<b>Seah Yang Hee</b>	(She Yuanxi) (Alternate to Ong Toon Hui Appointed on 26 September 2013)
<b>Yap Su-Yin</b>	(Alternate to Chew Kwee San - Appointed on 11 January 2013)
<b>Suriyacala Jennifer Marie</b>	(Alternate to See Kee Oon - Appointed on 1 October 2013)
<b>Jill Tan Li Ching</b>	(Jill Chen Lijing) (Alternate to Poon Hong Yuen Appointed on 13 March 2014)

### Arrangements to enable directors to acquire shares and debentures

The Company is a company limited by guarantee and have no share capital.

### Directors' interests in shares and debentures

The Company is a company limited by guarantee. There were no shares or debentures issued.

### Contractual Benefits of Directors

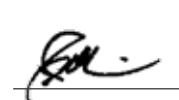
Since the beginning of the financial year, no director of the Company has received or become entitled to receive a benefit which is required to be disclosed under section 201(8) of the Companies Act, Chapter 50, by reason of a contract made by the Company or a related corporation with the director or with a firm of which he is a member, or with a company in which he has a substantial financial interest, except as disclosed in the financial statements.

### Share Options

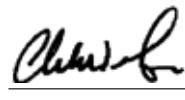
The Company is a company limited by guarantee. There were no share options or unissued shares under option.

### Independent Auditors

On behalf of the directors,



See Kee Oon  
Director  
2 May 2014



Chew Kwee San  
Director

## Statement by Directors

### In the opinion of the directors,

A. The accompanying statement of comprehensive income, statement of financial position, statement of changes in equity, statement of cash flows and notes thereto are drawn up so as to give a true and fair view of the state of affairs of the Company as at 31 March 2014 and of the results, changes in equity and cash flows of the Company for the financial year then ended; and

B. At the date of this statement there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

The board of directors approved and authorised these financial statements for issue.

On behalf of the directors,



See Kee Oon  
Director  
2 May 2014



Chew Kwee San  
Director

## Independent Auditors' Report

To the Members of The Community Justice Centre Limited (Registration No: 201231446R)

### Report on the Financial Statements

We have audited the accompanying financial statements of The Community Justice Centre Limited (the "Company"), which comprise the statement of financial position as at 31 March 2014, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and a summary of significant accounting policies and other explanatory information.

#### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Singapore Companies Act, Chapter 50 (the "Act"), the Singapore Charities Act, Chapter 37 (the "Charities Act") and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair statement of comprehensive income and statement of financial position and to maintain accountability of assets.

#### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation of financial statements that give a true and fair view 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 entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### **Opinion**

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Act, the Charities Act and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Company as at 31 March 2014 and the results, changes in equity and cash flows of the Company for the financial year ended on that date.

#### **Report on Other Legal and Regulatory Requirements**

In our opinion, the accounting and other records required by the Act to be kept by the Company have been properly kept in accordance with the provisions of the Act.

During the course of our audit, nothing has come to our attention that caused us to believe that during

- a. The use of the donation moneys was not in accordance with the objectives of the Company as required under regulation 11 of the Charities (Institution of a Public Character) Regulations; and
- b. The Company has not complied with the requirements of regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations



**AccAssurance LLP**  
Public Accountants and  
Chartered Accountants  
Singapore

**Statement of Comprehensive Income**  
For the financial year ended 31 March 2014

	Note	2014
<b>Revenue</b>	<b>5</b>	<b>\$303,727</b>
Other Items of Expense		
Audit fee		\$2,000
Employee benefits expenses	6	\$199,248
Membership fee		\$69
Medical expenses		\$105
Minor assets expensed off		\$12,179
Miscellaneous expenses		\$2,388
Publicity expenses		\$20,325
Printing and stationary		\$8,008
Recruitment expenses		\$3,075
Staff training		\$2,163
Staff insurance		\$3,947
Telecommunication		\$3,168
Transportation		\$311
Utilities		\$976
<b>Net income and total comprehensive income for the year</b>		<b>\$45,765</b>

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

**Statement of Financial Position As at 31 March 2014**

	Note	2014
<b>ASSETS</b>		
<b>Current assets</b>	7	\$57,725
Cash and cash equivalents		
<b>Total assets</b>		\$57,725
<b>LIABILITIES</b>		
<b>Current liabilities</b>		\$2,000
Accrued liabilities		
<b>Total liabilities</b>		\$2,000
<b>Net assets</b>		\$55,725
<b>FUNDS</b>		
<b>Unrestricted Funds</b>		\$45,765
Accumulated Fund		
<b>Restricted Funds</b>	8	\$9,960
Community Justice Centre ComCare Fund		
<b>Total Funds</b>		55,725

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

Statement of Changes in Equity For the financial year ended 31 March 2014

Current Year	Accumulated Fund
Opening balance at date of incorporation	-
Total comprehensive income for the year	\$45,765
Closing balance at 31 March 2014	\$45,765

Statement of Cash Flows For the financial year ended 31 March 2014

Cash Flows	2014
<b>Cash flows from operating activities</b>	
Net profit and operating cash flows before changes in working capital	\$45,765
Accrued liabilities	\$2,000
<b>Net cash flows from operating activities</b>	<b>\$47,765</b>
<b>Cash flows from financing activities</b>	
Changes in Community Justice Committee ComCare Fund	\$9,960
<b>Cash and cash equivalents</b>	
Net increase in cash and cash equivalents	\$57,725
Beginning of financial year	-
End of financial year (Note 7)	\$57,725

The accompanying notes form an integral part of these financial statements

Notes to the Financial Statements

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

1. General information

The Community Justice Centre Limited (“Company”) is a company limited by guarantee, incorporated and domiciled in Singapore. The address of its registered office is 1 Havelock Square, #01-00 Subordinate courts, Singapore 059724.

The Company is principally engaged in the following activities:

- a. To provide assistance to Litigants in Person who appear before the State Courts of Singapore (“LIPs”) to avoid disadvantaging such LIPs as a result of not being represented by lawyers;
- b. To assist and help LIPs in understanding the relevant legal rules, terminology, court procedures and other aspects of the legal system to enhance their access to the legal system;
- c. To provide an integrated one-stop hub to provide and facilitate various support services to LIPs;
- d. To provide various services and programmes for the purposes of supporting and assisting LIPs;
- e. To develop and implement public outreach and educational programmes and community services and programmes targeted at the community at large in Singapore who may be potential LIPs or have other interests in the court or legal systems;
- f. To develop other services and programmes for the assistance of LIPs or for the furtherance of any of the other abovementioned objects of the Company as may be decided upon by the directors of the Company

The financial year covers the period since the date of incorporation on 28 December 2012 to 31 March 2014. This being the first set of financial statements, there are no comparative figures.

2. Significant accounting policies

• Basis of preparation

These financial statements have been prepared in accordance with Singapore Financial Reporting Standards (“FRS”). The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below. These financial statements are presented in Singapore dollar, which is the Company’s functional currency. The preparation of financial statements in conformity with FRS requires management to exercise its judgement in the process of applying the Company’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

• Future changes in financial reporting standards

Certain new or amended FRS and INT FRS have been published and are mandatory for the Company’s future financial years and which the Company has not adopted early. None of these is expected to have a material effect on the financial statements of the Company for the following financial year.

## • Revenue recognition

Revenue is the fair value of the consideration received or receivable from the gross inflow of economic benefits during the financial year arising from the ordinary course of the Company's activities. Revenue is presented, net of value-added tax, rebates and discounts.

The Company recognises revenue when the amount of revenue and related cost can be reliably measured, it is probable that the collectability of the related receivables is reasonably assured and when the specific criteria for each of the Company's activities are met as follows:

*Donations:* Revenue from donations is accounted for when received, except for committed donations that are recorded when the commitments are signed.

*Government grants:* Grants from the government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Company will comply with all the attached conditions. Government grants receivable are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Government grants relating to assets are deducted against the carrying amount of the assets.

## • Employee compensation

**Defined contribution plans:** Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities, such as the Central Provident Fund and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in profit or loss in the periods during which services are rendered by employees.

**Bonus and profit sharing:** The Company recognises a liability and an expense for bonuses and profit-sharing when there is a contractual obligation to pay or when there is a past practice that has created a constructive obligation to pay.

**Annual leave entitlements:** Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the financial year end.

## • Income taxes

As a charity, the Company is exempt from tax on income and gains falling within section 13U (1) of the Income Tax Act to the extent that these are applied to its charitable objects.

## • Cash and cash equivalents

Cash and cash equivalents comprise of cash balances and call deposits with original maturities of three months or less. For the purpose of the statement of cash flows, pledged deposits are excluded whilst bank overdrafts that are repayable on demand and that form an integral part of the Company's cash management are included in cash and cash equivalents.

## • Financial assets

Classification, initial recognition and subsequent measurement:

The financial assets are classified in the categories set out below. The classification depends on the nature of the asset and the purpose for which the assets were acquired. Management determines the classification of its financial assets at initial recognition and in the case of held-to-maturity financial assets, re-evaluates this designation at each financial year end.

Loans and receivables are recognised on the date that they are originated. All other financial assets are recognised on the trade date, which is the date that the Company becomes a party to the contractual provisions of the instrument. The initial recognition of financial assets is at fair value, normally represented by the transaction price.

- a.** Financial assets at fair value through profit or loss: As at the financial year end, there was no financial asset classified in this category.
- b.** Loans and receivables: Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Loans and receivables are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to the initial recognition, these are measured at amortised cost using the effective interest method, less any impairment losses. Loans and receivables comprise of cash and cash equivalents, are presented as current assets, except for those expected to be realised later than 12 months after the financial year end which are presented as non-current assets.
- c.** Held-to-maturity financial assets: As at the financial year end, there was no financial asset classified in this category.
- d.** Available for sale financial assets: As at the financial year end, there was no financial asset classified in this category.

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

## **Derecognition:**

A financial asset is derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership. On disposal of a financial asset, the difference between the carrying amount and the sale proceeds is recognised in profit or loss. Any amount in other comprehensive income relating to that asset is reclassified to profit or loss.

### • **Impairment:**

Financial assets not carried at fair value through profit or loss are assessed to determine whether there is any objective evidence that they are impaired at the end of each financial year. These assets are impaired if there is objective evidence indicating that a loss event has occurred after the initial recognition and that the loss event has a negative effect on the estimated future cash flows of that asset that can be estimated reliably. For impairment of loans and receivables and held to maturity financial assets, the carrying amount is reduced through the use of an impairment allowance account which is calculated as the difference between the carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. When such asset becomes uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are recognised against the same line item in profit or loss. The impairment allowance is reduced through profit or loss in a subsequent period when the amount of impairment loss

decreases and the related decrease can be objectively measured. The carrying amount of the asset previously impaired is increased to the extent that the new carrying amount does not exceed the amortised cost had no impairment been recognised in prior periods. For impairment of available for sale financial assets, the cumulative loss that was previously recognised in other comprehensive income is reclassified to profit or loss. The cumulative loss is measured as the difference between the acquisition cost (net of any principal repayments and amortisation) and the current fair value, less any impairment loss previously recognised as an expense. The impairment losses recognised as an expense on equity securities are not reversed through profit or loss.

### • **Plant and equipment**

Items of plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. The cost of an item of plant and equipment initially recognised includes its purchase price and any cost that is directly

attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Company's policy is to capitalise those plant and equipment items whose costs are individually more than \$3,000.

On disposal of an item of plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss. Any amount in revaluation reserve relating to that asset is transferred to retained profits directly.

### • **Financial Liabilities**

Classification and initial recognition:

The financial liabilities are classified in the categories set out below. The classification depends on the nature of the liability and the purpose for which the liabilities were incurred. Management determines the classification of its financial liabilities at initial recognition.

Liabilities at fair value through profit or loss are recognised on the trade date, which is the date that the Company becomes a party to the contractual provisions of the instrument. Other financial liabilities are recognised on the date that they are originated. The initial recognition of financial liabilities is at fair value, normally represented by the transaction price.

### Subsequent measurement:

- a. *Liabilities at fair value through profit or loss:* As at the financial year end, there was no financial liability classified in this category.
- b. *Other financial liabilities:* All liabilities that are not classified in other category fall into this category. These liabilities are initially recognised at fair value, net of transaction costs and subsequently carried at amortised cost. Any difference between the proceeds, net of transaction costs and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method. Other financial liabilities comprise of accrued liabilities, are presented as non-current liabilities unless they are expected to be settled within 12 months after the financial year end.

### *Derecognition:*

The Company derecognises a financial liability when its contractual obligations are discharged, cancelled or expire.

• **Provisions**

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in the statement of comprehensive income as finance expense. Changes in the estimated timing or amount of the expenditure or discount rate are recognised in profit or loss when the changes arise.

**3. Critical Judgements, Assumptions and Estimation Uncertainties**

There were no critical judgements made in the process of applying the accounting policies that have the most significant effect on the amounts recognised in the financial statements. There were no key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the financial year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities in the future financial years.

**4. Related parties**

Related parties' transactions:  
Related parties comprise mainly companies which are controlled or significantly influenced by the key management personnel and their close family members.

*Key management remuneration:*

	2014
Remuneration of directors of the Company	\$116,354
Contributions to defined contribution plans	<u>\$ 4,800</u>
	<u>\$121,154</u>

**5. Revenue**

	2014
Government grants	\$50,924
Donations	<u>\$ 252,803</u>
	<u>\$ 303,727</u>
Tax-exempt receipts issued for donations collected	<u>\$226,795</u>

The Company enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deduction made to the Company. This tax status was granted on 25 January 2013 and is valid to 24 January 2015 under the Charities (institutions of a Public Character) Regulations 2007 of the Charities Act (Chapter 37).

**6. Employee benefits expenses**

	2014
Employee benefits expenses	\$187,381
Contributions to defined contribution plans	<u>\$ 11,867</u>
	<u>\$199,248</u>

**7. Cash and cash equivalents**

	2014
Not restricted in use	<u>\$57,725</u>
The interest earning balances are not significant.	

**8. Community Justice Centre ComCare Fund**

	2014
Funds received	\$10,000
Disbursement made	<u>\$ 40.00</u>
Balance at end of the financial year	<u>\$9,960</u>
Represented by:	
Cash and cash equivalents	\$9,960

The Community Justice Committee ComCare Fund ("CJCCF") is established under the ComCare Endowment Fund and its purpose is to provide immediate assistance to qualifying individuals who require urgent and temporary financial relief to tide over their current situation.

CJCCF received a fund of \$10,000 from the Ministry of Social and Family Development ("MSF") at its inception on 20 February 2014. MSF will provide an annual top-up on 1 April to bring the fund balance to \$10,000.

**9. Financial risk management**

*Classification of financial instruments and fair value measurements:*

The Company's financial instruments at the financial year end are analysed below by the categories defined by FRS 39.

	2014
Financial assets	
Cash and cash equivalents	<u>\$57,725</u>
Financial liabilities	
Accrued liabilities, at amortised cost	<u>\$2,000</u>

The carrying amounts of financial assets and financial liabilities at amortised cost are assumed to approximate their fair values. There are no significant fair value measurements recognised in the statement of financial position.

*Financial risk factors:*

The Company is exposed to credit risk, liquidity risk and market risk (including currency risk and interest rate risk) in its normal course of its business. The overall risk management strategy is to minimise any adverse effects from the unpredictability of financial markets on its financial performance.

*Risk management framework:*

Key management personnel who are directors and executive committees of the Company are responsible to develop and monitor the risk management policies. Management has certain practices for the management of financial risks. However, these are not documented in formal written documents. The following guidelines are followed: All financial risk management activities are carried out and monitored by senior management staff. All financial risk management activities are carried out following good market practices.

*Credit risk:*

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's cash and cash equivalents.

The carrying amount of financial assets in the statement of financial position represents the Company's maximum exposure to credit risk, before taking into account any collateral held and financial guarantee provided. The Company does not hold any collateral in respect of its financial assets.

Credit exposure to an individual counterparty is restricted by credit limits that are approved by management based on credit evaluation efforts, and the payment profile and credit exposure of these counterparties are continuously monitored. Credit risk to bank deposits is limited because the counterparties are banks with high credit ratings assigned by international credit-rating agencies.

*Liquidity risk:*

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

Management continuously monitors the maturity of financial liabilities against the Company's liquidity reserve comprising of cash and cash equivalents to ensure that there will always be, as far as possible, sufficient liquidity to meet its liabilities when due.

The non-derivative financial liabilities of the Company at the financial year end are analysed below into their relevant maturity groupings. The amounts disclosed below are undiscounted cash flows based on the earliest possible contractual maturity except for those due within 1 year as the impact of discounting is not expected to be significant.

	Less than 1 year
31 March 2014	
Accrued liabilities	<u>\$2,000</u>

Management does not expect the above cash flows to occur significantly earlier than their maturity groupings or at significantly different amounts.

*Interest rate risk:*

Interest rate risk is the risk that changes in interest rates will have an adverse effect of the Company's profits and value of its holdings of financial instruments.

The interest rate risk exposure is not considered to be significant as the interest bearing balances of the financial instruments of the Company are not significant.