

# INNOVATING SOCIAL SERVICES

NATIONAL COUNCIL OF SOCIAL SERVICE | ANNUAL REPORT FY2011



## PURPOSE

To ensure that every person has the opportunity to live a life of dignity to his or her fullest potential within society

## MISSION

To provide leadership and direction in social services, to enhance the capabilities of social service organisations, and to promote strategic partnerships for social services

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# NCSS BOARD OF COUNCIL

## PATRON-IN-CHIEF

His Excellency  
**Dr Tony Tan Keng Yam**  
President of the Republic of Singapore  
(from 1 September 2011)

## Mr S R Nathan

Former President of the Republic of Singapore  
(till 31 August 2011)

## PATRON

**Mr Chan Chun Sing**  
Acting Minister for Community Development,  
Youth and Sports



- 1 **RADM (RET) Kwek Siew Jin**  
BBM, PPA(E), PPA(P), PBM  
President
- 2 **Mr Phillip Tan**  
JP, BBM(L), BBM, PBM  
Vice President
- 3 **Ms Jennie Chua**  
JP, BBM, PPA(P), PBM  
Chairman, Community Chest
- 4 **Mr Cyril Chua**  
Vice President
- 5 **Ms Frances Cheang**  
JP, BBM, PBM  
Honorary General Secretary

- 6 **Mr Richard Sim Hwee Cher**  
Honorary Treasurer
- 7 **Ms Anita Fam**  
PBM  
Board Member
- 8 **Dr Philbert Chin**  
BBM, PBM  
Board Member
- 9 **Mr Noel Hon**  
JP, BBM(L), BBM  
Board Member
- 10 **Mr Stephen Loh**  
Board Member



11 **Mr Shabbir Hassanbhai**

PBM  
Board Member

12 **Mr Albert Lim**

Board Member

13 **Mr Robert Chew**

Board Member

14 **Mr Sallim Bin Abdul Kadir**

PBM  
Board Member

15 **Mr Louis Lim**

PBM  
Board Member

16 **Mr Alex Lee**

JP  
Board Member

17 **Mr Augustin Lee**

PPA(P)  
Board Member

18 **Dr Ang Seng Bin**

Board Member

19 **Dr Jason Cheah**

Ministry of Health Representative

20 **Ms Ong Toon Hui**

PPA(P)  
Ministry of Community  
Development, Youth and Sports  
Representative

# NCSS MANAGEMENT



1 **Ms Ang Bee Lian**  
PPA(P)  
Chief Executive Officer  
(from 8 June 2007)

2 **Ms Tina Hung**  
Deputy Chief Executive Officer  
Director, Service Development  
Director, Family Service Centre  
(Covering from 1 May 2011)

3 **Ms Tan Bee Heong**  
Director, Community Chest

4 **Mr Chan Whee Peng**  
Director, Membership and Service  
Management (from 8 October 2011)

5 **Ms Belinda Tan**  
Director, Social Service Training  
Institute

6 **Ms Ng Ling Ling**  
Director, Resource Allocation

7 **Ms Angela Yak**  
Director, Sector Manpower and  
Corporate Planning (from 1 July 2011)

8 **Ms Fiona Chua**  
Director, Corporate Services

9 **Ms Vibhangini Robert**  
Deputy Director, Service  
Development

10 **Ms Rae Lee**  
Deputy Director, Service  
Development (from 10 October 2011)

11 **Ms Debbie Lui**  
Deputy Director, Community Chest  
(till 10 May 2012)

12 **Ms Carol Pereira**  
Deputy Director, Family Service  
Centre (till 31 March 2012)  
Deputy Director, Social Service  
Sector 2016 (from 1 April 2012)

13 **Mr Yen Chang Sheng**  
Head, Internal Audit

14 **Ms Peggy Ong**  
Head, Human Resource

15 **Ms Goh Siew Hian**  
Head, Corporate Communications

**New Senior Management Members**  
(Not in picture)

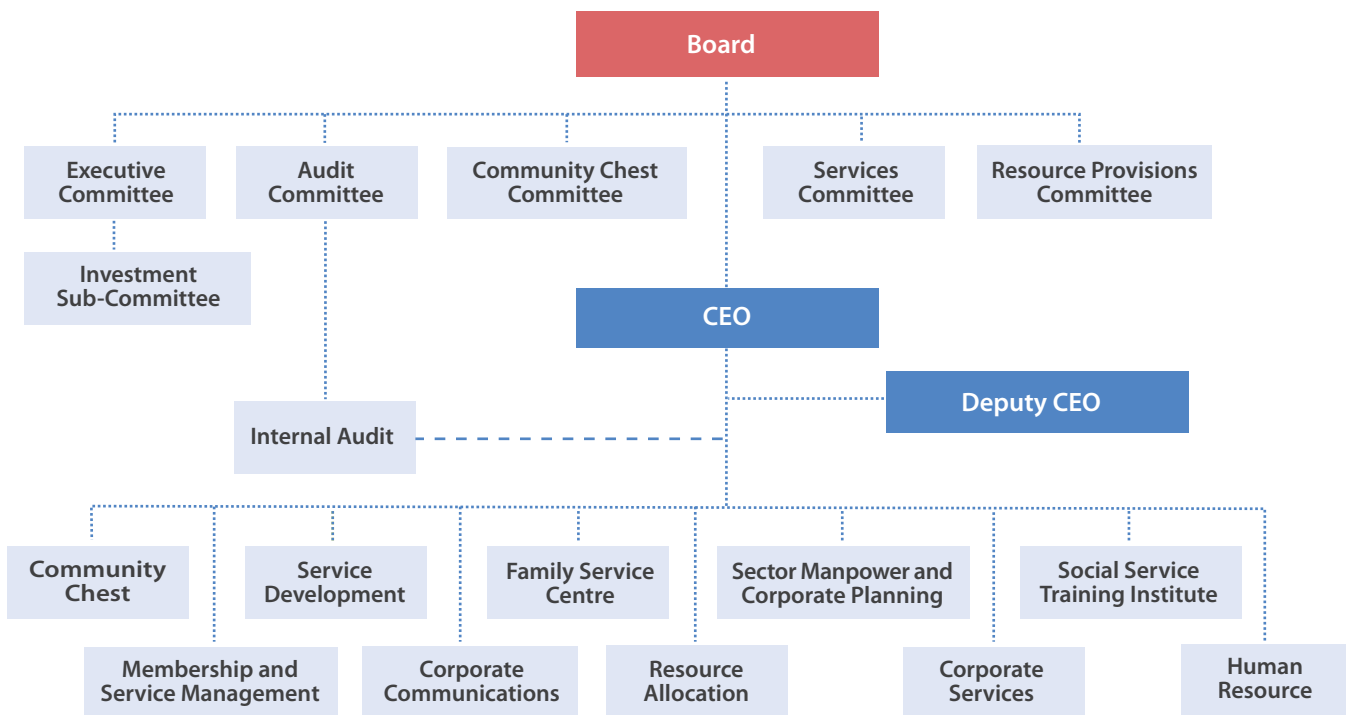
**Ms Seah Yang Hee**  
Director, Family Service Centre  
(from 1 July 2012)

**Ms Cindy Shee**  
Deputy Director, Community Chest  
(from 27 March 2012)

**Mr Shawn Koh**  
Deputy Director, Family Service Centre  
(from 1 April 2012)

**Mr Ang Cheng Eng**  
Deputy Director, Resource Allocation  
(from 14 May 2012)

# ORGANISATION STRUCTURE



## Community Chest

- Raises funds for programmes supported by NCSS through the SHARE programme, foundations, individuals, corporations, online donation portal and Community Chest events
- Fosters community involvement by facilitating volunteering opportunities

## Service Development

- Undertakes service planning and review for social services to meet community needs
- Develops, pilots and expands needed social services
- Develops and sets service standards to meet service users' needs
- Assesses requests for funding, premises and other resources

## Family Service Centre (FSC)

- Enables FSCs to better meet community needs through outreach initiatives and needs assessment
- Enhances FSC professional practice and service standards to deliver effective services to families in need
- Facilitates the development of stronger partnerships between FSCs and other stakeholders to ensure seamless coordination of services
- Plans and develops FSC facilities to ensure accessibility to FSC services

## Sector Manpower and Corporate Planning

- Formulates and implements manpower development plans for the social service sector in collaboration with Voluntary Welfare Organisations (VWOs), government agencies and other stakeholders
- Develops and implements strategic corporate plans and organisational development initiatives to grow the capability of NCSS

## Social Service Training Institute

- Enhances capability of VWOs and social service professionals through specialised evidence and practice-based training as well as continuing education programmes
- Provides non-profit governance and management, including organisational development programmes to VWOs and facilitates Board consultancy services
- Identifies training needs for the sector and develops professional development pathways for key social service professionals

## Corporate Communications

- Develops and implements corporate communications strategies for NCSS
- Manages NCSS corporate image, website, media and international relations
- Produces corporate publications such as Rapport and Annual Report

## Membership and Service Management

- Engages and supports NCSS member VWOs in meeting their organisational needs and development
- Monitors the performance of social service programmes and collaborates with VWOs to achieve the programmes' desired outcomes
- Develops and implements shared services and benefits for VWOs

## Resource Allocation

- Manages the allocation of key funds from NCSS, government ministries, and other stakeholders supporting VWOs to run needed programmes and build capabilities
- Structures and administers new funding and schemes to meet the needs of the disadvantaged through VWOs
- Partners government ministries and stakeholders to develop and implement funding policies to enhance VWOs' programmes and capabilities

## Corporate Services

- Handles corporate services within NCSS, including administration, financial management, funds management, investment and info-communications system management
- Promotes and drives cross-sector ICT innovations and initiatives under the social service ICT masterplan (SS2016) to improve productivity and service delivery to clients



## PRESIDENT'S REVIEW

The social service sector has grown over the years and is playing a bigger role today compared to a decade ago. To meet an increasing demand for social services brought about by changing social challenges and the aspiration to be a more inclusive society, it is imperative that the sector be more productive and innovative, working closer together to strengthen and increase collaboration to address the issues that the community faces.

## NCSS will be embarking on the Social Service Sector ICT Masterplan (SS2016), which aims to better leverage infocomm technologies to improve productivity and service delivery to clients

### Nurturing Innovation

Given the rising complexity of social issues and higher expectations of the public, Voluntary Welfare Organisations (VWOs) must constantly innovate to be effective. For this reason, the National Council of Social Service (NCSS) has been encouraging sector innovation through different initiatives. At the NCSS Members Conference 2011, NCSS organised the inaugural NCSS Pitch, a competition in which VWOs showcased innovative projects that added value to their services. The Alzheimer's Disease Association and the Lions Befrienders Service Association impressed the panel of judges and the audience with their creativity and adaptability, and emerged as the winners.

NCSS has also been implementing measures to strengthen the capabilities of member VWOs and create stronger growth in the sector. Along with the Ministry of Community Development, Youth and Sports (MCYS), NCSS reviewed the capability building needs of the VWOs and advocated for more resources to continue professionalising the social services workforce and developing VWOs. Our efforts have led to a commitment of \$100 million from the government to support a new tranche of VWOs-Charities Capability Fund over the next five years. The new tranche will focus on developing stronger programmes and services, promoting greater productivity and innovation, and enhancing the capabilities of the sector's manpower resources.

NCSS, as a leading organisation within the sector, has also 'walked the talk' to increase productivity through the 2011 NCSS ExCEL project, in which NCSS streamlined the process of Onsite Assurance.

The 20% reduction in processing time allowed NCSS to engage VWOs in more in-depth discussions about service delivery and helped NCSS staff to understand and co-create solutions with VWOs. This project emerged as one of the top 10 projects among more than 140 entries for the PS21 ExCEL Awards.

Research has also helped NCSS in evaluating the effectiveness of social services. A research study commissioned by NCSS found that children helped by The Straits Times School Pocket Money Fund (SPMF), which was administered by NCSS from 2001 to 2011, had benefited children both psychologically and academically, beyond giving them the certainty of pocket money. From April 2012, NCSS has also made more than 3,400 e-journals available to our member VWOs to build their research capability and help social service professionals stay abreast of new developments in the sector.

With support from MCYS and the Infocomm Development Authority of Singapore, NCSS will be embarking on the Social Service Sector ICT Masterplan (SS2016). SS2016 aims to better leverage infocomm technologies (ICT) to improve productivity and service delivery to clients. The key strategies will include innovative use and adoption of ICT to enhance the capabilities of VWOs, create a conducive client-centric environment and streamline information management in the sector. Some of the projects will include putting mobile ICT tools and the latest knowledge in the hands of VWOs and their personnel to deliver social service in a timely and effective manner.

## In April 2011, SSTI initiated a \$300,000 SSTI capability building fund to boost training for social service professionals, with an additional \$100,000 contributed by NCSS

### Enhancing Manpower Capabilities

Developing sector manpower remains one of the key focuses of NCSS as an important driver for growth and improvement in the social service sector. NCSS launched the Social Service Talent Development Scheme in October 2011 to develop a pipeline of future leaders for the social service sector. Individuals with high potential have the option of two development tracks - to take on senior leadership positions within an organisation or to develop as specialists for social work practice. Talented individuals can look forward to a more structured career development path with more opportunities and comprehensive training to hone their professional and management skills.

NCSS also worked with MCYS and the Ministry of Education (MOE) to attract and retain staff within the social service sector through a review of the funding norms for programmes. This led to an increase in funding for higher salaries of VWO staff with effect from 1 July 2012, with additional funding support from Community Chest and the Tote Board.

The Social Service Training Institute (SSTI) continues to be the focal point for manpower capability development for the social service sector. Three enabling hubs will be established - the Training Hub, the Practice Hub and the Resource Hub. SSTI will tap on VWO practitioners and international non-profit organisations to participate in Communities of Practice, where key practice areas such as case management and organisational excellence will be developed and shared within the sector. In addition, SSTI plans to become a Continuing Education and Training centre and a

one-stop centre for training, capability development and employment facilitation for the social service sector by 2014.

In the last financial year, SSTI had increased the opportunities for VWOs personnel to upgrade their skills through the partnership with SIM University (UniSIM), which has extended the professional development pathways for social service practitioners. The first batch of Higher Diploma in Social Service students, who have at least two years of experience working in VWOs, will be eligible to apply for a degree programme from July 2012 onwards. SSTI has also enabled social service assistants in VWOs with NITEC qualifications to apply for the SSTI Diploma in Social Service to develop themselves further professionally.

In April 2011, SSTI initiated a \$300,000 SSTI capability building fund to boost training for social service professionals, with an additional \$100,000 contributed by NCSS. Apart from awards and subsidies for deserving individuals, the fund was also used to develop new critical courses and increase training resources.

In September last year, SSTI analysed the training needs of the different professions in the social service sector and gathered feedback from the various stakeholder groups. Some key findings and feedback included having better structured training for new entrants to the sector and more certification programmes for social service professionals to advance their careers. Following this, SSTI will be developing a sector training roadmap, and will be reviewing and advancing its training programmes to include assessment of the competency level of trainees after attending SSTI courses.

## Community Chest has met its FY2011 fund-raising target, a record sum of \$55.7 million, with the generous and sustained support of various corporations, foundations and individual donors

### Increasing Resources

The social services and programmes rolled out by NCSS and the social service sector need the support of many partners to be successful. I am pleased to report that Community Chest has met its Financial Year (FY) 2011 fund-raising target, a record sum of \$55.7 million, with the generous and sustained support of various corporations, foundations and individual donors. These funds went towards supporting 67 charities that serve over 300,000 people, including children with special needs, youth-at-risk, the lonely and frail elderly and families in need.

Contributing to the total sum raised by Community Chest were the 60 fund-raising events organised by Community Chest and our corporate partners, which also helped raise awareness of the needs of our beneficiaries. One of the highlights last year was the ComChest TrueHearts 2011, which was the first televised charity show to be held at the Marina Bay waterfront. The event featured young beneficiaries and MediaCorp artistes, and raised over \$4.1 million for the less fortunate in our society. It was also one of the top 10 most viewed programmes on Channel 8 in 2011 and was nominated in the 'Best Variety Special' category for MediaCorp's Star Awards 2012. Another key fund-raising event was the ComChest Heartstrings Walk @ Marina Bay 2011, where Prime Minister Lee Hsien Loong flagged off the 5km walk, which saw more than 5,000 participants and raised more than \$1.2 million for our beneficiaries.

In the past year, NCSS has also worked closely with MCYS and our member VWOs to increase resources to help needy families. Ten full or branch Family Service Centres (FSCs) will be built over the next five years to supplement the existing 39 FSCs and the two that are already in the pipeline. The

workload of social workers at FSCs will also be reduced by up to 20 per cent to allow them to focus more on working with each client. The FSC Advisory Council (FAC) and the Committee for Practice Standards (CPS) have been instrumental in contributing towards developing these solutions.

The FAC was established in July 2011 to provide strategic guidance to FSCs and help chart their development to make FSC services more accessible and relevant to the needs of the community. In addition, the FAC articulated the strategic challenges facing FSC manpower development and facilitated the engagement of key stakeholder groups. The CPS was also established in July 2011 and comprises experienced social workers within the sector. The CPS has refined the FSC Service Model and is developing a Code of Professional Practice for FSCs to standardise operations and improve service standards. The Code will be available by the end of FY2012.

### Helping Families in Need

NCSS played key roles in the development of the Enabling Masterplan 2012-2016, a five-year national disability roadmap that paves the way for greater inclusiveness and enablement for persons with disabilities, empowerment of families to care, and the strengthening of the collective effort of the people as well as the public and private sectors. Arising from the Enabling Masterplan 2012-2016, NCSS will be leading initiatives to enhance the network of community-based early intervention and family support services by developing clusters of private and public agencies to support children with developmental needs, and studying the feasibility of an early childhood stimulation programme.

## The number of social service programmes managed by NCSS has grown from 222 in FY2006 to 536 in FY2011

NCSS was also the secretariat for the committee that looked at strengthening existing employment facilitation and support for persons with disabilities entering open employment. This is one area in which NCSS has also led by example, and has been employing persons with disabilities since 1984. In recognition of its efforts to employ and integrate persons with disabilities into our workforce, NCSS received a Token of Recognition at the Enabling Employers Awards 2012 ceremony on 23 March 2012.

In the area of Early Intervention Programme for Infants and Children (EIPIC), NCSS collaborated with Kandang Kerbau Women's and Children's Hospital (KKH) and the National University Health System to enhance service standards of EIPIC providers through the development of a standards framework and a Centre Development Plan for each EIPIC centre. The EIPIC Consultancy Project has since commenced at Metta Preschool @ Punggol, Thye Hua Kwan EIPIC Centre @ Choa Chu Kang and The Spastic Children's Association of Singapore EIPIC, and will help three more EIPIC centres in 2012.

To enable critical social services to be delivered effectively, NCSS has also helped VWOs source for suitable premises to serve their clients. In FY2011, NCSS worked closely with Advisers, grassroots leaders, Community Development Councils (CDCs), the Housing and Development Board (HDB), Town Councils and VWOs to secure space to develop 11 Seniors Activity Centres (SACs) to reach out to the vulnerable elderly living in rental flats, two new FSCs to build stronger families, and two EIPIC centres to enable more children with special needs to optimise their potential.

### Acknowledgement and Appreciation

During my three terms as NCSS President, the social service sector has seen many changes. I wish to express my heartfelt gratitude to former President of Singapore, Mr S R Nathan, for being a staunch supporter of NCSS and the social service sector. I am grateful to President Tony Tan Keng Yam for accepting our invitation to be the new Patron-in-Chief and we look forward to working with President Tony Tan for the benefit of the sector. The sector has also made major leaps in several areas since 2006. The number of social service programmes managed by NCSS has grown from 222 in FY2006 to 536 in FY2011. This is demonstrative of a responsive sector that is committed to meeting the ongoing and emerging needs of our society.

Another major advancement is in the increase of manpower capability initiatives and job opportunities in the sector. Avenues for training in social work, counselling, therapy and management of services have been augmented, and include university, polytechnic and dedicated SSTI programmes. An illustration is our own SSTI courses, which saw a jump in the number of training places from 6,320 in FY2006 to 12,183 in FY2011. These avenues ensure that we provide a steady stream of trained and qualified professionals to enhance the sustainability of the sector.

Over the years, we have pooled many resources to run social services. In FY2011, NCSS disbursed \$241 million, an increase of 150% compared to FY2006. Community Chest has played a significant role in enabling our members to focus on delivering social services, and has been raising an increasing amount of funds with each passing year to support the programmes offered by our members.

## SSTI courses saw a jump in the number of training places from 6,320 in FY2006 to 12,183 in FY2011

The annual fund-raising target has risen from \$47 million in FY2006 to \$55.7 million in FY2011. I would like to thank Ms Jennie Chua, Chairman of Community Chest, and the Community Chest Committee members for their passion and efforts in raising funds for Community Chest, year after year.

During the last six years, I have had the honour of working alongside many outstanding individuals in the social service sector. The progress that NCSS and the sector have achieved is a joint accomplishment. I would like to express my heartfelt appreciation to my fellow Board and Committee members for their unwavering support and commitment towards serving the social service sector. I would also like to thank my Vice-Presidents, Mr Phillip Tan and Mr Cyril Chua, who have contributed their time and wise counsel in guiding the development of the sector; Ms Ang Bee Lian, CEO of NCSS, who has led NCSS to attain new

milestones for the organisation and the sector; and the NCSS Management and staff for their dedication. I would also like to express my appreciation to our member VWOs for their partnership and support, and for providing sterling service to help those who most need it.

It has been a fulfilling journey and I am confident that the initiatives that have been put in place would serve as a foundation to meet current challenges in the community and to take on future ones. I wish everyone success in the years ahead in continuing to make a lasting impact on and a difference to many lives.



**RADM (RET) Kwek Siew Jin**  
President

## HIGHLIGHTS & ACHIEVEMENTS

### MEETING SOCIAL NEEDS

Critical and Effective Services to Meet Current and Emerging Social Needs



- \$241 million disbursed to support 536 social service programmes
- FSC Advisory Council and Committee for Practice Standards set up to drive development of FSCs and improve service levels
- 42 SACs reached out to 9,132 frail and vulnerable seniors
- \$9.6 million allocated to 35 Enhanced STEP-UP agencies to support 4,161 youth by building and strengthening their social and emotional resilience

### IMPROVING CAPABILITY

Human Capital Optimisation and Enhanced Organisational Capability



- 12,183 training places filled by professionals and volunteers from the social service sector and non-profit organisations
- \$600,000 helped 41 VWO staff acquire recognised social work qualifications
- SSTI embarked on a training needs analysis to identify training priorities and gaps for the different professions in the sector and would develop a sector competency map and review its training programmes to meet these needs

# ENGAGING COMMUNITY

Strengthened Community Partnerships to Help the Less Fortunate



- Community Chest met its fund-raising target of \$55.7 million to benefit over 300,000 beneficiaries through 159 programmes
- Over 60 fund-raising events organised in support of Community Chest
- Individuals donated over \$14.6 million to Community Chest

# UNLOCKING SOCIAL VALUE

Increased Awareness of NCSS and the Social Service Sector



- \$11 million of Advertising Value Equivalency generated from media coverage on NCSS and its sub-entities
- NCSS corporate website underwent an upgrade to allow viewing on mobile devices to increase access to content
- 328,475 visits to the NCSS corporate website, of which 44% were first-time visitors

# MEETING SOCIAL NEEDS

Critical and Effective Services to Meet  
Current and Emerging Social Needs

**\$241m** disbursed  
to support 536 social service  
programmes

**26,386** individuals  
and families assisted by FSCs

**2,123** caregivers  
helped by the Specialised  
Caregiver Support Services  
(Dementia and Palliative Care)

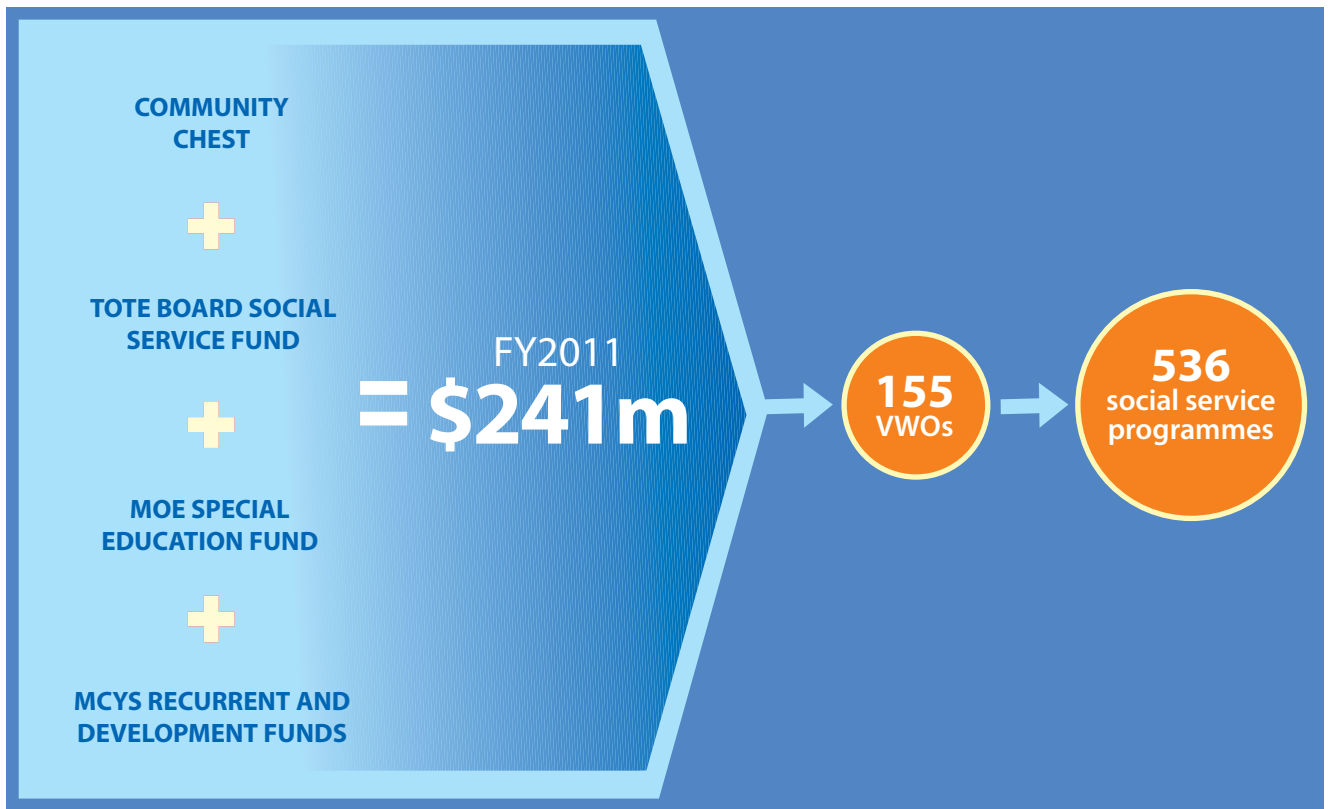
**42** SACs reached out to  
9,132 frail and vulnerable  
seniors

**1,193** children  
benefited from EIPIIC in the  
areas of social interaction,  
communication, self-help and  
motor skills

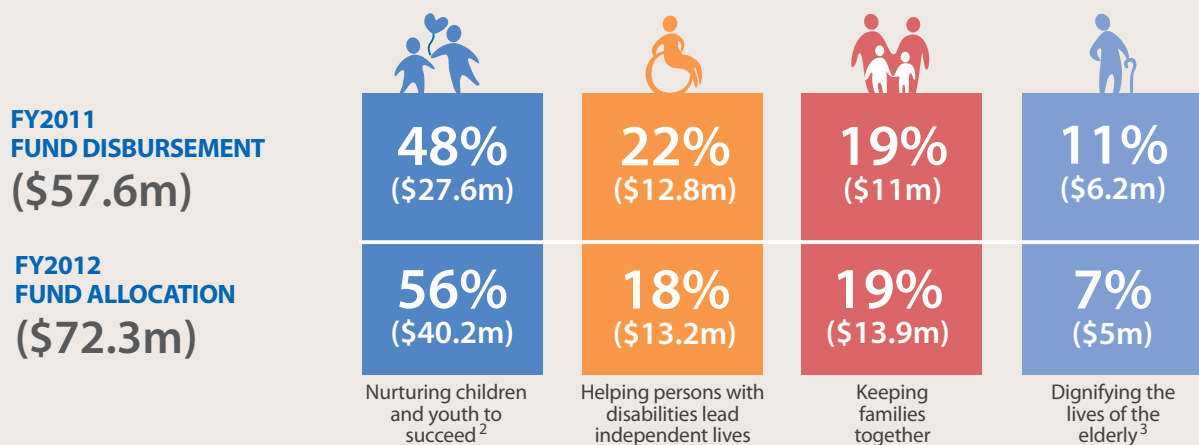
**114** persons with  
special needs from Special  
Schools secured open  
employment or placement in  
mainstream schools

**\$1b** Community Silver  
Trust launched to enhance  
the intermediate and long-  
term care sector

## HELPING VWOs DELIVER CRITICAL SOCIAL SERVICES



### \$57.6 Million Community Chest Funds<sup>1</sup> Disbursed for 159 Programmes



**NOTES**

1. The funds allocated for 2012 include the budget for project expenditure to build capability of VWOs, to professionalise the social service sector and to raise public awareness of social services.
2. This includes early intervention and education for children with special needs (elaborated on pages 18 and 19).
3. Slight reduction for community share of funding for eldercare services because of increased subsidies by other funders, especially the government ministries.

## FAMILIES IN NEED

\$50m helped  
78,659 needy individuals  
and families become  
stronger and more stable

### OUTCOMES

- Overcame life crises
- Attained financial stability
- Increased ability to solve problems
- Improved relationships
- Achieved greater cohesiveness
- Increased social support



38 FSCs assisted a total of 26,386 individuals and families. 9,348 individuals acquired problem-solving and coping skills to become more self-reliant. 9,238 clients built and strengthened supportive relationships and 3,686 clients learnt to manage their finances.

Three new FSCs would be built in Tampines, Admiralty and Punggol in response to the growing demand for FSC services, and these centres would be operating by the end of FY2012. Additional FSCs would also be built to expand capacity and reach more Singaporeans.

**Counselling Centres** supported 2,070 clients to overcome life challenges such as marital, family, transitional and work issues.

NCSS supported and funded agencies specialising in violence prevention programmes to help 2,883 individuals break out of the cycle of violence. 517 victims of violence had increased their awareness on the availability of community resource and felt supported. 513 gained awareness of the safety measures to keep themselves protected, and 374 perpetrators stopped using violence after violence-control plans were put in place. 190 victims also reported no recurrence of violence over at least six months upon completion of the programme.

**Project HOME** was a collaboration between NCSS, MCYS, CDCs, HDB and FSCs to strengthen families and increase their resilience. FSCs reached out to more than 250 families through this project. The Joint Case Conference

facilitated by NCSS allowed FSC staff to share information and formulate intervention plans for families facing housing crises.

**Aftercare Case Management** facilitated the reintegration of ex-offenders and ex-drug addicts into their families and the community. In the process, 467 ex-offenders were able to find accommodation and employment as well as gained family and community acceptance. The programme was provided by the Singapore After-Care Association and the Singapore Anti-Narcotics Association, and supported by the Ministry of Home Affairs (MHA), the Singapore Corporation of Rehabilitative Enterprises (SCORE) and NCSS.

## BREAKING NEW GROUND

### FSC Advisory Council and Stakeholder Engagement

NCSS set up the FAC in July 2011. It comprised senior board members and management staff of FSCs, VWOs, MCYS and NCSS to provide strategic guidance to FSCs and offer insights into policies and programmes that affect the development of FSCs. The FAC provided valuable advice and has enabled FSC services to be more accessible and relevant to the needs of the community.

The FAC also advocated for FSC manpower development and facilitated the engagement of key stakeholders such as funders, Mayors, FSC Boards, grassroots organisations and their Advisers.

### Committee for Practice Standards

To ensure that clients have access to quality services, NCSS established a Committee for Practice Standards to improve the level of services provided by FSCs. The FSC Service Model, which

served as a guide for FSC operations, has been enhanced by both the FAC and this committee to keep pace with changing client needs.

NCSS also commenced the development of the Code of Professional Practice, the Master Social Worker scheme and a training roadmap for FSCs. Casework and counselling interventions with a child-centric focus and professional self-care were identified as some of the professional staff competencies and skills needed to better serve the clients and to practise better self-care. The first few runs of the workshops equipped 69 FSC staff with skills needed to manage at-risk families with young children.

Twenty-four staff from six FSCs participated in a pilot run of the 'Thriving-at-Work' programme. The fortnightly follow-up consultations presented opportunities for the practitioners to practise and implement the concepts and skills to thrive at work.

**Mdm Cheong Ying Yong** did not know what to do when she and her family could not pay their HDB arrears. After one of her friends told her that she could seek help at a Community Chest-funded family service centre, staff at Fei Yue FSC helped to get her life back on track through counselling sessions and tapping on SPMF for her children.

Today, besides taking up home-based assignments as well as renting out a room for extra income, she is also earnestly doing her best to be a dedicated mother, with her two children's well-being as her top priority.



*Minister of State (CYS) Mdm Halimah Yacob and NCSS President RADM (RET) Kwek Siew Jin at the FSC Seminar 2012, where Minister (CYS) Mr Chan Chun Sing announced that caseloads of FSC social workers would be reduced by 20% to allow for better and more thorough case management*

## PERSONS WITH SPECIAL NEEDS

\$163.2m helped  
26,779 persons with  
special needs integrate  
into the community

### OUTCOMES

- Achieved developmental milestones
- Acquired functional independence skills
- Attained academic qualifications
- Secured employment



**14 EIPIC Centres** supported by NCSS and MCYS enabled more than 1,900 children to receive early intervention services in 2011 to help them achieve their developmental goals. EIPIC helped 442 children transit to mainstream or special schools, an increase of 78% from 2010. 89% of the families surveyed indicated that EIPIC had helped them to cope better with their children's disabilities.

In a client satisfaction survey conducted by NCSS, 82% of the 385 caregivers surveyed indicated that they were satisfied with the EIPIC centre that their children were attending. The survey also revealed that 98% of the caregivers said that their children had benefited from the EIPIC programmes.

**The EIPIC Consultancy Project** was a collaboration between NCSS and early intervention experts from KKH and the National University Health System. It enhanced service standards of EIPIC providers through the development of a standards framework and a Centre Development Plan (CDP) for each EIPIC centre. The project facilitated the sharing of resources to build up sector capability. The consultancy team provided supervision and consultancy to help EIPIC centres achieve their CDP goals. This Consultancy Project has commenced at three Community Chest-supported EIPIC centres: Metta Preschool @ Punggol, Thye Hua

Kwan EIPIC Centre @ Choa Chu Kang and The Spastic Children's Association of Singapore EIPIC. This project would commence at three more EIPIC centres in 2012.

**20 Special Schools** were supported by MOE and Community Chest to provide education programmes, therapy, parent support and training services for children with special needs to maximise their potential and enhance their integration into society. 114 students managed to secure either open employment or placement in mainstream schools. This was an increase of 19% compared to 2010.



**Mr Zamry Bin Abdul Karim** suffers from retinitis pigmentosa, a condition that caused his eyesight to deteriorate. In 1987, he still had 90% of his sight. However, his eyesight continued to deteriorate and in 2007, he became completely blind. Not able to continue as a technician, he learnt general massage at a private centre for six months before approaching Bizlink, a NCSS-supported VWO, for job support and placement. Bizlink subsequently found him a job as a massage therapist at Refresh Bodyworks.

Today, Zamry receives five to six customers on weekdays and double the number on weekends. He has also built up a base of loyal customers who specifically request for him to do their massages.



**Vocational Training Programmes** aim to increase the employability of 80 persons with disabilities each year through customised training under the Singapore Workforce Skills Qualifications (WSQ) framework. NCSS forged partnerships with the Singapore Workforce Development Agency (WDA) and the Association for Persons with Special Needs to develop this initiative.

*“WDA recognises that persons with disabilities can benefit from training and contribute to the workforce. WDA works closely with NCSS and other stakeholders to help persons with disabilities enhance their employability through training and skills upgrading.”*

**Mr Wong Hong Kuan**  
Chief Executive, WDA

**Job Placement and Job Support Programmes** were funded by NCSS and operated by Bizlink Centre Singapore Ltd, the Movement for the Intellectually Disabled of Singapore (MINDS) and the Society for the Physically Disabled (SPD) to enable 202 persons with disabilities to secure jobs in open employment. With the aim to train and place at least 54 persons with autism over the next three years from 2012, NCSS collaborated with the Autism Resource Centre (ARC) to pilot the Employability and Employment Centre, a centralised job placement and job support programme for adults with autism. 1,500 persons with disabilities also received pre-vocational skills training and work opportunities through the Sheltered and Production Workshop programmes.

In 2011, special schools facilitated the transition of 38 students to mainstream schools, of which 26% achieved 'N' level passes for all subjects and progressed to Institutes of Technical Education (ITEs). Special schools also equipped 73 students with vocational qualifications to secure open employment.

**The Trailblazer–Chan Chiew Ping Special Schools Fund** was set up in 2009 with support from NCSS to help students from low-income families. The fund has since helped 2,389 students in the areas of transport, meals and medications, uniforms, textbooks and stationery.

*“The Professional Practice Guidelines on the Assessment and Placement of Students with Special Educational Needs were developed by a multi-professional team from the various agencies that are involved in the assessments of students with special needs, namely MOE, KKH, NUH, IMH, NCSS and VWOs running special schools. These guidelines aim to establish common standards for best practices for professionals across SPED schools and referring agencies, and will promote greater consistency in assessment practices.”*

**Ms Sim Ann**

Senior Parliamentary Secretary, Education and Law ministries, at the launch of the Guidelines at the SPED Conference 2011

## ISOLATED AND VULNERABLE ELDERLY

\$20.5m helped 49,086 seniors to continue living in the community with dignity

### OUTCOMES

- Maintained and/or improved their functional abilities and emotional well-being
- Received quality care from their caregivers
- Experienced less isolation and were supported to age within the community
- Received relief from terminal illness and passed on with dignity



**Home Help Service** offered an array of services that enabled frail and homebound seniors to continue living in their homes and the community for as long as possible. Nine VWO-run Home Help Service provided meal delivery, housekeeping, laundry and medical escort as well as personal care and hygiene. During the year, 586,843 meals were delivered island-wide to seniors and 11,225 escort trips were made to accompany seniors to hospitals for medical consultations or treatments.

**Hospice Home Care** provided support and specialised care to 4,806 individuals with life-limiting illnesses and their caregivers. Through 37,740 nursing and medical home visits, clients were able to fulfil their wish of passing on in their own homes with dignity. The 2,253 home visits provided families and caregivers with social support to cope with managing the life-limiting illnesses of their loved ones.

**42 SACs** reached out to 9,132 frail and vulnerable seniors residing in HDB rental flats. Besides providing information and referral services and organising social-recreational and exercise activities, SAC staff also conducted home visits and managed the Alert Alarm System that enabled timely assistance to be rendered to seniors in distress.

In FY2011, 680 frail and homebound seniors received visits to their homes, resulting in a reduction in social isolation. Of the 1,970 seniors surveyed, 98% expressed satisfaction with the services rendered and felt adequately served by the SACs.



**Mdm Cheong Siew Keng** fell into severe depression when her husband passed away some years ago. Feeling isolated and lonely, she shunned away from all interaction and activities, preferring to stay cooped up in her one-room rental flat in Geylang Bahru.

After her discharge from hospital for depression, staff from the TOUCH Seniors Activity Centre (TSAC) visited her and encouraged her to participate in the Centre's activities. With constant encouragement from TSAC staff and other seniors, she started to open up and made new friends. She even took the initiative to help run errands for neighbours and escorted frail seniors to visit the doctor. She now serves as the 'eyes' of TSAC by notifying the Centre whenever a resident or senior falls ill or requires assistance.

**Specialised Caregiver Support Services (Dementia and Palliative Care)** supported 2,123 caregivers through training and support services. 98% of caregivers surveyed indicated that they had acquired knowledge and skills in caring for individuals with dementia or acquired a more positive mindset towards dementia caregiving. 100% of the caregivers surveyed, who attended the palliative care training, reported that they were able to apply the relevant skills taught in class.

**Befriending Service** by the Lions Befrienders Service Association (LBSA) helped to relieve the social isolation of seniors through its intensive outreach programme. In FY2011, 2,973 seniors were served, an increase of 7% from FY2010.

Mutual Befriending and Neighbour Befriending initiatives piloted in FY2011 also helped to overcome the challenges faced in recruiting and sustaining volunteer befrienders. These new initiatives saw LBSA winning the NCSS Pitch at the NCSS Members Conference 2011.

## CHILDREN AND YOUTH

\$7.5m helped 8,970 children and youth realise their potential to be contributing individuals

### OUTCOMES

- Completed their education
- Increased engagement in after-school activities
- Improved problem-solving skills
- Developed positive relationships



**School Social Work** promoted successful completion of education and positive youth development through specific interventions to increase social and emotional competencies. This helped youth to better cope with their life challenges through home-school-community collaborations. In FY2011, 2,421 students were helped and 64% of the students who underwent interventions such as casework, counselling or group work developed self-confidence, enhanced social skills to build positive relationships and successfully dealt with changes and challenges in their lives.

**eGen and Metoyou** are cyber counselling programmes that provided youth with advice to help them cope with issues. In FY2011, with help from counsellors, 567 youth were supported by eGen, which helped them to acquire knowledge and change in attitude to better manage their issues in a safe and familiar environment. The Metoyou programme run by the Marine Parade FSC reached out to 7,700 students via promotional activities and workshops at schools, and engaged 2,759 youth through cyber counselling.

**Enhanced STEP-UP** helped 3,707 students at risk of dropping out of school and 454 out-of-school youth to remain in or return to school, by providing client-centric intervention to build and strengthen their social and emotional resilience. NCSS worked closely with MCYS to ensure that adequate resources were provided to VWOs working with these youth. This was vital as school drop-outs were more likely to be unemployed, require financial assistance or at risk of incarceration.<sup>1</sup> In December 2011, 65 programmes in 35 Enhanced STEP-UP agencies were allocated \$9.6 million in funding from Community Chest, MCYS and the Tote Board.

1. Extracted from "The High Cost of High School Dropouts. What the Nation Pays for Inadequate High Schools" by Alliance for Excellent Education, 2007



**TM United** is a soccer team that consists of youth suffering from mild to moderate cerebral palsy, a condition that affects body movement and muscle co-ordination. However, the condition has not stopped these youth from pursuing their lifelong passion of playing soccer.

Many of the youth in TM United were able to realise their dreams when they represented Singapore in the Singapore-Malaysia Futsal Exchange 2011. The TM United boys performed extremely well and brought home the Championship Cup. Besides facilitating their soccer training, the Asian Women's Welfare Association (AWWA) also provides physiotherapy and counselling for these youth, as well as teach them how to lead independent lives.

*“Community Chest’s funding for Enhanced STEP-UP has helped us to work with youth in building resiliency in them, guiding them in making good decisions and equipping parents with parenting skills and knowledge in dealing with youth’s developmental issues.”*

**Mr John Teen**  
Social worker, CROSSROAD Youth Centre,  
a project by Care Corner Family Service Centre  
(Admiralty)



SPMF was administered by NCSS from 2001 to 2011 and has benefited children both psychologically and academically



**Chloe** first enrolled in Eden Children's Centre (formerly known as Autism Children's Centre) in 2008 after being diagnosed with mild-moderate autism. Her constant crying and incomprehensible actions often left her mother at her wits' end. With professional help from early intervention professionals, Chloe has made significant improvements. She now has better communication skills and is able to use words and short sentences. Chloe is also able to display a greater range of expressive and cognitive abilities.

## ACCESSING FUNDS TO MEET INCREASED DEMANDS

### Improving Resource Allocation for Funded Social Service Programmes

MCYS and NCSS completed an extensive and comprehensive review of the resources provided for funded social service programmes. The review included revisions of salaries of funded staffing positions, as well as funding for other operating expenditure. The recommendations resulted in \$19.6 million of additional funding allocated through NCSS from Community Chest, MCYS, MOE and the Tote Board to VWOs to improve service standards and staff recruitment.

Community Chest also raised additional funds to help VWOs cope with the increase in salaries due to the employer's Central Provident Fund contribution rate rising from 15.5% to 16% in September 2011. NCSS also advocated on behalf of VWOs to co-funders like MCYS, MOE and the Tote Board, which led to an additional disbursement of \$0.5 million in FY2011.

### Seeding Ideas for Tomorrow's Hope

NCSS laid the ground for the administration of a new Community Silver Trust, which was launched in October 2011. Set against the backdrop of an ageing population in Singapore, the \$1 billion trust fund aimed to enhance and expand the intermediate and long-term care (ILTC) sector through dollar-for-dollar matching of

ILTC donations from the community. This fund, which is co-managed by MCYS and Ministry of Health (MOH) and co-administered with the Agency for Integrated Care, allowed NCSS to encourage VWOs to seed new ideas, explore potential solutions and scale successful initiatives to cater to the ageing population and their social care needs in Singapore.

### Galvanising Tote Board's Support for Social Services

NCSS galvanised support from the Tote Board to provide co-funding for VWOs in the sector through the Tote Board Social Service Fund. In FY2011, \$31.1 million was allocated to support 260 VWO programmes and projects. This is an increase of \$8.7 million and 75 programmes and projects supported compared to FY2010.

## INFRASTRUCTURE DEVELOPMENT AND IMPROVEMENT OF FACILITIES TO MEET RISING DEMAND

In FY2011, NCSS secured 26 HDB void deck spaces for needed social services in the eldercare, disability, family, children and youth sectors. NCSS also assisted in the setting up of 39 facilities worth \$2.3 million that would serve an estimated 13,000 clients. About \$942,000 for 24 cyclical maintenance projects was also disbursed to ensure that facilities are well-maintained and safe for the delivery of critical social services.

*"We really appreciate NCSS's assistance on work safety issues, which helped us in evaluating the risk management of our work areas."*

**Ms Santhi Devi**

Deputy Director (Nursing/Fund-Raising), Sunlove Home, who had approached NCSS on risk management issues related to their physical infrastructure

*The building of the NTUC Eldercare SilverACE Centre, which was facilitated by NCSS, opened on 26 November 2011.*



## JUMP-STARTING THE CHANGES

NCSS actively contributed to national committees

Committees & Groups	Achievements
<b>National Dementia Network</b>	<p>NCSS was a member of the National Dementia Network, and participated in the review and development of integrated care models for individuals with dementia. Some key recommendations from the Network included expanding the Eldersit and Home Intervention programmes, strengthening capabilities in providing home dementia care and enhancing support for managing medication at home.</p>
<b>Ministerial Committee on Ageing</b>	<p>NCSS supported the Ministerial Committee on Ageing (MCA) in the review and development of measures to help the elderly age in place. These measures would be implemented over the next five years, and included increasing the number of SACs from 42 to 58. MCA aimed to strengthen family and social support, as well as enhance existing programmes to encourage the elderly to lead active lifestyles and age gracefully.</p>
<b>Development of Enabling Masterplan 2012-2016</b>	<p>NCSS co-led the development of the Enabling Masterplan 2012 -2016 Committees, comprising representatives from the people, public and private sectors. The Enabling Masterplan proposed 41 recommendations in the following areas: early intervention, education, employment and healthy lifestyle, and adult care and caregiver support. Recommendations were formulated to address the needs of persons with disabilities and their families, after consultation with service providers, users and caregivers.</p>
<b>National Mental Health Working Group</b>	<p>The Working Group increased awareness of mental health services and enhanced the capabilities of the agencies to provide mental health support for youth-at-risk, children and adults with disabilities, seniors with dementia and caregivers. The workgroup also set up an early detection and intervention system for at-risk and out-of-school youth.</p>
<b>National Committee on Youth Guidance and Rehabilitation</b>	<p>NCSS collaborated with partner agencies and ministries to introduce new initiatives to support youth-at-risk in achieving successful outcomes. A youth-at-risk landscape was mapped out in order to coordinate services, promote better understanding of youth profiles across ministries, as well as to review and plan future intervention. Existing intervention such as the Enhanced STEP-UP was reviewed and the programme outcomes were sharpened.</p>
<b>Common Risks and Needs Assessment Workgroup</b>	<p>The Common Risks and Needs Assessment Workgroup was formed in response to the recommendations of the Child Abuse Review Committee, which reviewed the inter-agency child protection and welfare system in Singapore. NCSS worked with MCYS to propose improvements to the early detection and needs assessment of children at risk of abuse.</p>
<b>Working Committee for the Child Protection Competency Framework</b>	<p>Formed in response to the recommendations of the Child Abuse Review Committee, NCSS is working with partners in the child protection system to follow up in strengthening the training curriculum and to enhance the competency of social service professionals involved in child protection work.</p>
<b>Community Action for the Rehabilitation of Ex-Offenders Network</b>	<p>A comprehensive review of the Case Management Framework model was conducted to identify best practice, to review funding, and to focus on reducing recidivism and increasing support to families of ex-offenders. The review is expected to be completed by 2013.</p>
<b>Task Force on Drugs</b>	<p>NCSS, with its overview of the social service sector, recommended expanding the scope of services provided by aftercare agencies and piloting new specialised programmes and agencies to support families and children of drug offenders. NCSS, in collaboration with MHA, SCORE, and the Singapore Prison Service, would also identify skilled manpower needs, core competencies, training programmes, sustainable service and funding models.</p>

# IMPROVING CAPABILITY

Human Capital Optimisation and  
Enhanced Organisational Capability

**\$400,000**

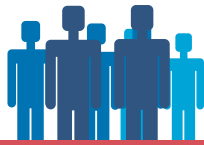
invested by NCSS and SSTI  
to build capability and  
strengthen skills of staff in  
the social service sector

About **70** students  
graduated from three SSTI  
academic programmes

**12,183**

training  
places filled by professionals  
and volunteers from the  
social service sector and non-  
profit organisations

**Social Service  
Talent Development  
Scheme** launched to  
groom future social service  
leaders



**Accredited Social Service Professionals**

Registered Social Workers   Registered Social Workers - Provisional   Registered Social Service Practitioners

FY2011	<b>1,137</b>	<b>714</b>	<b>148</b>	<b>275</b>
FY2010	<b>910</b>	<b>612</b>	<b>88</b>	<b>210</b>

**Funding Support for Accreditation of Social Workers**

**\$0.6m**

**helped 41 VWO staff**  
acquire recognised social work qualifications

*“The ‘Support for Acquiring Recognised Social Work Qualification’ scheme initiated by NCSS has empowered me financially to pursue further studies in social work. Thanks to this scheme, I am now realising my goal of becoming a more competent and better-equipped people helper.”*

Mr Paul Teo  
Senior Youth Worker, Alive Community Network

**BUILDING CAPACITY**

**Social Service Scholarship**

In FY2011, 11 new Social Service Scholarships were awarded and eight scholars commenced their placement at VWOs after completing their studies. The scholarships help to build a pool of talented professionals to serve the sector's future needs.

**Social Work Training Scholarship Awarded to 16 Students**

The mid-term scholarship was awarded to NUS and UniSIM students, who were matched to VWO mentors to guide them personally and professionally. In FY2011, 13 students graduated and started their professional career with 11 VWOs serving families, persons with special needs and youth.

**Professional Conversion Programme for Social Workers**

Since its inception in 2009, this place-and-train programme has attracted 75 mid-career adults to study Social Work at UniSIM. 26 of them completed their studies in FY2011 and commenced work at VWOs as trained social workers.



Six social service scholars with Acting Minister (CYS) Mr Chan Chun Sing, Minister of State (CYS) Mdm Halimah Yacob and RADM (RET) Kwek Siew Jin at the NCSS Members Conference 2011

### Social Work Associate Training Sponsorship (SWATS)

Twelve more students benefited from this training sponsorship to study the Diploma in Social Sciences (Social Work) programme at Nanyang Polytechnic (NYP) this year. Into its second intake, the introduction of the programme plays a key role in piquing the interest of the young to join the sector and developing a pool of well-trained associates to complement the social work community.



*"I am really very thankful to NCSS for granting me the SWATS. This sponsorship covers my school fees and has also secured me a job upon graduation. The sponsorship's bond would enable me to make a difference in people's lives, something that I am really passionate about."*

Mr Aaron Scott Donovan (above, left)  
Recipient of the SWATS 2011

### NITEC in Community Care and Social Services Sponsorship Increased Manpower Supply

Students studying NITEC in Community Care and Social Services were trained to perform basic nursing, therapy and care assisting tasks, and organise community-based activities and events. The sponsorship of the programme would boost the capacity of the sector by creating a new supply of social service assistants. Five sponsored students graduated in FY2011 and joined four VWOs serving the elderly and persons with special needs.

*"Receiving this sponsorship is an important first step towards fulfilling my ambition of joining the social service sector and working with persons with intellectual disabilities. I am proud to be part of the pioneer batch to receive this sponsorship and I look forward to completing my studies and giving back to society."*

Ms Pour Mei Xin  
Recipient of the NITEC in Community Care and Social Services Sponsorship and Best Student Award

### Temasek Cares Study Awards for the Special Needs Sector

The Temasek Cares Study Awards were established in FY2011 to increase the capacity to meet the growing needs of the special needs sector. Ten students received this award to pursue studies in the field of Early Childhood Education/Child Psychology and Early Education at Ngee Ann Polytechnic, and Occupational Therapy/Physiotherapy at NYP.

### EMBRACE Increased Manpower Supply for EIPIC

The EIPIC Manpower Building and Resource Assigning Scheme (EMBRACE) was a new initiative launched by NCSS, in partnership with EIPIC centres, to support the increasing demand for early interventionists. This train-and-place programme provided on-the-job training and supervision at partner EIPIC centres, while classroom-based training was conducted by Flinders University through SSTI. At the end of the traineeship, trainees joined EIPIC centres to work with children with special needs. In FY2011, NCSS partnered Metta Pre-Schools and the Moral EIPIC Centre to train a total of 19 mid-career entrants.

*"The programme is very practical and applicable to our work. Through the programme, I have learnt more about children with special needs and how to help them in the classroom, as well as to design intervention strategies that would further aid their learning."*

Ms Toh Miaowen Cristal  
Trainee from the first run of the EMBRACE programme, placed at The Spastic Children's Association of Singapore

### Career Talks and Fairs Increased Outreach

NCSS participated in a total of 23 career talks and fairs that reached out to over 3,200 students and job seekers from junior colleges, polytechnics, ITEs, Madrasahs and Institutes of Higher Learning. They aimed to attract high-calibre individuals to promote studies in or join the sector as social workers, therapists, special education teachers and early intervention teachers.

### NCSS Awards for UniSIM and NYP Graduates

NCSS partnered UniSIM and NYP to recognise outstanding students in social work and therapy courses. The top three UniSIM graduates from the Bachelor of Social Work programme were awarded a Gold, Silver and Bronze medal respectively, together with a plaque and a cash prize at UniSIM's Convocation Ceremony on 6 October 2011.

On 24 May 2011, two graduates from NYP, Ms Farha Nisha d/o Nashruddin K and Ms Lim Yi Jin Eileen, were presented with NCSS Silver Medal Award for being second in the cohort in Physiotherapy and Occupational Therapy respectively.

Ms Nur Syafiqah Binte Jami'ah received the inaugural NCSS Award for being the top student of her cohort in the Diploma in Social Sciences (Social Work) - Year 1 at NYP.

*"Receiving this award has given me the encouragement to work even harder. The skills I have acquired will prepare me to face challenges in the future."*

**Ms Nur Syafiqah Binte Jami'ah**  
Recipient of the inaugural NCSS Award at the NYP National Day Ceremony 2011

## ENHANCING MANPOWER CAPABILITY

### Social Service Talent Development Scheme Launched to Build Leadership Capabilities



NCSS launched the Social Service Talent Development Scheme on 19 October 2011 to develop a pipeline of well-qualified, highly experienced and well-rounded professionals who would provide leadership for the sector. The scheme has two development tracks: one to groom future executive leaders and another to groom social work specialists.

### Professional and Leadership Development Scheme Expanded to Meet Developing Needs of Social Workers

The Professional and Leadership Development Scheme was launched in 2008 to develop promising social workers with leadership potential. Over the past four years, 27 social workers have benefited from this scheme.

The professional training component in the scheme has been expanded to include supervision skills and advanced practice knowledge in selected fields. The leadership training has also been tiered into two levels to cater to the development needs of the recipients. In FY2011, seven social workers benefited from the scheme, with an estimated value of \$37,000 for each award.

### Lien Foundation Scholarship Groomed Social Service Leaders

Lien Foundation continued to partner NCSS to groom leaders, build up capabilities in the social service sector and develop outstanding individuals with leadership potential to serve the community. In FY2011, the scholarship was awarded to Ms Fazlin Abdullah and Ms Maitland Tanya Mei Sian to pursue the Master in Public Administration at the Lee Kuan Yew School of Public Policy (LKYSPP) at NUS and Master of Social Work at UniSIM respectively.

### INSEAD Scholarship

Three candidates from VWOs received the INSEAD scholarship and participated in a two-week Asian International Executive Programme at the INSEAD Asia Campus in Singapore.

*"The key take-away from the programme for me is that our perspective of the work we do determines the way we approach it, the manner in which we do it and how we drive it. It is therefore critical that we get our perspectives right and not be clouded by prevailing, customary or even conventional assumptions or 'wisdom'."*

**Mr Dennis Lim**  
CEO, Bishan Home for the Intellectually Disabled, and INSEAD Scholarship recipient

### Fostered Partnerships to Develop Sector Capabilities

NCSS established new partnerships with LKYSPP and the Tote Board to launch the Non-Profit Management Programme for the 21<sup>st</sup> Century, an executive leadership programme designed to expose senior managers to the latest ideas, operational concepts and emerging trends about management and leadership in a non-profit organisational setting.

## ENHANCING ORGANISATIONAL CAPABILITY

### Client Satisfaction Survey FY2010

NCSS conducted a client satisfaction survey on 82 programmes across eight programme types, with more than 1,400 users participating in the survey. Across the programmes, users gave high satisfaction ratings of 75% and above.

### VWO Engagement

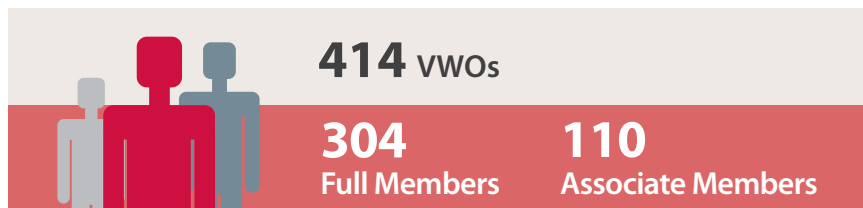
The NCSS Engagement Series is a platform where top management of VWOs come together to exchange ideas and strategies. Fifteen executive directors were introduced to the Funnel Framework, a management tool developed by the Stanford Graduate School of Business to help shape their organisations' strategic directions.

### Onsite Assurance Visits Improved Service Delivery

In FY2011, NCSS made 101 onsite assurance visits to VWOs. Through the visits, NCSS staff worked with providers of funded programmes to identify their strengths and areas for improvement.

### Forging Stronger Partnerships with VWOs

RADM (RET) Kwek Siew Jin, President of NCSS, visited nine VWOs in 2011 to understand their needs and challenges, making a total of 74 VWO visits over the past six years. NCSS also helped VWOs develop and enhance areas such as leadership, human resource management, governance and fund-raising.



### Induction of New VWO Leaders

NCSS conducted three tea sessions for 57 new executive directors and key senior staff to induct them into the sector, help them gain an understanding of the sector and enhance communication between VWOs and NCSS.

### Launch of Preparatory Programme for EIPIC Teachers

NCSS worked with ARC and Rainbow Centre to customise a preparatory programme for newly hired teachers at EIPIC Centres. The programme was designed to equip teachers with foundational knowledge and basic skills to serve children with special needs. Participants were exposed to a framework for early intervention to understand the learning needs of different disability groups, learn the respective teaching pedagogy, create an optimum learning environment and improve responsiveness to children.

### Completed Centre of Specialisation Project

In FY2011, the Singapore Children's Society completed a Centre of Specialisation project on 'A Guide to Youth Drop-In Centres'. Through the guidebook and a sharing session attended by 150 participants from schools and VWOs, practitioners learnt the basic concepts in setting up and running a drop-in centre to engage at-risk youth in meaningful activities.



### Two Centres of Specialisation Appointed to Build Sector Expertise and Knowledge

In FY2011, Thye Hua Kwan Moral Charities Limited was appointed as a Centre of Specialisation for SACs in the area of building networks for effective collaboration and service delivery. This aimed to build the professional capabilities of SAC staff in engaging and partnering community organisations.

The SPD Specialised Assistive Technology Centre was re-appointed as a Centre of Specialisation in a new area of training and building capability of practitioners working with people with disabilities to gain knowledge and awareness of the types and applications of assistive technology.

Both projects are expected to benefit practitioners from 80 agencies.

### Combined Research Network

A joint network was held on 27 October 2011 where Dr Katijah Dawood from the Centre of Family Harmony explained the factors that influence children's adjustment to divorce. Her talk, entitled 'Using Needs Assessment Research to Identify Service Gaps: Understanding the Coping Strategies of Children from Divorced Families', touched on how research can help improve services through an in-depth understanding of a client group. Participants from VWOs, MCYS and schools also shared their experiences in conducting needs assessments and highlighted emerging needs.

### Recognising Employees as a Vital Resource

NCSS organised two HR networking sessions for executive directors and HR practitioners to learn and share HR best practices. An inaugural employee engagement survey that involved about 1,000 employees was also conducted with the support of Nexus Link for 20 VWOs. The survey results led to a recommendation of a two-pronged approach to improve employee engagement - to leverage strengths to enhance the overall workplace experience and to implement measures to reduce the attrition rate.

### Community Partnerships Extended Resources

NCSS facilitated the partnership between the South East Community Development Council (SECDC) and Metta School. Staff from Metta School also attended the South East MoneyWise Train-the-Trainer Workshop where they were equipped with financial literacy skills to guide their clients. SECDC also purchased handicrafts made by Metta School's clients as gifts for their networking sessions.

### Engaging VWOs through Knowledge Sharing

NCSS hosted a Local Service Planning networking session where participants were equipped with a better understanding of workplace safety, design efficiency and engagement of project consultants.

### An Informative Guidebook on Service Planning

NCSS developed a guidebook for VWOs who were keen to set up new social service centres. The guidebook provided users with effective principles of planning and implementing programmes that met the community's needs.

*"This is an excellent guide for aspiring social service providers who wish to turn their dreams into reality - guiding them in crystallising the needs of the community and finding the workspace to meet those needs. The information provided is clear, relevant and integrated."*

Mr Nicodemus Lim  
Manager, COMNET Elderly Services @ The Ang Mo Kio Family Service Centres

### NCSS Leads Sector to Prepare for Economic Uncertainty

NCSS developed a proactive four-pronged approach to help VWOs in the event of an economic slowdown. These plans included increasing awareness of the support available, securing additional resources for VWOs in the event of a recession, closely monitoring challenges and needs faced by VWOs and their clients, and partnering stakeholders to ensure a timely response to affected clients.



## New Patron-in-Chief Visited NCSS and Toured SSTI

*"I spent an inspiring morning with the Board and management of NCSS. NCSS, with over 400 partner VWOs, is doing admirable and important work. But more can be done. The measure of our society is not just international league tables and high flyers, but also how we care for those in need."*

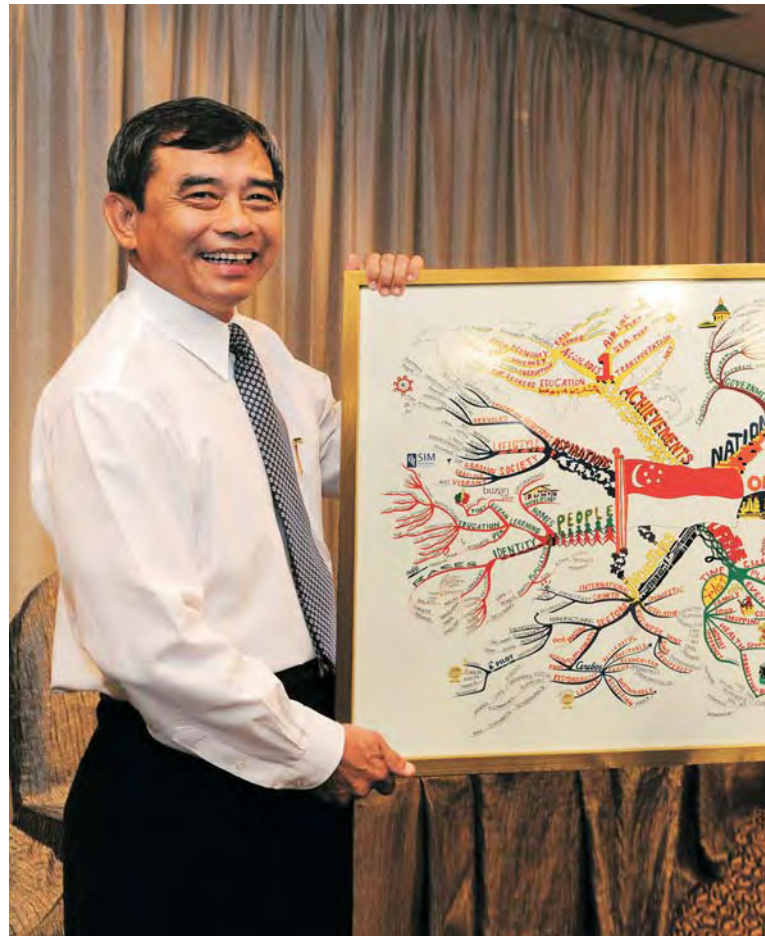
President Tony Tan

## NCSS Members Conference 2011

The NCSS Members Conference was held on 7 September 2011 with the theme of 'Unlocking Creativity, Discovering Possibilities'. A total of 420 participants gained tips on how to tap brain creativity to create innovative solutions from renowned Mind Mapping expert, Mr Tony Buzan. To promote the spirit of innovation, the inaugural NCSS Pitch was launched, with five VWO finalists pitching innovative proposals against each other. The Lions Befrienders Service Association and the Alzheimer's Disease Association emerged as the winners.

*"The NCSS Pitch motivates and reminds us to constantly come up with innovative and new solutions that lead to an enhanced person-centred quality of care for our beneficiaries."*

**Mrs Theresa Lee**  
Executive Director, Alzheimer's Disease Association, whose organisation won both the NCSS Pitch and the Audience's Choice Award



Mr Tony Buzan presented a token of appreciation to NCSS President RADM (RET) Kwek Siew Jin

## SSTI Graduation Ceremony and Tan Chin Tuan-SSTI Award Presentation

A total of 68 students from three SSTI academic programmes graduated in July 2011. Among the graduates, 25 were from the Bachelor of Social Work programme, double the number from 2010, which added to the supply of social workers for the sector. SSTI also matched the Tan Chin Tuan Foundation's sponsorship of \$15,000 to enhance the Tan Chin Tuan-SSTI Award for undergraduates who have shown the passion and potential to contribute to the social service sector upon graduation.



*"This award means so much to me and it re-affirms my decision to continue contributing in my current workplace and to do more for the social service sector."*

Ms Evelyn Ang (above, centre)  
Teacher, AWWA Special School, and recipient  
of the Tan Chin Tuan-SSTI Award



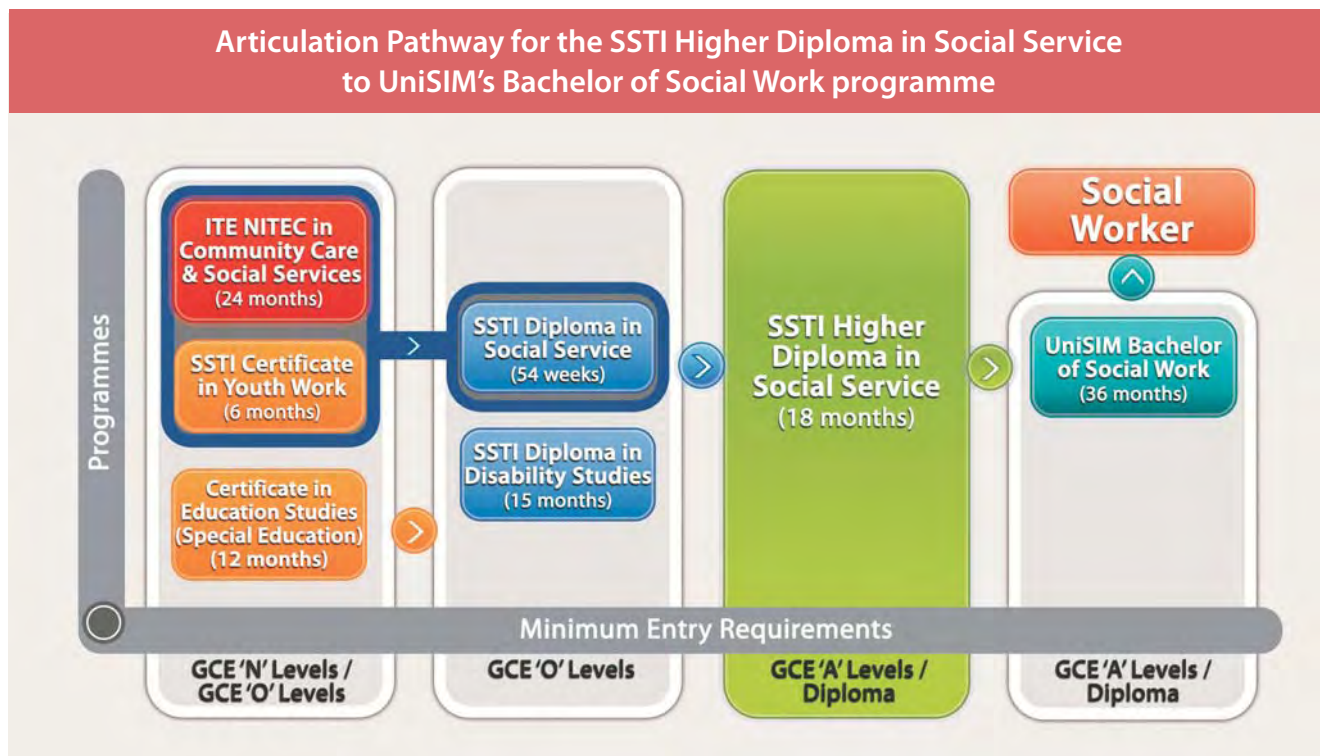
## Dr Robert C.K. Loh-SSTI Eldercare Seminar 2011: Transforming Caring and Caregiving

Over 250 participants gained insights and new approaches to transforming caring and caregiving at the Dr Robert C.K. Loh-SSTI Eldercare Seminar on 11 October 2011. 120 VWO staff and family caregivers attended the skills-based and public workshops on 12 and 13 October 2011.



## The Front Door of Philanthropy: Annual Giving Fund-Raising with Bob Burdenski

SSTI, together with the Council for Advancement and Support of Education, invited Mr Bob Burdenski to share with over 60 participants on annual giving. Mr Burdenski is an internationally recognised annual giving programme consultant and trainer for non-profit organisations.



### SSTI Increased Capability and Capacity of the Sector

SSTI completed the audit exercise by UniSIM on its Higher Diploma in Social Service, leading to a milestone extension of the professional pathway to UniSIM's Bachelor of Social Work programme. This provided social service practitioners with an opportunity to upgrade and obtain a degree.

*"I am really glad to have pursued the SSSI Higher Diploma in Social Service. The programme has broadened my knowledge in social service and the skills learnt are applicable to my work. With the Higher Diploma, I am now able to apply for the Bachelor of Social Work programme at UniSIM to continue my passion for learning in this field and be a trained social worker one day. Thanks to SSSI and UniSIM."*

**Ms Florence Tay**  
Centre Manager, Thye Hua Kwan SAC @ Bukit Merah/Henderson

*"We are happy to hear that there are more avenues to become social workers in Singapore. The articulation of the Higher Diploma in Social Service launched by SSSI into UniSIM's Bachelor of Social Work programme will boost the supply of social workers."*

**Mr Alvin Chua**  
President, Singapore Association of Social Workers

### New SSSI Courses

Over 140 charities were trained in 'An Overview of Charities Accounting Standard for Board Members and Senior Management' and 'Charities Accounting Standard (CAS) and its Application'. The courses equipped the charities with knowledge and skills to prepare financial statements based on the new CAS. The new standard aimed to improve the quality of financial reporting of charities and reduce diversity in accounting practice and presentation across charities.

### SSTI Learning Fest

Celebrating the importance of continuous learning, about 400 participants enjoyed free talks presented by veteran social service professionals and overseas speakers at the SSSI Learning Fest in March 2012.

### SSTI Completes Sector Training Needs Analysis

In September 2011, SSTI embarked on a training needs analysis to identify training priorities and gaps for the different professions in the sector.

ONLINE SURVEY	FOCUS GROUP DISCUSSIONS
641 Respondents from 195 VWOs	112 Participants from 103 VWOs

Profile of Survey Respondents	
Children, Youth and Family	38%
Family Service Centres	17%
Eldercare	17%
Disability	13%
Rehabilitation and Protection	8%
EIPIC Children Disability	7%

The key findings included having better structured training for new entrants, as well as for more certification programmes for social service professionals to advance in their career development. SSTI would be developing a sector competency map and reviewing its training programmes to meet the needs of the sector.



## Upskilling Social Service Manpower

### Social Service Management and Organisational Development



**PROGRAMMES**

**Governance Development**  
Board Roles: Functions and Responsibilities (Mandarin), Understanding the Regulations and Code of Governance for Charities and IPCs

**Management Development**  
Senior Management Programme for Non-Profits (Core), Developing Your Coaching and Mentoring Skills for NPO Managers

**Organisational Development**  
Charities Accounting Standard and its Application, Establishing a Recruitment and Selection Process for NPOs, Outcome Measures: Making Them Work for You!

**Personal Development**  
Better Minute Writing for NPOs, W.O.W Service: Serving Social Service and NPO Clients Effectively

*"A good balance of theory and actual case discussion with lively interactions between the participants and trainers. Group work further enhanced learning among participants."*

**Mr Peter Hsu**  
Chief Operating Officer, Singapore Anglican Community Services, who attended the 'Outcome Measures: Making Them Work for You!' workshop

### Social Skills Development



**PROGRAMMES**

**Professional Development**  
Bachelor of Education (Special Education), Higher Diploma in Social Service, Certificate in Education Studies (Special Education)

**Skills Development**  
Assessment, Evaluation and Programming System for Infants and Children, Management of Family Violence, The Spark of Life Series, Understanding and Working with Malay-Muslim Clients

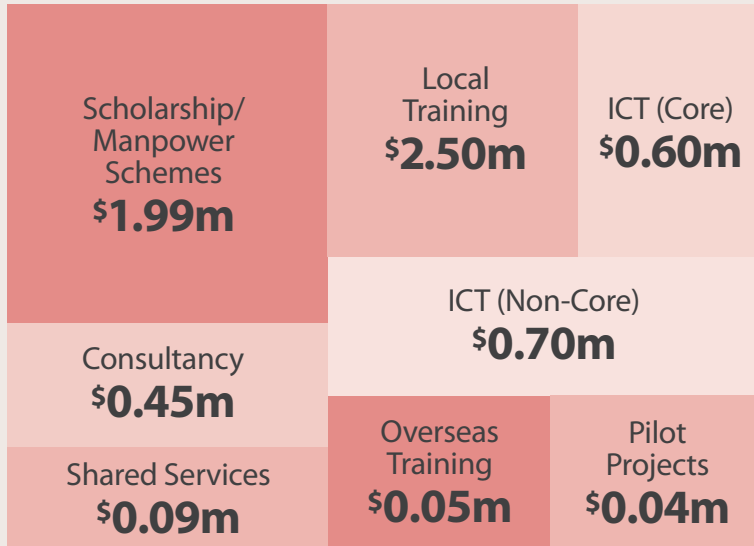
**Volunteers Development**  
Befriending Skills and Practice (For Volunteers), Understanding and Working with Children with Special Needs (For Volunteers)

*"Very insightful sharing of knowledge from the trainer on Muslims' worldviews and their beliefs, values and culture. The workshop is helpful for a non-Malay counsellor to be more sensitive and respectful during interventions."*

**Ms Vivien Lim**  
Counsellor, Fei Yue Family Service Centre, who attended a course on 'Understanding and Working with Malay-Muslim Clients'

### VWOs-Charities Capability Fund (VCF) Utilisation By Grant

\$6.4 million of VCF was approved to support capability-building efforts of VWOs, charities and Institutions of a Public Character in service delivery, governance and management.



*"The VCF training grant enabled us to send more staff for training, and this has enhanced their knowledge and skills to serve our clients better."*

**Mr Oh Kwong Wee**  
Finance and Administration Manager, Students Care Service HQ

With the VCF (FY2007-FY2011) tranche reaching its final year in FY2011, NCSS advocated for the continued capability building needs of the VWOs through a review of the VCF utilisation and its impact over the past five years. These efforts resulted in the government committing a higher \$100 million to support a new tranche of VCF for the next five years from FY2012 for professional development and enhancing organisation capabilities, and to support more innovation and productivity initiatives.

### Membership Privileges: Shared Services and Benefit Schemes for VWOs

Member VWOs enjoyed about \$640,000 in cost savings through the Shared Services Scheme administered by NCSS. The range of over 20 shared services and benefit schemes continued to enable member VWOs to save on their operating costs and use these savings for other purposes.

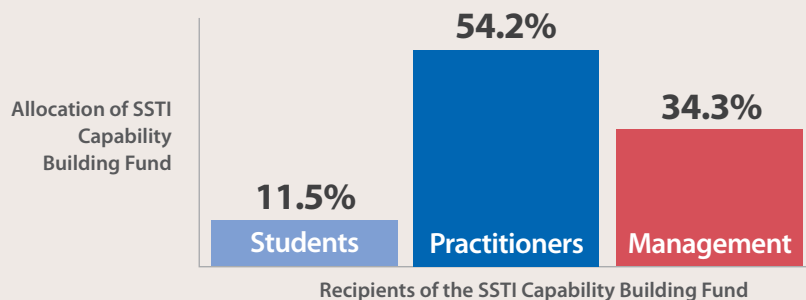
In FY2011, the Community and Sports Facilities Scheme, formerly known as the Civic and Community Institutions Space Scheme, helped member VWOs secure rent-free space in Chinatown Point. To date, 34 VWOs have been allocated approximately 127,000 sq ft of space in six shopping malls under this scheme.

NCSS also worked with the Singapore Flyer to offer discounted tickets to about 50 VWOs in July and December 2011 and collaborated with the Sentosa Development Corporation to arrange a free day-long outing to Sentosa during the school holidays in September 2011 for more than 1,900 needy children from 26 VWOs.

Staff of member VWOs have continued to enjoy the facilities and activities of the Civil Service Club (CSC) via the CSC Associate Membership Scheme. A total of 156 staff from 51 VWOs have taken up membership since this scheme was implemented.

### SSTI Capability Building Fund Utilisation

From April 2011, a \$300,000 SSTI capability building fund was used for awards, scholarships, training subsidies and development of critical training programmes. These included programmes that boosted personal effectiveness such as the 'GRASP Model' by Mr Tony Buzan, 'Sharpen Your Memory', and 'W.O.W. Service'. This fund was further boosted by \$100,000 from NCSS.



• **Students** - those undergoing SSTI academic programmes  
• **Practitioners** - social service professionals • **Management** - board members and management

## RECOGNISING OUTSTANDING SOCIAL SERVICE CONTRIBUTIONS



### Outstanding and Promising Social Worker Awards

Ms Ng Tzer Wee from Tan Tock Seng Hospital was the winner of the Outstanding Social Worker Award 2011, while Mr Mohamed Fareez Bin Mohamed Fahmy won the Promising Social Worker Award. The awards were presented by President Tony Tan at the annual President's Tea Reception for Social Workers and Award Presentation Ceremony at the Istana on 14 November 2011.

### President's Social Service Awards

The President's Social Service Award, the nation's most prestigious award for social service volunteers, was conferred on three organisations, a volunteer group and an individual in recognition of their exemplary contributions and commitment. The winners received their awards from former President, Mr S R Nathan, during a ceremony at the Istana on 2 August 2011. At the same ceremony, the Presidential Medallion for Social Philanthropy was presented to the Lee Foundation for its significant and sustained contributions to the social service sector.



*L to R: Formal Group/Non-Profit/Public Sector Organisation Category: Singapore Polytechnic, represented by Mr Tan Hang Cheong, Principal; Informal Group Category: Emerald Group (Dover Park Hospice), represented by Mrs Ong Kim Ling, Volunteer Leader; Individual Category: Ms Chia Yong Yong, President, SPD; Mr S R Nathan, former President of the Republic of Singapore; Formal Group/Non-Profit/Public Sector Organisation Category: Defence Science and Technology Agency, represented by Mr Tan Peng Yam, Chief Executive; and Corporate Category: Singapore Press Holdings Ltd, represented by Mr Alan Chan Heng Loon, CEO*

# ENGAGING COMMUNITY

Strengthened Community Partnerships  
to Help the Less Fortunate

Community Chest met  
fund-raising target of

**\$55.7m**

Over **60** fund-raising  
events organised to support  
Community Chest

**357** Community Chest

Awards presented to  
individuals, organisations  
and foundations to  
recognise their fund-raising  
efforts

Over **\$14.6m**

raised from generous  
individual donors

Community Chest met its fund-raising target of **\$55.7m** with the generous support of corporations, foundations and individual donors

supported

**67** charities

providing

**159** critical social services

for

over **300,000** beneficiaries



Community Chest Fund-Raising Launch held at NCSS on 26 April 2011

Community Chest was able to keep its fund-raising costs to 10% of the total funds raised, which was significantly lower than the guideline of 30% set by the Charities Unit. As these fund-raising and other operating costs were covered mainly by the Tote Board and Singapore Pools, every dollar raised by Community Chest was made available to social service programmes under its care.



President and Mrs Tony Tan Keng Yam with Ms Gan Sun Ling at the Community Chest Awards 2011. 10-year-old Sun Ling has spastic diplegia since young. She now attends the special education, including physiotherapy programme, at the Community Chest-supported Spastic Children's Association School where she also receives financial assistance for school transport fees.

## REACHING OUT TO DONORS THROUGH A DIVERSE RANGE OF FUND-RAISING EVENTS



Source: The Straits Times @ Singapore Press Holdings Limited. Reproduced with permission.

ComChest Heartstrings Walk @ Marina Bay 2011 was flagged off by Prime Minister Lee Hsien Loong

*"Marina Bay Sands is privileged to have partnered Community Chest in several key initiatives in 2011, such as being a presenting sponsor for the ComChest Heartstrings Walk @ Marina Bay 2011 and donating more than \$120,000 in coins collected from the Rain Oculus, our art installation that doubled as a wishing well for visitors. We look forward to further collaborations with Community Chest to create a sustained impact on the lives of the disadvantaged in Singapore."*

Mr George Tanasijevich  
President and CEO, Marina Bay Sands

### 22 MAY 2011 ComChest Heartstrings Walk @ Marina Bay 2011 Raised over \$1.2m

Some 5,000 participants joined in the 5km walk around the waterfront attraction in Singapore. The event was jointly organised by Community Chest and Marina Bay Sands and the venue sponsor was the Urban Redevelopment Authority (URA). Other key partners included StarHub Ltd, NTUC FairPrice Foundation Ltd, City Gas Pte Ltd, Petrochemical Corporation of Singapore, Keppel Offshore & Marine, Lee Foundation, Fu Lu Shou Si Mian Fo Pte Ltd and Vinum Pte Ltd.

### 19 NOV 2011 Christmas Light-Up 2011 Switch-On Ceremony Raised over \$400,000

For over two decades, Community Chest has partnered the Singapore Tourism Board to organise the Christmas Light-Up Switch-On Ceremony and used this platform to raise funds for the less fortunate. The Hitachi Group of Companies, the main sponsor for this event, donated \$200,000 to Community Chest, bringing their total donation for the past 21 years to \$3.5 million. The fund-raising effort was extended to the Marina Bay area last year with the Christmas ChariTrees @ Marina Bay project, where corporate donors adopted and decorated Christmas trees in support of Community Chest.



Over \$1 million was raised for Community Chest and the Philippine Bayanihan Society (Singapore) through the Gifts of Love Charity Gala 2011

**3 JUN 2011**  
**Gifts of Love Charity Gala 2011**  
**Raised over \$1m**  
 Former President, Mr S R Nathan, penned a calligraphy piece of the traditional Chinese character for 'Love', which was unveiled at the Gifts of Love Charity Gala 2011 at the Raffles City Convention Centre.

**DEC 2011 ~ JAN 2012**  
**Festive Care and Share - Christmas and Chinese New Year Appeals**  
**Raised \$66,000**  
 During the Festive Care and Share campaign, which spanned the period from Christmas to Chinese New Year, three roadshows were held at heartland malls to encourage the public to give generously during the festive season.

**24 ~ 25 MAR 2012**  
**ComChest Give A Hand! 2012**  
**Raised over \$300,000**  
 The Give A Hand! roadshow was held at Causeway Point and generous corporate partners included Singapore Airlines Limited, Rudi's Fine Food and Xilinx Asia Pacific Pte Ltd.

**JUL ~ OCT 2011**  
**School Appeals 2011 and Sharity Programme**  
**Raised over \$951,000**  
 Community Chest's Care & Share Ambassador, Sharity Elephant, fronted the Children's Day Appeal 2011 donation drive. The iconic Sharity Elephant made special appearances at primary schools to instil the spirit of caring and sharing. The Children's Day Appeal raised about \$646,000 and the Youth Day Appeal 2011, which targeted students in secondary schools and junior colleges, raised over \$305,000.



Sharity Elephant with students from Greenridge Primary School

**27 NOV 2011**  
**ComChest TrueHearts 2011**  
**Raised over \$4.1m**  
 The ComChest TrueHearts 2011 was the first televised charity show held at the Marina Bay waterfront. The show raised over \$4.1 million for 67 charities supported by Community Chest, with about 80 young beneficiaries and MediaCorp artistes headlining the show. The charity show was also nominated in MediaCorp's Star Awards 2012 under the 'Best Variety Special' category.

Corporate sponsors of the ComChest TrueHearts 2011 included NTUC FairPrice Foundation Limited, Kwan Im Thong Hood Cho Temple, Lee Foundation, Ngee Ann Kongsi, CapitaLand Hope Foundation, Shaw Foundation, Overseas Union Enterprise Ltd, Fu Lu Shou Si Mian Fo Pte Ltd, Hi-P International Ltd, Keppel Corporation Ltd, Marina Bay Sands, New Creation Church, Philips Electronics (S) Pte Ltd and Sincere Healthcare Group. The venue sponsor was URA.

## CORPORATE PARTNERS SHOWED ACTIVE SUPPORT

### OCT 2011 Shell 120<sup>th</sup> Anniversary Charity Gala Dinner

To commemorate its 120<sup>th</sup> anniversary, staff and partners of Shell Singapore raised \$1.2 million through a charity gala dinner. Shell underwrote the entire cost of the charity dinner and every dollar raised was donated to MINDS and Fei Yue Community Services, programmes supported by Community Chest, and SPMF.



01

### JUN 2010 ~ MAY 2011 MOT Family Charity Outreach

Comprising the Ministry of Transport (MOT), Civil Aviation Authority of Singapore (CAAS), Maritime and Port Authority of Singapore, Land Transport Authority and Public Transport Council, the 'MOT Family Charity Outreach' initiative raised awareness of social causes among its employees and more than \$621,000 for Community Chest from June 2010 to May 2011.

The MOT Family also organised tours of the Singapore Aviation Academy, two Circle Line Stations and a ferry ride at the Marina South Pier for beneficiaries of Community Chest and their caregivers on 9 September 2011.



02

01 The charity drive for Community Chest and SPMF was Shell's way of giving back to society and celebrating the company's success and achievements in Singapore

02 Beneficiaries of Community Chest went on a train ride on the new Circle Line



03

**MAR 2011  
UOB Heartbeat  
Run/Walk**

Since 1994, the United Overseas Bank (UOB) has given staunch and generous support to Community Chest and its causes. In 2009, it organised its inaugural UOB Heartbeat Run/Walk and in 2011, the event raised a record amount of \$630,000. The funds were channelled towards special education and early intervention programmes at AWWA School, Fei Yue EIPC and Rainbow Centre - Yishun Park School.



04

**APR 2011 ~ MAR 2012  
Great Eastern  
ChildrenCare and  
GoldenCare**

Great Eastern has been supporting Community Chest since 1987. ChildrenCare and GoldenCare are special charity projects organised by Great Eastern, involving its staff and financial planners, to help raise funds for children with special needs, and frail and lonely elderly supported by Community Chest.

In FY2011, more than \$200,000 was raised through various fund-raising platforms like Great Eastern's Christmas Charity Bazaar, Draw It Forward project and the Great Eastern Charity Shield football match.

03 The UOB Heartbeat Run/Walk raised \$630,000 for Community Chest

04 Donations collected through ChildrenCare were channelled to MINDS-Fernvale Gardens School, while donations from GoldenCare went to the AWWA Community Home for Senior Citizens, both of which are supported by Community Chest

## A SALUTE TO VALUED PARTNERS

### Community Chest Awards 2011

A total of 357 awards were presented to corporations, foundations and individuals at the Community Chest Awards Ceremony 2011 in recognition of their fund-raising contributions to Community Chest.

The most prestigious Pinnacle Award was presented to Singapore Armed Forces - HQ Commando and Singapore Police Force - 'G' Division (Bedok Police Division) for their commitment to the SHARE programme for the past 21 years.



*Pinnacle Award recipients with Community Chest beneficiaries*

## CORPORATE DEDICATED FUNDS

**SingTel Touching Lives Fund 2011** raised **\$2.6 million**, of which \$2.4 million was channelled to help children and youth at Chaoyang School, Tanglin School, AWWA Early Years Centre, MINDS-Lee Kong Chian Gardens School and Students Care Service (SYNC programme) under the care of Community Chest.

**Singapore Power Heartware Fund** raised more than **\$800,000** that enabled seven Home Help Service programmes to continue providing critical services like meals delivery, housekeeping, laundry service and medical escort service to needy elderly.

*"As the aged population in Singapore increases, home care services will become more essential in helping the needy elderly cope with daily living. For this reason, Singapore Power launched the SP Heartware Fund in 2005 to support seven Home Help Service programmes under Community Chest. We are indeed privileged to partner Community Chest on this worthy cause, and hope that our fund-raising and volunteering efforts will continue to help these elderly age within their own homes and communities with grace and dignity."*

**Ms Chan Yuet Ho**  
Director, Corporate Communications, Singapore Power Ltd

**Kwan Im Thong Hood Cho Temple** helped families in need by donating **\$360,000** from its Kwan Im Thong Hood Cho Temple Community Fund. Kwan Im Thong Hood Cho Temple Compassion Fund also contributed **\$250,000** towards hospice and mental health care.

**SMRT Silver Tribute Fund** extended help to needy elderly through its donation of more than **\$300,000** to the AWWA Community Home for Senior Citizens, Alzheimer's Disease Association Specialised Caregiver Support Service (Dementia), SILRA Home and New Horizon Centre (Toa Payoh), all of which were under the care of Community Chest.

*"We are glad to work with Community Chest as our trusted partner. This partnership has allowed Kwan Im Thong Hood Cho Temple to reach out effectively to the less fortunate in our community through the two funds we set up - the Kwan Im Thong Hood Cho Temple Community Fund and the Kwan Im Thong Hood Cho Temple Compassion Fund."*

**Dr Tan Choon Kim**  
Chairman, Board of Trustees, Kwan Im Thong Hood Cho Temple

**StarHub Ltd** donated **\$300,000** from its Sparks Fund to support 158 social services under Community Chest.

**MediaCorp Charity Fund** raised more than **\$200,000** to support HCA Hospice Day Care Centre in providing social and rehabilitative care to patients with life-limiting illnesses, and Katong School in providing education to children with special needs to help them lead independent lives.

**LTA Cares Fund** donated about **\$130,000** to provide taxi subsidies for persons with disabilities from low-income families who needed help with transportation to work or school.

## OUTRIGHT DONATIONS BY CORPORATIONS

**NTUC FairPrice Foundation Limited** donated **\$600,000** to support families in need and provide financial assistance to persons with disabilities from low-income families to purchase equipment or retrofit their homes



Prime Minister Lee Hsien Loong presented a token of appreciation to NTUC FairPrice Foundation Limited for their support of the ComChest Heartstrings Walk @ Marina Bay 2011

**Singapore Press Holdings Limited & Singapore Press Holdings Foundation Limited** donated **\$400,000** to support 20 elderly, children and youth programmes

**Lee Foundation** donated **\$550,000**

**The Hongkong and Shanghai Banking Corporation Limited** donated more than **\$330,000** to support services for children with special needs

**Marina Bay Sands** donated more than **\$300,000**

**ICAP AP** donated **\$255,000** to support The Singapore Cheshire Home Residential Care

**Tan Chin Tuan Foundation** donated **\$250,000**

**Evangel Family Church** donated **\$143,000**

*"Community Chest has been an essential source of support to a host of beneficiaries, including children's charities. At HSBC, we take great pride in the success of our collaboration with Community Chest in ensuring that children in need have a better chance in life. It is invaluable for us to have a like-minded partner like Community Chest. They bring a comprehensive overview of where the needs of the community lie, and that helps us to target our contributions and volunteering to make the greatest possible impact on those in the community who most need our help."*

**Mr Alex Hungate**  
Group General Manager and CEO, HSBC Singapore



Volunteers from HSBC read with children at the HSBC Amazing Book Hunt in April 2011

**Resorts World at Sentosa Pte Ltd** donated more than **\$125,000** to support special education programmes for children with special needs

**Shaw Foundation** donated **\$80,000**

**Xilinx Asia Pacific Pte Ltd** donated more than **\$70,000**

**Sembcorp Industries Ltd** donated **\$56,240**, of which \$50,000 was designated for the WINGS Family Support and Counselling Programme

*"Since being part of the local community as Singapore's integrated resort, it has been meaningful coming alongside Community Chest on this journey of giving. Resorts World Sentosa commends Community Chest on their unwavering commitment and is most honoured to be their partner in serving the disadvantaged in our community."*

**Ms Lynn Lee**  
Corporate Social Responsibility Co-ordinator,  
Resorts World at Sentosa Pte Ltd

## CORPORATE FUND-RAISING EVENTS

Aviation Run 2011 by CAAS

16<sup>th</sup> Emirates Singapore Derby 2011 by Emirates

JAS Charity Draw 2011 by The Japanese Association, Singapore

Longines Singapore Gold Cup Charity Luncheon by Longines Singapore

MNDRC Charity Golf 2011 by Ministry of National Development Recreation Club

MPA 15<sup>th</sup> Anniversary Go-Kart Challenge 2011 by Maritime and Port Authority of Singapore

NUS Rag & Flag Day 2011 by National University of Singapore Students' Union

Proudly Singapore: A Showcase of Singapore Chefs by FoodCult Pte Ltd and DBS Private Bank

SAF Charity Drive 2011 by Singapore Armed Forces

Safe Roads Singapore Campaign Gala Dinner by Singapore Road Safety Council

Sentosa Gives by Sentosa Development Corporation

Singapore Police Force Charity Drive 2011 by Singapore Police Force

Society of Remisiers 25<sup>th</sup> Anniversary Dinner by Society of Remisiers

StarHub Rewards Programme for Charity 2011 by StarHub Ltd

World Gourmet Summit 2011 Charity Dinner by Peter Knipp Holdings Pte Ltd

01 Aviation Run 2011

02 Longines Singapore Gold Cup Charity Luncheon

03 NUS Rag & Flag Day 2011

04 Proudly Singapore: A Showcase of Singapore Chefs

05 Sentosa Gives

06 World Gourmet Summit 2011 Charity Dinner



*"The Changi General Hospital has always been a strong partner of Community Chest and we are proud to receive the Community Chest SHARE Platinum Award for the 14<sup>th</sup> consecutive year in 2011. The SHARE programme provides the simplest and most convenient way for us to help the less fortunate in our community. Knowing that 100% of our donations are passed onto charities under the Community Chest umbrella, and that we are helping over 300,000 people with a wide range of needs in Singapore, are great reasons for our steadfast commitment to the programme and strong involvement and support from our senior management. We hope to continue supporting Community Chest and set a good example for other organisations in Singapore."*

**Mr T K Udairam**  
CEO, Changi General Hospital Pte Ltd



01



02



05



06

"Giving back to society and rendering help to the needy is an important part of CAAS' culture. We strongly encourage our staff to do their bit. Beyond what our organisation is able to contribute, CAAS also believes in rallying the aviation community to help the less fortunate. We are pleased that the Aviation Run 2011, held in Singapore aviation centennial year, and our in-house charity activities have raised funds for the 70 charities supported by Community Chest. Your goal of ensuring that every person has the opportunity to live a life of dignity and to his or her fullest potential within our society resonates with us, and CAAS is committed to strengthening our partnership with Community Chest."

Mr Yap Ong Heng  
Director-General, CAAS

"StarHub recognises the important role that Community Chest fulfils for the underprivileged in Singapore, and is proud to have contributed what we can. StarHub clinched two awards at the Community Chest Awards 2011- a Special Events Gold Award and a Corporate Platinum Award. Over and above these awards, we also value the intangible rewards: the knowledge that we have helped to improve the lives of the disadvantaged, and our volunteers' satisfaction from having made a difference in another life."

Mr Neil Montefiore  
CEO, StarHub Ltd

# UNLOCKING SOCIAL VALUE

## Increased Awareness of NCSS and the Social Service Sector

**\$11m**

of Advertising Value  
Equivalency (AVE)  
generated from media  
coverage on NCSS, SSTI,  
Community Chest and the  
social service sector

**90%** of the news  
coverage on NCSS and its  
sub-entities was  
favourable

**328,475**

visits to NCSS corporate  
website, of which 44%  
were first-timers

# NCSS doing 'admirable and important work': President Tony Tan

SINGAPORE – The National Council of Social Service (NCSS) is doing "admirable and important work", but more could be done, said President Tony Tan. We care for those in need. In particular, we need to remain committed to building manpower capabilities to ensure the provision of effective social services for the disadvantaged.

## 去年筹善款800万 报业控股获颁 总统社会服务奖



▲新加坡报业控股总裁陈庆镛（左），从纳丹总统手中接过“总统社会服务奖”。（图片/海峡）

**90%**  
Positive Media Coverage

Community Chest raises record \$50 million

### Positioning social services for the future

SINGAPORE – With changing demographics, economy and expectations, Acting Minister for the Ministry of Community Development, Youth and Sports (MCYS) Major General (NS) Chan Chuan Kong suggested three approaches are necessary to position the social services sector in the future. These are inter-agency measures, proving social service delivery models and developing social service professionals. Mr Chan said an example of this was the 'Many Helping Hands' proposal, in which community organisations to help the needy. He said: "We must necessarily engage a lot more resources but have a tremendous impact on how we can better deliver the services." The ministry will also provide more scholarships and training awards to those in the social sector. "Academic results is just one aspect," Mr (NS) Chan said. "More importantly we are looking for people with the balance of head, heart and hands, the commitment and desire to do good for the community." To reenergise the social service sector, NCSS carried out the National Council of Social Service (NCSS) Pitch yesterday. Five short-listed finalists pitched their ideas.

## RAISING THE PROFILE OF NCSS AND THE SOCIAL SERVICE SECTOR

The media is a strategic partner to communicate our key messages, and publicise our various initiatives, services and fund-raising activities. Active media engagement is instrumental in raising public awareness of the services available, initiatives implemented and new developments within the social service sector. A sustained visibility across print, broadcast and online media platforms allowed NCSS and Community Chest to strengthen our positive public image. By actively engaging the media and building good relations, NCSS generated \$11 million of AVE in FY2011, compared to \$6.9 million the previous year, an increase of almost 60%.

NCSS received substantial media coverage in FY2011 for initiatives in the social service sector that promoted innovation and collaboration, and raised the level of professionalism of staff in the social service sector. Notable initiatives and events included the launch of the NCSS Pitch during the Members Conference 2011 to encourage VWOs to showcase innovative service delivery ideas, the launch of the Social Service Talent Development Scheme to develop a pipeline of future leaders for the social service sector, and the inaugural visit by President Tony Tan to NCSS as its new Patron-in-Chief.

In addition, Community Chest also came up with innovative fund-raising strategies, such as leveraging online media to allow donors to customise their 'My Charity' web pages to champion a Community Chest cause of their choice. Community Chest also received extensive media coverage of its fund-raising events such as the ComChest TrueHearts charity show, which was televised 'live', and the Gifts of Love Charity Gala 2011.



**131**

Visitors from Asia and Asia-Pacific to network and share the latest developments in the social service sector

- Vietnam ..... 34
- Korea ..... 25
- China ..... 20
- Hong Kong ..... 19
- Japan ..... 18
- Thailand ..... 12
- Australia ..... 3

*"We are grateful to NCSS for hosting the delegates from Vietnam, and giving them a very comprehensive briefing on the mandate of NCSS and the work it does."*

Mr John Ang  
Senior Fellow, National University of Singapore, on behalf of the Vietnam delegation, who visited NCSS to learn more about the social service sector in Singapore

## KEY COMMUNICATION INITIATIVES



### Recognising Outstanding Social Service Contributions

- The Lee Foundation was presented with the Presidential Medallion for Social Philanthropy by former President, Mr S R Nathan
- Three organisations, an informal volunteer group and an individual received the President's Social Service Award
- Two social workers were awarded the highest honours by President Tony Tan

### Striving Towards Achieving Fund-Raising Target

- Community Chest raised the bar yet again with a record fund-raising target of \$55.7 million
- ComChest Heartstrings Walk @ Marina Bay 2011, flagged off by Prime Minister Lee Hsien Loong, raised over \$1.2 million

- ComChest TrueHearts 2011 charity show raised over \$4.1 million and roped in ministers to make handicraft and bake cupcakes with Community Chest beneficiaries
- Community Chest spread the message of caring and sharing through its Children's Day Appeal 2011 and school talks

### Raising Professionalism in the Social Service Sector

- SSTI initiated a \$300,000 capability building fund in April 2011, with an additional \$100,000 contributed by NCSS to boost training for social service professionals
- SSTI, together with Lutheran Community Care Services, organised the inaugural Restorative Practice Conference

### Driving Collaboration with Partner Agencies

- NCSS partnered KKH to develop a new information organiser kit titled 'All About Me' for caregivers of children who are newly diagnosed with developmental needs
- SSTI partnered the Dads For Life movement to raise awareness on the importance of including fathers in early intervention

### Raising the Profile of Social Service Professionals to Attract and Retain Talent

NCSS created new web pages that were publicised in the MCYS public education campaign to promote the social work profession and produced advertorials to showcase the various professions in the social service sector

**Moving in Step with Technology**

The NCSS corporate website attracted 328,475 visits, of which 44% were first-time visitors. With increasingly more people accessing online content on the go, the website underwent an upgrade to make it compatible for viewing on common mobile devices such as Apple and Android operating systems. This initiative has widened the reach of the website content and increased the access to information on the social service sector. SSTI also revamped its electronic direct mailers to reach out to its stakeholders more effectively.

**ONLINE PUBLICITY**



**Generating Exposure for the NCSS Brand**

More than 260 promotional and event collaterals were produced in FY2011 to raise awareness of key NCSS programmes and social services supported by NCSS.

The NCSS magazine, RAPPORT, remains an important tool for NCSS to reach out to its stakeholders and to keep them informed of new initiatives implemented by NCSS and developments in the social service sector.

**PRINT PUBLICITY**



**Leveraging on Outdoor Media to Raise Awareness of the Needs of the Less Fortunate**

Public education campaigns by Community Chest for their fund-raising efforts and to raise awareness about the plight of the less fortunate in Singapore were able to reach more than two million people daily. This was made possible by SMRT Corporation Ltd, which donated more than \$1 million worth of advertising space.

**OUTDOOR PUBLICITY**



# CODE OF GOVERNANCE

## CODE OF GOVERNANCE: EVALUATION CHECKLIST FOR NCSS

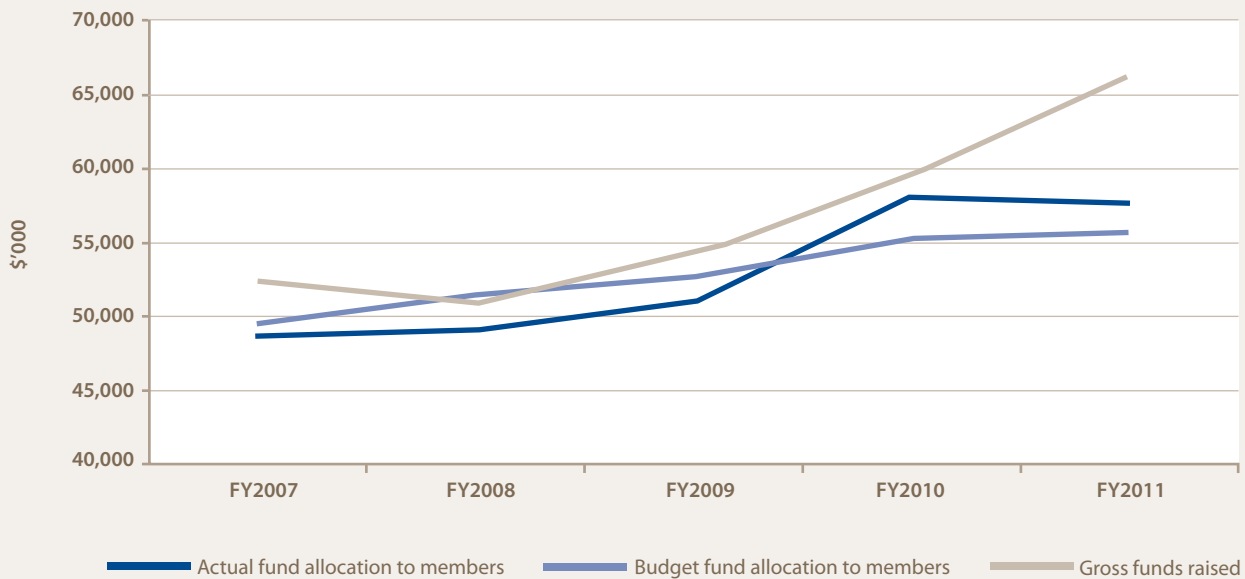
S/N	Code Description	Code ID	Compliance	Explanation
<b>Board Governance</b>				
1.	If the governing instrument permits staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2	Not Applicable	The NCSS Act does not permit staff to become Board members.
2.	Staff does not chair the Board.	1.1.2	Not Applicable	As above. The Board is chaired by a volunteer appointed by the Minister.
3.	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied	The term limit for the Honorary Treasurer is two consecutive terms of up to 2 years each, i.e. up to 4 years, per the NCSS Act.
4.	The Board conducts regular self-evaluation to assess its performance and effectiveness.	1.1.10	Complied	A self-assessment exercise is conducted in the middle of the Board's term.
5.	The Board has an audit committee (or designated Board members) with documented terms of reference.	1.2.1	Complied	The terms of reference for all Board committees, including the Audit Committee, are documented in the Board Kit issued to every Board member at the start of the term.
6.	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	Board meetings are conducted every two months, with a quorum of 8 members (i.e. just over one-third) as specified in the NCSS Act.
<b>Conflict of Interest</b>				
7.	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	<p>NCSS's policy on conflicts of interest is that Board members are required to declare any personal or vested interest in business transactions, contracts and/or joint ventures that NCSS may enter into, as soon as such conflict or the possibility of such conflict arises, and abstain from discussion, decision-making and/or voting on the transaction or contract.</p> <p>The conflict of interest declaration procedures for Board members are documented in the Board Kit issued to every Board member at the start of the term. The Human Resource policy covers declaration of conflicts of interest for paid staff.</p>
8.	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	Board members declare potential or actual conflicts of interest and this is documented in the minutes of meetings.

S/N	Code Description	Code ID	Compliance	Explanation
<b>Strategic Planning</b>				
9.	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied	<p>The Board reviews the NCSS purpose and mission about every 5 years. Every November, in preparing for the workplan of the next work year, the Board makes a quick check of the relevance of the current vision and mission.</p> <p>The purpose and mission are communicated to members and the public through a number of channels, such as the corporate website and annual reports.</p>
10.	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	The Board approves the annual workplan in March, and reviews its progress in November and by June every year.
<b>Human Resource Management</b>				
11.	The Board approves documented human resource policies for staff.	5.1	Complied	Human resource policies are documented and approved by the NCSS Executive Committee and the Board. Approval of these policies is recorded in the minutes of the meetings.
12.	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	Systems such as annual appraisal exercise, mid-year performance review, career development plan and training programmes are in place.
13.	There is a system to address grievances and resolve conflicts.	5.11	Complied	Grievance procedures for staff are spelled out in the Human Resource operational manual.
<b>Financial Management and Controls</b>				
14.	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	<p>Finance policies and procedures are documented.</p> <p>Workflow, forms and answers to Frequently Asked Questions are also provided to staff via the intranet to give greater clarity.</p>
15.	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied	Internal audits are conducted regularly to review the processes and assess adequacy of internal controls.
16.	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	The annual workplan and budget are submitted for approval by the NCSS Board in March. Financial reports are also tabled at the NCSS Board meetings.

S/N	Code Description	Code ID	Compliance	Explanation
17.	The charity discloses its reserves policy in the annual report.	6.4.1	Complied	Reserves policy is disclosed in the notes of audited accounts.
18.	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.3	Complied	NCSS investment mandate is approved by the Minister for Community Development, Youth and Sports and the NCSS Board.
<b>Fund-Raising Practices</b>				
19.	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	Finance policies and procedures are documented. Workflow is also provided to staff via the intranet to give greater clarity.
<b>Disclosure and Transparency</b>				
20.	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	Copies of annual reports are sent to all NCSS members prior to the NCSS Annual General Meeting each year. Annual reports are also published online via NCSS's corporate website.
21.	No Board member is involved in setting his or her own remuneration.	2.2	Not Applicable	NCSS does not provide Board members with any remuneration.
22.	The charity discloses the exact remuneration and benefits received by each Board member in the annual report.	8.2	Not Applicable	NCSS does not provide any remuneration/benefits to its Board members.
23.	No staff is involved in setting his or her own remuneration.	2.2	Complied	Staff salary proposals are approved by CEO or President, depending on the staff level.
24.	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied	The annual remuneration of all NCSS staff, in salary bands of \$50,000 increments, is disclosed in the annual report.
<b>Public Image</b>				
25.	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	Information is made available on the corporate website and publications such as annual reports and Rapport magazine are sent to various stakeholders, including NCSS member organisations, donors, government bodies and grassroots organisations.

# MANAGEMENT DATA & ANALYSIS

## Community Chest Funds Raised and Allocated



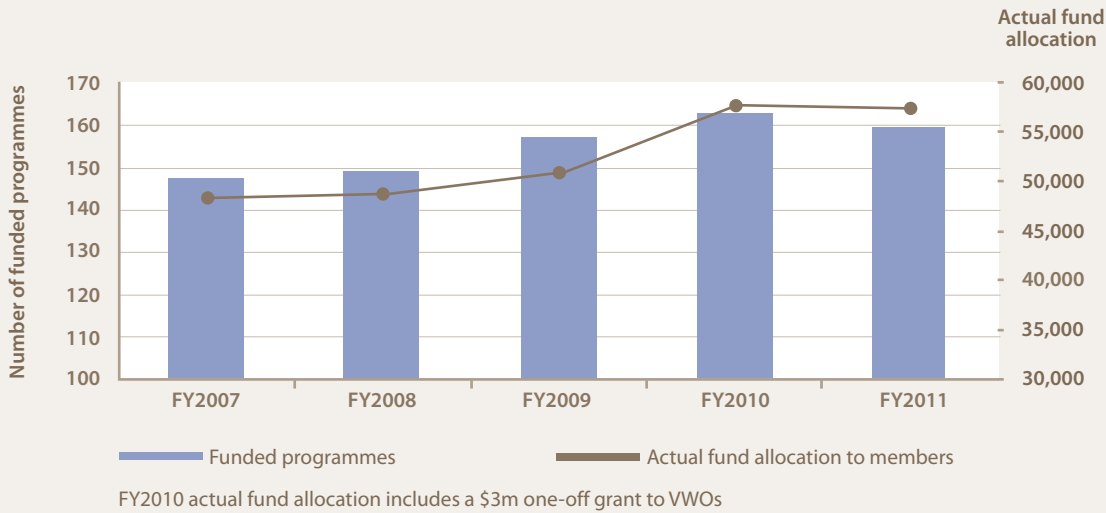
In the last financial year, the funds allocated to members from Community Chest was \$57.6m, close to the previous year of \$57.9m. The higher allocation in FY2010 was due to the one-off grant totalling \$3m to 24 VWO programmes in view of the higher than targeted donations raised in FY2010. Funds raised increased 11% from \$59.6m to \$66.2m (the fund-raising target for FY2011 was \$55.7m). Under the new three-year funding agreement for FY2010 to FY2012, the Tote Board has pledged an annual funding of \$17m. In a separate agreement, it has pledged a further \$8m for FY2011 and \$9m for FY2012, bringing the total pledged donations to \$25m and \$26m for FY2011 and FY2012 respectively. The surplus in funds raised in FY2011 will support the significant growth in funding needs of the VWOs in FY2012.

Since FY2007, any surplus arising from the funds raised but not disbursed in the financial year will be rolled forward into the next financial year's fund-raising efforts.

In the past five years, NCSS had also managed to maintain the cost of fund-raising at between 9% to 12% of total funds raised. This is well below the requirement of the 30% cap for fund-raising cost set in Regulation 15(1) of the Charities Act, Cap 37 (Institutions of a Public Character) Regulations 2007.

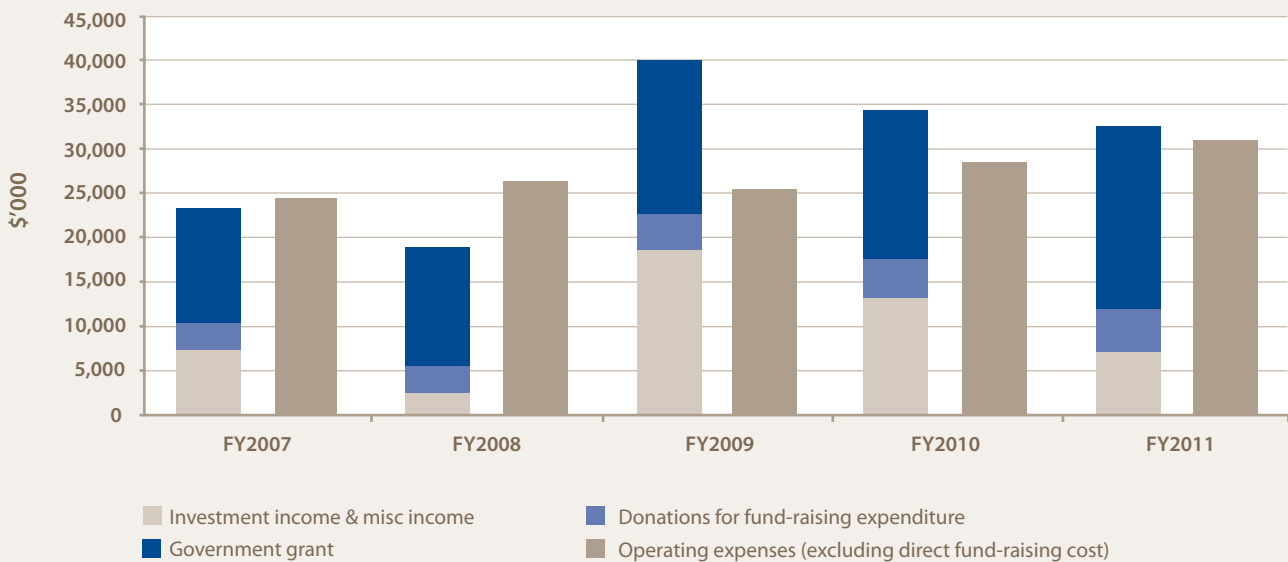
The disbursement of funds in FY2011 at \$57.6m was higher than the budget allocation of \$55.7m. This is due to additional needs of about \$1.4m during the year for per cap funded programmes, which served a higher number of clients during the financial year than originally projected - mainly those with ramp up of caseload like the FSCs. There was also disbursement of a one-off incentive training grant of \$0.5m to recognise VWOs' efforts towards better client outcomes from the programmes delivered.

## Funded Programmes



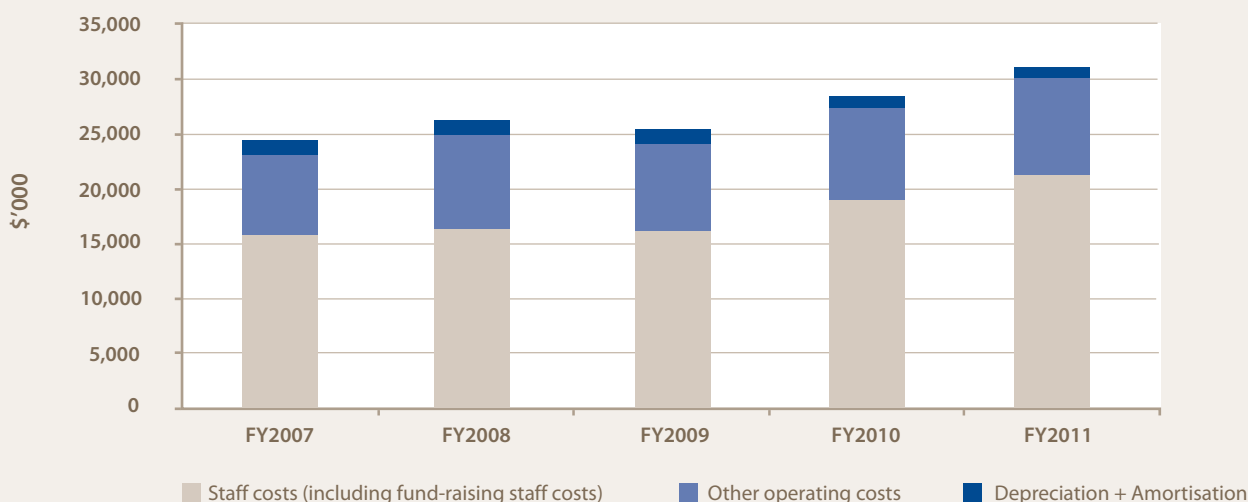
The fund allocation from Community Chest had increased by 19% from \$48.6m in FY2007 to \$57.6m in FY2011. This was due mainly to Community Chest supporting more programmes/projects. The funding has also increased with periodic funding norms review and increments provided to help VWOs cope with inflation and service expansion as needs increase. The slight reduction in the number of programmes from 162 in FY2010 to 159 in FY2011 was due mainly to the streamlining of services from regular service reviews and funding from other co-funders such as MCYS and the Tote Board.

## NCSS Operating Costs & Income



NCSS operating expenses are funded by government grant, donations for fund-raising expenditure and investment income. In the current financial year, NCSS had a deficit of \$0.7m before Community Chest operations. The deficit in NCSS in FY2011 was due primarily to the mark-to-market loss of investments carried at fair value through profit and loss. These mark-to-market losses include reversal of mark-to-market gains recognised in prior years as well as temporary mark-to-market losses.

## Breakdown of Operating Costs



Headcount increased from 258 to 278, with staff costs increasing from \$18.8m to \$21.2m. This is due mainly to increase in headcount to handle new initiatives such as the setting up of the FSC Division and the Social Service Talent Development Scheme. The achievements in FY2011 are reflected in the 'Highlights & Achievements' section.

In terms of salary band, the breakdown below shows a two-year comparison by headcount.

Annual Remuneration*^	No. of Staff	
	FY2011	FY2010
< \$50,000	118	92
\$50,000 to \$100,000	131	129
\$100,001 to \$150,000	22	29
\$150,001 to \$200,000	4	4
\$200,001 to \$300,000	2	3
\$300,001 to \$400,000	1	1
<b>Total</b>	<b>278</b>	<b>258</b>

\*Salary and bonus (including employer's CPF contribution)

^Includes remuneration for staff on secondment to NCSS

# FINANCIAL STATEMENTS

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# INDEPENDENT AUDITORS' REPORT

Members of the Council  
National Council of Social Service  
Established in Singapore under the National Council of Social Service Act

## Report on the financial statements

We have audited the accompanying financial statements of National Council of Social Service (the "Council"), which comprise the statement of financial position as at 31 March 2012, and the income and expenditure statement, statement of comprehensive income, statement of changes in statutory funds and reserve and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 63 to 85.

## Management responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the National Council of Social Service Act, Chapter 195A (the "Act"), and Statutory Board Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## Auditors' 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 about 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 judgement, 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 control relevant to the entity's preparation and fair presentation of financial statements 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 control. 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 financial statements are properly drawn up in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards to present fairly, in all material respects, the state of affairs of the Council as at 31 March 2012 and the results, changes in statutory funds and reserves and cash flows of the Council for the year ended on that date.

## Report on other legal and regulatory requirements

### Requirements under the Act

#### *Management's responsibility for compliance with legal and regulatory requirements*

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

#### *Auditors' responsibility*

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We conducted our audit in accordance with Singapore Standards on Auditing. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

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

#### *Opinion*

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Council during the year are, in all material respects, in accordance with the provisions of the Act; and
- (b) proper accounting and other records have been kept, including records of all assets of the Council whether purchased, donated or otherwise.

#### *Requirements under Charities (Institutions of a Public Character) Regulations*

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

- (a) the use of the donation moneys was not in accordance with the objectives of the Council as required under Regulation 16 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Council has not complied with the requirements of Regulation 15 (fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

**KPMG LLP**

#### **KPMG LLP**

Public Accountants and  
Certified Public Accountants

Singapore  
7 June 2012

# STATEMENT OF FINANCIAL POSITION

As at 31 March 2012

	Note	2012 \$'000	2011 \$'000
<b>Non-current assets</b>			
Property, plant and equipment	3	7,268	7,489
Intangible assets	4	975	806
Held-to-maturity financial assets	5	30,012	41,809
Available-for-sale investments	6	10,380	10,283
Investments at fair value through profit or loss	7	14,426	14,095
Total non-current assets		<u>63,061</u>	<u>74,482</u>
<b>Current assets</b>			
Held-to-maturity financial assets	5	11,775	39,499
Investments at fair value through profit or loss	7	50,865	97,536
Debtors, pledged receivables and prepayments	8	6,423	11,502
Cash and bank balances	9	163,180	49,904
Total current assets		<u>232,243</u>	<u>198,441</u>
<b>Total assets</b>		<u>295,304</u>	<u>272,923</u>
<b>Funds of the Council</b>			
Statutory funds:			
Endowment fund	11	191,884	191,884
General fund	12	45,127	45,785
ComChest fund	13	21,449	13,064
Total funds		<u>258,460</u>	<u>250,733</u>
<b>Reserve</b>			
Investments revaluation reserve		<u>377</u>	280
<b>Non-current liabilities</b>			
Deferred capital grants	14	4,911	5,296
<b>Current liabilities</b>			
Sundry creditors and accruals	15	31,556	16,614
<b>Total liabilities</b>		<u>36,467</u>	21,910
<b>Total funds, reserve and liabilities</b>		<u>295,304</u>	<u>272,923</u>
<b>Net assets of trust funds</b>	10	<u>70,037</u>	96,845



**RADM (RET) Kwek Siew Jin**  
President  
7 June 2012



**Mr Richard Sim Hwee Cher**  
Honorary Treasurer  
7 June 2012

# INCOME AND EXPENDITURE STATEMENT

Year ended 31 March 2012

Note	2012 \$'000	2011 \$'000
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## Operating and investment income:

Interest from bank balances	211	128
Interest income from held-to-maturity financial assets	1,837	2,048
Dividend income from available-for-sale investments	461	501
Dividend income from investments at fair value through profit or loss	772	696
(Loss)/gain on investments at fair value through profit or loss:		
- investments held by the Council	267	386
- funds managed by fund managers (capital guaranteed/capital protected)	(1,024)	3,673
Subscriptions and miscellaneous income	426	816
Gain on disposal of property, plant and equipment	1	19
<b>Total operating and investment income</b>	<b>2,951</b>	<b>8,267</b>

## Operating and investment expenditure:

Staff costs - salaries and related costs	(14,165)	(12,762)
Contributions to defined contribution plan	(1,792)	(1,508)
Temporary Occupation Licence fee	(400)	(400)
Depreciation of property, plant and equipment	3 (448)	(514)
Amortisation of intangible assets	4 (325)	(260)
Bad debts written off	(2)	(2)
Loss on redemption/disposal of held-to-maturity financial assets	-	(40)
Funding of Community Chest operating expenses <sup>(1)</sup>	(2,686)	(1,747)
Other expenses	(4,446)	(3,655)
<b>Total operating and investment expenditure</b>	<b>(24,264)</b>	<b>(20,888)</b>

Operating deficit before government and other grants	(21,313)	(12,621)
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## Government and other grants:

Operating grants	19,699	15,912
Amortisation of deferred capital grant	14 387	379
Grants for Temporary Occupation Licence fee	428	428
<b>Total government and other grants</b>	<b>20,514</b>	<b>16,719</b>

# INCOME AND EXPENDITURE STATEMENT

Year ended 31 March 2012

	Note	2012 \$'000	2011 \$'000
Operating (deficit)/surplus before Schools of SSTI <sup>(2)</sup> and Community Chest operations		(799)	4,098
<b>Schools of SSTI</b>			
Proceeds and claims from SSTI courses		4,076	4,945
Less: Direct SSTI course expenditure		(2,400)	(2,693)
Expenditure on SSTI Capability Building Initiatives		-	(300)
Staff costs - salaries and related costs		(1,087)	(881)
Contributions to defined contribution plan		(160)	(124)
Other administrative expenses		(271)	(239)
Depreciation of property, plant and equipment	3	(9)	(10)
Amortisation of intangible assets	4	(8)	(10)
Net surplus from Schools of SSTI		<u>141</u>	688
Operating (deficit)/surplus for the year before Community Chest operations		(658)	4,786
<b>NCSS Charitable Fund (Community Chest Only)</b>			
Funding from NCSS operating income <sup>(1)</sup>		2,686	1,747
Direct donations for fund-raising operating expenses <sup>(1)</sup>		4,617	4,301
Less: Staff costs - salaries and related costs		(3,572)	(3,173)
Contributions to defined contribution plan		(465)	(400)
Depreciation of property, plant and equipment	3	(92)	(102)
Amortisation of intangible assets	4	(82)	(122)
Other fund-raising expenses		(3,092)	(2,251)
		<u>-</u>	<u>-</u>
Fund-raising proceeds from Community Chest	22	66,237	59,557
Less: Service allocations to members	16	(57,638)	(57,921)
		<u>8,599</u>	<u>1,636</u>
Less: Payment of under allocation of prior years		(214)	(1,122)
Surplus from Community Chest		<u>8,385</u>	514
Surplus for the year	12	<u>7,727</u>	<u>5,300</u>



**RADM (RET) Kwek Siew Jin**  
President  
7 June 2012



**Mr Richard Sim Hwee Cher**  
Honorary Treasurer  
7 June 2012

(1) All expenses of the NCSS Charitable Fund (Community Chest only) are covered by donations for fund-raising expenses and NCSS operating income for the year.  
(2) Social Service Training Institute

## STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 March 2012

	2012 \$'000	2011 \$'000
Surplus for the year	7,727	5,300
<b>Other comprehensive income</b>		
Change in fair value of available-for-sale investments	97	146
<b>Other comprehensive income for the year, net of income tax</b>	<b>97</b>	<b>146</b>
<b>Total comprehensive income for the year attributable to Council funds</b>	<b><u>7,824</u></b>	<b><u>5,446</u></b>

## STATEMENT OF CHANGES IN STATUTORY FUNDS AND RESERVE

Year ended 31 March 2012

	Note	Statutory funds			Investments revaluation reserve \$'000	Total \$'000
		Endowment fund \$'000	General fund \$'000	ComChest fund \$'000		
At 1 April 2010		191,884	40,999	12,550	134	245,567
Total comprehensive income for the year attributable to Council funds		-	5,300	-	146	5,446
Transfer	12,13	-	(514)	514	-	-
At 31 March 2011		<u>191,884</u>	<u>45,785</u>	<u>13,064</u>	<u>280</u>	<u>251,013</u>
At 1 April 2011		191,884	45,785	13,064	280	251,013
Total comprehensive income for the year attributable to Council funds		-	7,727	-	97	7,824
Transfer	12,13	-	(8,385)	8,385	-	-
At 31 March 2012		<b><u>191,884</u></b>	<b><u>45,127</u></b>	<b><u>21,449</u></b>	<b><u>377</u></b>	<b><u>258,837</u></b>

# STATEMENT OF CASH FLOWS

Year ended 31 March 2012

	Note	2012 \$'000	2011 \$'000
<b>Operating activities</b>			
Surplus for the year		7,727	5,300
Adjustments for:			
Depreciation of property, plant and equipment		549	626
Amortisation of intangible assets		415	392
Interest income from bank balances		(211)	(128)
Interest income from held-to-maturity financial assets		(1,837)	(2,048)
Dividend income from available-for-sale investments		(461)	(501)
Dividend income from investments at fair value through profit or loss (held by the Council)		(772)	(696)
Loss/(gain) on investments at fair value through profit or loss		757	(4,059)
Amortisation of deferred capital grants		(387)	(379)
Gain on disposal of property, plant and equipment		(1)	(19)
Loss on redemption/disposal of held-to-maturity financial assets		-	40
<b>Operating profit/(loss) before working capital changes</b>		<b>5,779</b>	<b>(1,472)</b>
Debtors, pledged receivables and prepayments		5,079	1,231
Sundry creditors and accruals		14,942	129
<b>Cash flows from operating activities</b>		<b>25,800</b>	<b>(112)</b>
<b>Investing activities</b>			
Purchase of property, plant and equipment		(328)	(60)
Expenditure on software development		(584)	(588)
Interest received on bank balances		205	128
Interest received on held-to-maturity financial assets		1,853	1,998
Dividend income received		1,233	1,197
Purchase of held-to-maturity financial assets		(104,990)	(43,843)
Proceeds from maturity, disposal and early redemption of held-to-maturity financial assets		144,500	17,476
Purchase of investments at fair value through profit or loss		-	(5,002)
Proceeds from disposal of investments at fair value through profit or loss		45,584	31,996
Proceeds from disposal of property, plant and equipment		1	83
<b>Cash flows from investing activities</b>		<b>87,474</b>	<b>3,385</b>
<b>Financing activity</b>			
Proceeds from capital grants		2	74
<b>Cash flows from financing activity</b>		<b>2</b>	<b>74</b>
<b>Net increase in cash and bank balances</b>		<b>113,276</b>	<b>3,347</b>
Cash and bank balances at beginning of year		49,904	46,557
<b>Cash and bank balances at end of year</b>	9	<b>163,180</b>	<b>49,904</b>

# NOTES TO FINANCIAL STATEMENTS

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of the Council on 7 June 2012.

## 1 Domicile and activities

National Council of Social Service (the "Council") was established as a statutory body on 1 May 1992 under the National Council of Social Service Act (Chapter 195A amended in September 2000) (the "Act") and is domiciled in Singapore. The registered office of the Council and principal place of operations is at NCSS Centre, Ulu Pandan Community Building, 170 Ghim Moh Road #01-02, Singapore 279621.

The NCSS Charitable Fund was established on 1 May 2003, as an Institution of a Public Character (IPC) under the Charities Act (Chapter 37) and comprises all the charitable activities of NCSS, including the Community Chest.

The principal activities of the Council are to provide, develop and promote efficient and effective social services and encourage voluntary work to meet current and future needs.

## 2 Summary of significant accounting policies

### 2.1 Basis of preparation

The financial statements have been prepared in accordance with the applicable requirements of the National Council of Social Service Act (Chapter 195A amended in September 2000) and Statutory Board Financial Reporting Standards ("SB-FRS"). SB-FRS includes Statutory Board Financial Reporting Standards, Interpretations of SB-FRS and SB-FRS Guidance Notes as promulgated by the Accountant-General.

The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore dollars which is the Council's functional currency. All financial information presented in Singapore dollars has been rounded to the nearest thousand, unless otherwise stated.

The preparation of financial statements in conformity with SB-FRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year is included in note 2.5 - impairment of available-for-sale financial assets and note 21 - estimation of fair values of financial instruments.

#### **Identification of related party relationships and related party disclosures**

From 1 April 2011, the Council has applied the revised SB-FRS 24 *Related Party Disclosures (2011)* to identify parties that are related to the Council and to determine the disclosures to be made on transactions and outstanding balances, including commitments, between the Council and its related parties. SB-FRS 24 (2011) improved the definition of a related party in order to eliminate inconsistencies and ensure symmetrical identification of relationships between two parties.

The adoption of SB-FRS 24 (2011) has resulted in additional parties being identified as related to the Council. Transactions with these related parties for the current and comparative years have been disclosed accordingly in note 17 to the financial statements.

The adoption of SB-FRS 24 (2011) affects only the disclosures made in the financial statements. There is no financial effect on the results and financial position of the Council for the current and previous financial years.

## NOTES TO FINANCIAL STATEMENTS

### 2.2 Financial instruments

#### (i) Non-derivative financial assets

The Council initially recognises loans and receivables and deposits on the date that they are originated. All other financial assets (including assets designated at fair value through profit or loss) are recognised initially on the trade date, which is the date that the Council becomes a party to the contractual provisions of the instrument.

The Council derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Council is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Council has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Council classifies non-derivative financial assets into the following categories: financial assets at fair value through profit or loss, held-to-maturity financial assets, loans and receivables and available-for-sale financial assets.

#### Financial assets at fair value through profit or loss

A financial asset is classified at fair value through profit or loss if it is classified as held for trading or is designated as such upon initial recognition. Financial assets are designated at fair value through profit or loss if the Council manages such investments and makes purchase and sale decisions based on their fair value in accordance with the Council's documented risk management or investment strategy. Attributable transaction costs are recognised in profit or loss as incurred. Financial assets at fair value through profit or loss are measured at fair value, and changes therein are recognised in the income and expenditure statement.

Financial assets designated at fair value through profit or loss comprise equity and debt securities that otherwise would have been classified as available for sale.

#### Held-to-maturity financial assets

If the Council has the positive intent and ability to hold debt securities to maturity, then such financial assets are classified as held-to-maturity. Held-to-maturity financial assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, held-to-maturity financial assets are measured at amortised cost using the effective interest method, less any impairment losses. Any sale or reclassification of a more than insignificant amount of held-to-maturity investments not close to their maturity would result in the reclassification of all held-to-maturity investments as available for sale. It would also prevent the Council from classifying investment securities as held-to-maturity for the current and the following two financial years.

Held-to-maturity financial assets comprise quoted and unquoted bonds.

#### Loans and receivables

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less any impairment losses.

Loans and receivables comprise cash and cash equivalents, and debtors and pledged receivables.

#### Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits.

#### Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are designated as available for sale or are not classified in any of the above categories of financial assets. Available-for-sale financial assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, they are measured at fair value and changes therein,

## NOTES TO FINANCIAL STATEMENTS

other than impairment losses and foreign currency differences on available-for-sale debt instruments, are recognised in other comprehensive income and presented in the investments revaluation reserve. When an investment is derecognised, the gain or loss accumulated in the investments revaluation reserve is reclassified to the income and expenditure statement.

Available-for-sale financial assets comprise equity securities and debt securities.

### (ii) Non-derivative financial liabilities

The Council initially recognises subordinated liabilities on the date that they are originated. All other financial liabilities (including liabilities designated at fair value through profit or loss) are recognised initially on the trade date, which is the date that the Council becomes a party to the contractual provisions of the instrument.

The Council derecognises a financial liability when its contractual obligations are discharged, cancelled or expired.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Council has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Council classifies non-derivative financial liabilities into the other financial liabilities category. Such financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

Other financial liabilities comprise sundry creditors.

## 2.3 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Depreciation is provided on a straight-line basis so as to write off items of the property, plant and equipment over their estimated useful lives as follows:

Computer equipment	33 $\frac{1}{3}$ %
Furniture and equipment	10% to 50%
Leasehold improvements	10%
Motor vehicles	20%
Other leasehold building	3 $\frac{1}{3}$ %

Property, plant and equipment costing less than \$500 are charged to the income and expenditure statement in the year of purchase.

Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at each reporting date.

## 2.4 Intangible assets

Intangible assets represent software expenditure directly attributable to the development of a computer system. This is capitalised and carried at cost less accumulated amortisation and impairment loss. Intangible assets are amortised in the income and expenditure statement on a straight-line basis over their estimated useful life of three years.

## 2.5 Impairment

### (i) Impairment of non-derivative financial assets

A financial asset not carried at fair value through profit or loss is assessed at the end of each reporting period to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event has a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

Objective evidence that financial assets (including equity securities) are impaired can include default or delinquency by a debtor,

## NOTES TO FINANCIAL STATEMENTS

restructuring of an amount due to the Council on terms that the Council would not consider otherwise, indications that a debtor or issuer will enter bankruptcy, adverse changes in the payment status of borrowers or issuers in the Council, economic conditions that correlate with defaults or the disappearance of an active market for a security. In addition, for an investment in an equity security, a significant or prolonged decline in its fair value below its cost is objective evidence of impairment.

### *Loans and receivables and held-to-maturity investment securities*

The Council considers evidence of impairment for loans and receivables and held-to-maturity investment securities at both a specific asset and collective level. All individually significant loans and receivables and held-to-maturity investment securities are assessed for specific impairment. All individually significant receivables and held-to-maturity investment securities found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Loans and receivables and held-to-maturity investment securities that are not individually significant are collectively assessed for impairment by grouping together loans and receivables and held-to-maturity investment securities with similar risk characteristics.

In assessing collective impairment, the Council uses historical trends of the probability of default, the timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical trends.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows, discounted at the asset's original effective interest rate. Losses are recognised in the income and expenditure statement and reflected in an allowance account against loans and receivables or held-to-maturity investment securities. Interest on the impaired asset continues to be recognised. When a subsequent event (e.g. repayment by a debtor) causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through the income and expenditure statement.

### *Available-for-sale financial assets*

Impairment losses on available-for-sale financial assets are recognised by reclassifying the losses accumulated in the investments revaluation reserve to the income and expenditure statement. The cumulative loss that is reclassified from the investments revaluation reserve to the income and expenditure statement is the difference between the acquisition cost, net of any principal repayment and amortisation, and the current fair value, less any impairment loss recognised previously in the income and expenditure statement. Changes in impairment provisions attributable to application of the effective interest method are reflected as a component of interest income. If, in a subsequent period, the fair value of an impaired available-for-sale debt security increases and the increase can be related objectively to an event occurring after the impairment loss was recognised in the income and expenditure statement, then the impairment loss is reversed. The amount of the reversal recognised in the income and expenditure statement. However, any subsequent recovery in the fair value of an impaired available-for-sale equity security is recognised in other comprehensive income.

### **(ii) Impairment of non-financial assets**

The carrying amounts of the Council's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable asset group that generates cash flows that largely are independent from other assets and groups. Impairment losses are recognised in the income and expenditure statement.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation, if no impairment loss had been recognised.

## NOTES TO FINANCIAL STATEMENTS

### 2.6 Trust Funds

Monies received where the Council is not the owner and beneficiary are accounted for as trust funds. The receipts and payments in respect of trust funds are taken directly to the funds accounts and the net assets relating to these funds are shown as a separate line item in the statement of financial position.

### 2.7 Provisions

Provisions are recognised when the Council has a present obligation (legal or constructive) as a result of a past event, it is probable that the Council will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the statement of financial position date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

### 2.8 Government grants

Grants from the government to meet the Council's operating expenses are recognised as income to match the related operating expenditure.

Government grants for the purchase of depreciable assets are taken to the Deferred Capital Grant Account. The grants are recognised as income over the useful lives of the related assets to match the depreciation of those assets.

Both operating and capital grants are accounted for on an accrual basis.

### 2.9 Revenue recognition

Donations of cash or assets are recognised in the income and expenditure statement when the Council obtains control of the donation or the right to receive the donation; it is probable that the economic benefits comprising the donation will flow to the Council; and the amount of the donation can be measured reliably.

Dividend income is recorded in the income and expenditure statement when the right to receive the dividend has been established.

Interest income from bank deposits and bonds is accrued on a time proportion basis with reference to the principal outstanding and at the rate applicable on an effective yield method.

Recovery of overfunding of voluntary welfare organisations is recognised when receipt of overfunded amounts is certain.

Training programme income is recognised on accrual basis when the services are rendered.

### 2.10 Employee benefits

#### **Defined contribution plans**

Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement as incurred.

#### **Employee leave entitlement**

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 statement of financial position.

## NOTES TO FINANCIAL STATEMENTS

### 2.11 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Rentals payable under operating leases are charged to the income and expenditure statement on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

### 2.12 Foreign currency transactions

Transactions in foreign currencies are translated to the functional currency of the Council at the exchange rate at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date on which the fair value was determined.

Foreign currency differences arising on retranslation are recognised in the income and expenditure statement.

## NOTES TO FINANCIAL STATEMENTS

### 3 Property, plant and equipment

	Computer equipment \$'000	Furniture and equipment \$'000	Leasehold improvements \$'000	Motor vehicles \$'000	Other leasehold building \$'000	Total \$'000
<b>Cost</b>						
At 1 April 2010	1,802	1,743	105	70	10,552	14,272
Additions	20	40	-	-	-	60
Disposals	(313)	(9)	-	(70)	-	(392)
At 31 March 2011	1,509	1,774	105	-	10,552	13,940
Additions	149	114	-	65	-	328
Disposals	(266)	(11)	-	-	-	(277)
At 31 March 2012	<b>1,392</b>	<b>1,877</b>	<b>105</b>	<b>65</b>	<b>10,552</b>	<b>13,991</b>
<b>Accumulated depreciation</b>						
At 1 April 2010	1,489	1,195	17	70	3,344	6,115
Depreciation charge for the year	113	154	10	-	349	626
Disposals	(213)	(7)	-	(70)	-	(290)
At 31 March 2011	1,389	1,342	27	-	3,693	6,451
Depreciation charge for the year	77	101	11	11	349	549
Disposals	(266)	(11)	-	-	-	(277)
At 31 March 2012	<b>1,200</b>	<b>1,432</b>	<b>38</b>	<b>11</b>	<b>4,042</b>	<b>6,723</b>
<b>Carrying amount</b>						
At 1 April 2010	313	548	88	-	7,208	8,157
At 31 March 2011	120	432	78	-	6,859	7,489
At 31 March 2012	<b>192</b>	<b>445</b>	<b>67</b>	<b>54</b>	<b>6,510</b>	<b>7,268</b>

	2012 \$'000	2011 \$'000
<b>Depreciation expense charged to:</b>		
Income and expenditure statement:		
- operating and investment expenditure	448	514
- Schools of SSTI	9	10
- NCSS Charitable Fund	92	102
	<b>549</b>	<b>626</b>

### 4 Intangible assets

	2012 \$'000	2011 \$'000
<b>Cost</b>		
At beginning of year	8,891	8,303
Additions	584	588
At end of year	<b>9,475</b>	<b>8,891</b>
<b>Amortisation</b>		
At beginning of year	8,085	7,693
Amortisation for the year	415	392
At end of year	<b>8,500</b>	<b>8,085</b>
<b>Carrying amount</b>		
At beginning of year	806	610
At end of year	<b>975</b>	<b>806</b>

## NOTES TO FINANCIAL STATEMENTS

	2012 \$'000	2011 \$'000
<b>Amortisation expense charged to:</b>		
Income and expenditure statement:		
- operating and investment expenditure	325	260
- Schools of SSTI	8	10
- NCSS Charitable Fund	82	122
	<u>415</u>	<u>392</u>

### 5 Held-to-maturity financial assets

	2012 \$'000	2011 \$'000
<b>Current assets</b>		
Quoted bonds, at amortised cost	11,775	32,000
Unquoted bonds, at amortised cost	-	7,499
	<u>11,775</u>	<u>39,499</u>
Fair value of quoted bonds	<u>11,820</u>	<u>32,042</u>
Fair value of unquoted bonds	-	7,499
<b>Non-current assets</b>		
Quoted bonds, at amortised cost maturing:		
Within 2 to 5 years	15,006	23,810
More than 5 years	15,006	17,999
	<u>30,012</u>	<u>41,809</u>
Fair value of quoted bonds	<u>31,632</u>	<u>43,446</u>

The bonds have fixed coupon rates ranging from 1.30% to 4.84% (2011: 0.20% to 5.00%) per annum. The maturity dates range from May 2012 to January 2026 (2011: April 2011 to January 2026).

Bonds whose maturity falls due within the next 12 months are disclosed as current assets.

The Council's held-to-maturity financial assets are all denominated in Singapore dollars.

### 6 Available-for-sale investments

	2012 \$'000	2011 \$'000
Quoted equity shares, at fair value	<u>10,380</u>	10,283

The equity shares comprising mainly preference shares of local banks, offer the Council an opportunity for return through dividend income and fair value gains.

The Council's available-for-sale investments are all denominated in Singapore dollars.

## NOTES TO FINANCIAL STATEMENTS

### 7 Investments at fair value through profit or loss

These relate to investments which are designated as financial assets at fair value through profit or loss.

	2012 \$'000	2011 \$'000
<b>Investments held by the Council</b>		
Equity securities		
- Quoted	<b>14,426</b>	17,159
<b>Funds managed by fund managers</b>		
Quoted equity shares	<b>6,279</b>	11,269
Quoted bonds	<b>25,153</b>	21,377
Unquoted bonds	<b>15,385</b>	56,110
	<b>46,817</b>	88,756
Add/(Less):		
Fixed deposits	<b>1,917</b>	4,082
Cash at bank	<b>1,748</b>	1,911
Derivative assets	<b>70</b>	183
Accrued interest	<b>308</b>	289
Accounts payables	-	(751)
Other receivables	<b>5</b>	2
Total funds managed by fund managers	<b>50,865</b>	94,472
Investments at fair value through profit or loss	<b>65,291</b>	111,631
Non-current	<b>14,426</b>	14,095
Current	<b>50,865</b>	97,536
	<b>65,291</b>	111,631

Of the funds managed by fund managers, certain fund managers have guaranteed the principal amounts should the investments be carried to the end of the management term, whilst some are invested in capital protected notes that are redeemable at par on maturity of the notes. The principal guaranteed funds account for \$33,555,000 (2011: \$34,395,000) of the carrying amounts above, for which the fund managers have guaranteed the aggregate principal balance amounting to \$30,000,000 (2011: \$30,000,000). The principal of the capital protected notes, amounting to \$15,000,000 (2011: \$55,000,000) are redeemable at par on maturity.

The investments comprise groups of financial assets that are managed and their performance is evaluated on a fair value basis in accordance with a documented risk management or investment strategy, and information is provided to the Council on that basis. Accordingly, these investments have been treated as financial assets at fair value through profit or loss.

The investments in quoted bonds have maturity dates ranging from April 2012 to May 2017 (2011: April 2011 to May 2017). The performance of the investments held by the Council and funds managed by fund managers are actively monitored and managed on a fair value basis.

The Council's investments at fair value through profit or loss are all denominated in Singapore dollars.

## NOTES TO FINANCIAL STATEMENTS

### 8 Debtors, pledged receivables and prepayments

	<b>Gross 2012 \$'000</b>	<b>Gross 2011 \$'000</b>
Debtors and pledged receivables	<b>4,780</b>	10,589
Interest receivable on bonds	<b>545</b>	561
Sundry deposits	<b>12</b>	2
Loan and receivables	<b>5,337</b>	11,152
Advance disbursement to agencies	<b>706</b>	31
Prepaid operating expenses	<b>368</b>	307
Advances to suppliers	<b>12</b>	12
	<b>6,423</b>	11,502

The ageing of debts and pledged receivables at the reporting date is:

	<b>Gross 2012 \$'000</b>	<b>Gross 2011 \$'000</b>
Not past due	<b>5,188</b>	10,852
Past due 1-30 days	<b>35</b>	16
Past due 31-90 days	<b>7</b>	265
More than 90 days	<b>107</b>	19
	<b>5,337</b>	11,152

No allowance is recognised on the debts and pledged receivables. Based on the historical default rates, the Council believes that no allowance for doubtful debts is necessary in respect of the above receivables.

### 9 Cash and bank balances

	<b>2012 \$'000</b>	<b>2011 \$'000</b>
Cash at bank	<b>109,167</b>	29,890
Fixed deposits	<b>54,008</b>	20,009
Cash on hand	<b>5</b>	5
	<b>163,180</b>	49,904

Bank balances and cash comprise monies held by the Council and short-term bank deposits.

Fixed deposit bears interest at an average rate of 0.68% (2011: 0.45%) per annum and for a tenure of approximately 94 days (2011: 132 days).

The Council's cash and bank balances are denominated in Singapore dollars.

## NOTES TO FINANCIAL STATEMENTS

### 10 Trust Funds

	2012 \$'000	2011 \$'000
VWOs - Charities Capability Fund:		
- VWO Capability Fund 1	902	975
- VWO Capability Fund 2	3,806	366
- ComCare and Others	3	3
Charities Fund	2,060	171
IMCDF - Reinvestment Fund for SWTS	384	250
	<u>7,155</u>	<u>1,765</u>
WDA Disability Employment Project Fund	168	-
MOE Special Education Fund	24,736	31,983
School Pocket Money Fund	368	17,785
Tote Board Social Service Fund	(44)	949
Lee Wee Kheng Fund	25,542	25,214
MCYS Funding for VWOs Development Budget	1,356	1,778
MCYS Funding for VWOs Recurrent Budget	9,813	5,988
The Wan Boo Sow Charity Fund	12	19
President's Challenge	931	11,364
Total	<u>70,037</u>	<u>96,845</u>
Represented by:		
Bank balances	68,607	83,404
Fixed deposits	11,000	4,206
Sundry receivables	128	1,155
Held-to-maturity financial assets	6,013	4,031
Investments at fair value through profit or loss	5,926	15,839
	<u>91,674</u>	<u>108,635</u>
Less: Sundry creditors	<u>(21,637)</u>	<u>(11,790)</u>
	<u>70,037</u>	<u>96,845</u>
Balance as at beginning of the year	96,845	68,147
Incoming resources	215,764	212,670
Outgoing resources	(242,572)	(183,972)
Net movement for the year	(26,808)	28,698
Balance as at end of the year	<u>70,037</u>	<u>96,845</u>

### 11 Endowment Fund

	2012 \$'000	2011 \$'000
At beginning and end of year	<u>191,884</u>	<u>191,884</u>

The Endowment Fund, which was established under Section 12 of the National Council of Social Service Act (Chapter 195A amended in September 2000) (the "Act") and in accordance with the provision of the Act, consists of:

- (a) all donations and gifts accepted by the Council for the Endowment Fund;
- (b) all reserves of the Council in excess of two years of its operating expenditure; and
- (c) such other monies as the Council may determine to transfer to the Endowment Fund.

## NOTES TO FINANCIAL STATEMENTS

Interest, dividends and other income derived from the Endowment Fund are credited to the General Fund. The Endowment Fund may be used for such purposes as may be approved by the Minister in writing. The Endowment Fund is intended to provide a safeguard towards continuity of funding for all member Voluntary Welfare Organisations in the event the Council has difficulties in raising funds. During the year, the aggregate amount of General Fund and ComChest Fund that is in excess of two years of the Council's operating expenditure is transferred from the General Fund to the Endowment Fund.

### 12 General Fund

	Note	2012 \$'000	2011 \$'000
At beginning of year		45,785	40,999
Surplus for the year		7,727	5,300
Transfer to ComChest Fund	13	(8,385)	(514)
At end of year		<u>45,127</u>	<u>45,785</u>

The General Fund represents accumulated surplus and is for the purpose of meeting operating expenses incurred by the Council.

The General Fund, together with the Comchest Fund, do not exceed two years of the Council's operating expenses.

### 13 ComChest Fund

	Note	2012 \$'000	2011 \$'000
At beginning of year		13,064	12,550
Transfer from General Fund	12	8,385	514
At end of year		<u>21,449</u>	<u>13,064</u>

The ComChest Fund was established by the Board, effective from the financial year commencing 1 April 2007.

The purpose of ComChest Fund is to fund programmes of the Council's members supported by Community Chest, in the event that there is a shortfall in fund-raising in future years.

The amount equivalent to the surplus of Community Chest in the financial year is transferred from the General Fund to the ComChest Fund. In the event of a deficit in the fund-raising proceeds from Community Chest in any financial year, the amount equivalent to the deficit is transferred from the Comchest Fund to the General Fund to cover service allocations due to members.

### 14 Deferred capital grants

	2012 \$'000	2011 \$'000
Capital grant received	<u>15,973</u>	15,971
Accumulated amortisation:		
At beginning of year	10,675	10,296
Amortisation for the year	387	379
At end of year	<u>11,062</u>	<u>10,675</u>
Net	<u>4,911</u>	<u>5,296</u>
Amortisation charged to:		
Income and expenditure statement		
- Government and other grants	<u>387</u>	<u>379</u>

## NOTES TO FINANCIAL STATEMENTS

### 15 Sundry creditors and accruals

	2012 \$'000	2011 \$'000
Sundry creditors	2,013	1,736
Grant income received in advance	16,267	-
Accrued operating expenses	7,959	10,056
Advances held for designated projects	5,317	4,822
	<b>31,556</b>	<b>16,614</b>

### 16 Service allocations to members

	2012 \$'000	2011 \$'000
Allocation to members	57,580	57,792
Project expenditure	58	129
Service allocations charged as an expense to proceeds from Community Chest	<b>57,638</b>	<b>57,921</b>

Allocation to members refers to disbursements to member Voluntary Welfare Organisations.

In the previous financial year, there was a one-off grant totalling \$3 million from Community Chest to 24 VWO programmes, in view of a higher than targeted donations received.

Project expenditure includes funding for the renovation or upgrading of Voluntary Welfare Organisations' premises and purchases of furniture and equipment required for service delivery. It also relates to expenditure incurred to build up the capability amongst Voluntary Welfare Organisations' employees to professionalise the social service sector and to raise public awareness of the critical social service issues and services.

### 17 Related parties

#### (a) Compensation of key management personnel

The remuneration of key management personnel during the year was as follows:

	2012 \$'000	2011 \$'000
Short-term employee benefits	2,372	2,224
Contributions to defined contribution plan	158	158
	<b>2,530</b>	<b>2,382</b>

	2012	2011
Number of key management personnel	<b>14</b>	<b>13</b>

The remuneration of key management personnel is determined by the Board of the Council.

## NOTES TO FINANCIAL STATEMENTS

### (b) Other related party transactions

Other than disclosed elsewhere in the financial statements, the transactions with related parties based on agreed terms are as follows:

	2012 \$'000	2011 \$'000
<b>Ministry of Community Development, Youth and Sports</b>		
Grant income and income on provision of services received and recognised	<u>20,231</u>	16,520
<b>Singapore Totalisator Board</b>		
Donation received and recognised	<u>29,617</u>	21,301
<b>Ministry of Education</b>		
Grant income received and recognised	<u>231</u>	231
<b>Ministry of Finance</b>		
Grant income received and recognised	532	-
Licence fee for accounting software paid/payable	<u>(287)</u>	-
<b>Infocomm Development Authority of Singapore</b>		
Service fee paid/payable	<u>(1,571)</u>	(1,515)
<b>People's Association</b>		
Temporary Occupation Licence fee paid/payable	<u>(428)</u>	(428)
<b>Civil Service College</b>		
Training courses fees paid/payable	<u>(142)</u>	(156)

The Council also transacts with other government agencies in its normal day-to-day operations, where the amounts are individually and collectively not significant.

## 18 Commitments

	2012 \$'000	2011 \$'000
(a) Approved funding to members	<u>70,706</u>	54,744
(b) Operating leases		
Non-cancellable operating lease payable are as follows:		
	2012 \$'000	2011 \$'000
Within one year	631	428
Between one and five years	1,523	250
More than five years	571	-
	<u>2,725</u>	678

## NOTES TO FINANCIAL STATEMENTS

### 19 Number of employees

The number of employees in the Council at the end of the year was 278 (2011: 258). Total staff costs of the Council amounted to \$21,241,000 (2011: \$18,848,000).

### 20 Taxation

The Council is exempted from income tax under Section 13(1)(e) of the Income Tax Act, Cap. 134.

### 21 Financial risk management

#### Overview

The Council are exposed to market risk (including interest rate and market prices risks), credit risk and liquidity risk arising from its diversified portfolio business. The Council's risk management approach seeks to minimise the potential material adverse effects from these exposures. As a whole, the Council has implemented risk management policies and guidelines which set out its tolerance of risk and its general risk management philosophy. In connection with this, the Council has established a framework and process to monitor the exposures so as to ensure appropriate measures can be implemented in a timely and effective manner.

#### Market risk

Market risk is the risk that changes in market prices, such as interest rates and market prices will have on the Council's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

#### Interest rate risk

The Council's exposure to changes in interest rates relates primarily to the interest-bearing fixed deposits and investment in debt securities. The effective interest rates at the statement of financial position date and the periods in which they mature or re-price (whichever is earlier) are as follows:

	Effective interest rate	Fixed interest rate maturing			Total
		Within 1 year	Within 2 to 5 years	More than 5 years	
	%	\$'000	\$'000	\$'000	\$'000
<b>2012</b>					
Fixed deposits with financial institutions	<b>0.68</b>	<b>54,008</b>	-	-	<b>54,008</b>
Held-to-maturity financial assets	<b>3.81</b>	<b>11,775</b>	<b>15,006</b>	<b>15,006</b>	<b>41,787</b>
		<b>65,783</b>	<b>15,006</b>	<b>15,006</b>	<b>95,795</b>
<b>2011</b>					
Fixed deposits with financial institutions	0.45	20,009	-	-	20,009
Held-to-maturity financial assets	2.71	39,499	23,810	17,999	81,308
		59,508	23,810	17,999	101,317

## NOTES TO FINANCIAL STATEMENTS

As the Council's investments in bonds and placements of fixed deposits are mainly fixed rate instruments, the Council has minimal exposure to interest rate volatility.

The Council does not utilise interest rate swaps to hedge against its interest rate risk. The Council relies on professional fund managers to monitor and mitigate the adverse effects of interest rate changes on its investment portfolios.

### Market price risk

Market price risk arises mainly from uncertainty about the future prices of financial instruments invested by the Council. It represents the potential financial loss the Council might suffer through holding investments in the face of price movements. It is the Council's policy to achieve an appropriate diversification in its investment portfolio in order to mitigate such risk.

The Council's exposure to changes in market prices relates primarily to the investments in debt and equity securities.

At the reporting date, if market prices for the investments in debt and equity securities had declined by 10%, assuming all other variables remain constant, the investments revaluation reserve of the Council would decrease by approximately \$1,038,000 (2011: \$1,028,000) and the Council's surplus for the year would decrease by approximately \$6,124,000 (2011: \$10,591,000). An increase in 10% of the equity prices would have an equal but opposite effect.

### Credit risk

Credit risk is the risk of financial loss to the Council if a counterparty to a financial instrument fails to meet its contractual obligations.

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Investments and financial transactions are restricted with counterparties that are of high credit standing. Substantial portion of the Council's investments are of investment grades, as defined by Standards & Poor's or Moodys. Cash and bank balances are placed with financial institutions which are regulated.

At the statement of financial position date, the maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position. There was no significant concentration of credit risk except for receivables from 1 debtor (2011: 2) which accounted for 43% (2011: 65%) of the Council's outstanding debtors and pledged receivables.

### Liquidity risk

In the management of liquidity risk, the Council monitors and maintains a level of cash and bank balances deemed adequate to finance the Council's operations and to mitigate the effects of fluctuations in short-term cash flows. The Council's exposure to liquidity risk relates primarily to its sundry creditors and accruals, as presented in note 15, which are due within 1 year.

### Reserves management

The reserves of the Council comprise the ComChest Fund, General Fund and Endowment Fund. The ComChest Fund is an internally established reserve to track the fund-raising proceeds that are yet to be distributed to the member Voluntary Welfare Organisations in any financial year. The sum of the ComChest Fund and General Fund as at the financial year reporting date is capped at an amount not exceeding two years of the Council's annual operating expenditure (including service expenditure). All reserves of the Council in excess of two years of its annual operating expenditure are transferred to the Endowment Fund. Utilisation of the reserves from the Endowment Fund would require written approval from the Minister.

There were no changes in the Council's approach to reserves management during the year. The Council is not subject to externally imposed capital reserve requirements.

## NOTES TO FINANCIAL STATEMENTS

### Accounting classifications and fair values

#### Fair values versus carrying amounts

The fair values of financial assets and liabilities, together with the carrying amounts shown in the statement of financial position, are as follows:

	Note	Designated at fair value \$'000	Held- to- maturity \$'000	Loans and receivables \$'000	Available- for- sale \$'000	Other financial liabilities \$'000	Total carrying amount \$'000	Fair value \$'000
<b>2012</b>								
Cash and bank balances	9	-	-	163,180	-	-	163,180	163,180
Loans and receivables	8	-	-	5,337	-	-	5,337	5,337
Held-to-maturity financial assets	5	-	41,787	-	-	-	41,787	43,452
Available-for-sale investments	6	-	-	-	10,380	-	10,380	10,380
Financial assets designated at fair value through profit or loss	7	65,291	-	-	-	-	65,291	65,291
		<b>65,291</b>	<b>41,787</b>	<b>168,517</b>	<b>10,380</b>	<b>-</b>	<b>285,975</b>	<b>287,640</b>
Sundry creditors and accruals*	15	-	-	-	-	15,289	15,289	15,289
<b>2011</b>								
Cash and bank balances	9	-	-	49,904	-	-	49,904	49,904
Loans and receivables	8	-	-	11,152	-	-	11,152	11,152
Held-to-maturity financial assets	5	-	81,308	-	-	-	81,308	82,987
Available-for-sale investments	6	-	-	-	10,283	-	10,283	10,283
Financial assets designated at fair value through profit or loss	7	111,631	-	-	-	-	111,631	111,631
		<b>111,631</b>	<b>81,308</b>	<b>61,056</b>	<b>10,283</b>	<b>-</b>	<b>264,278</b>	<b>265,957</b>
Sundry creditors and accruals*	15	-	-	-	-	16,614	16,614	16,614

\* Excluding grant income received in advance

### Currency risk

The Council's transactions are mainly denominated in Singapore dollars, which is its functional currency. In the normal course of its operations, the Council has certain exposure to the following foreign currencies:

	AUD \$'000	USD \$'000	Others \$'000
<b>2012</b>			
Debtors and pledged receivables	81	-	-
Sundry creditors and accruals	(72)	(38)	(10)
Net currency exposure	<b>9</b>	<b>(38)</b>	<b>(10)</b>
<b>2011</b>			
Debtors and pledged receivables	227	-	-
Sundry creditors and accruals	(33)	(15)	-
Net currency exposure	<b>194</b>	<b>(15)</b>	<b>-</b>

### Estimates of fair values

The fair values of investments classified as available-for-sale investments, investments at fair value through profit or loss and held-to-maturity financial assets, for disclosure purposes, are based on closing bid prices on the last market day of the financial year or market prices on the last market day of the financial year provided by brokers or banks.

## NOTES TO FINANCIAL STATEMENTS

The carrying amounts of cash and bank balances, debtors, pledged receivables and sundry creditors and accruals approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

### Fair value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method as at 31 March 2011 and 31 March 2012. The different levels have been defined as follows:

- (i) Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- (ii) Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices)
- (iii) Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
<b>2012</b>				
Available-for-sale financial assets	10,380	-	-	10,380
Financial assets designated at fair value through profit or loss	49,836	70	15,385	65,291
<b>2011</b>				
Available-for-sale financial assets	10,283	-	-	10,283
Financial assets designated at fair value through profit or loss	55,338	183	56,110	111,631

Assets measured at fair value based on Level 3 fair value measurement as at 31 March:

	2012 \$'000	2011 \$'000
Opening Balance	56,110	87,209
Total (loss)/gains recognised in income and expenditure statement	(325)	1,484
Disposal	(40,400)	(32,583)
Closing balance	15,385	56,110
Total (loss)/gains for the year included in income and expenditure for assets held at the end of the year	(325)	1,484

Losses and gains included in the income and expenditure statement for the year (above) are presented as loss or gain on investments at fair value through profit or loss in the income and expenditure statement.

## 22 Tax deductible donations

Fund-raising proceeds from Community Chest during the financial year include tax deductible donations received amounting to \$45,981,000 (2011: \$40,472,000).

## 23 New accounting standards and interpretations not yet adopted

The Council has not applied the accounting standards (including its consequential amendments) and interpretations that have been issued as of the statement of financial position date but are not yet effective.

The Council is presently assessing the impact of the adoption of these standards (including their consequential amendments). The Council has not considered the impact of accounting standards issued after the balance sheet date.

# NCSS (COMMUNITY CHEST) FUND DISBURSEMENT AND ALLOCATION

	FY2011 DISBURSEMENT (\$)	FY2012 ALLOCATION (\$)
<b>Dignifying the Lives of the Elderly</b>		
Alzheimer's Disease Association		
• Alzheimer's Disease Association Specialised Caregiver Support Service (Dementia)	82,490	87,060
• New Horizon Centre (Toa Payoh) <sup>1</sup>	90,881	62,330
Asian Women's Welfare Association		
• AWWA Community Home for Senior Citizens <sup>1</sup>	438,701	262,448
• AWWA READYCARE Centre <sup>1</sup>	304,612	283,629
Bright Hill Evergreen Home	610,964	608,458
HCA Hospice Care		
• HCA Specialised Caregiver Support Service (Palliative)	82,490	87,060
• Hospice Day Care Centre	494,540	427,112
• Hospice Home Care Service <sup>1</sup>	1,428,617	882,438
Lions Befrienders Service Association (Singapore)		
• Lions Befrienders	745,073	881,241
Metta Welfare Association		
• Metta Hospice Care <sup>1</sup>	154,945	93,728
PERTAPIS Education and Welfare Centre (formerly known as Persatuan Taman Pengajian Islam Singapura)		
• PERTAPIS Senior Citizens Fellowship Home <sup>1</sup>	89,018	47,787
Presbyterian Community Services		
• Dorcas Home Care Service <sup>1</sup>	72,089	62,027
SAGE Counselling Centre		
• SAGE Counselling Centre	198,145	225,466
• The Seniors Helpline	34,810	38,429
Sathya Sai Social Service (Singapore)		
• Tembusu Home Help Service <sup>1</sup>	23,226	14,610
Singapore Leprosy Relief Association		
• SILRA Home	143,823	134,140
Sunlove Abode for Intellectually-Infirmed Ltd		
• Sunlove Dementia Day Care <sup>1</sup>	70,363	42,100
• Sunlove Home Help Service <sup>1</sup>	128,739	87,842
Sunshine Welfare Action Mission		
• SWAMI Dementia Day Care <sup>1</sup>	70,717	45,094
• SWAMI Home Help Service <sup>1</sup>	118,625	83,584
Thye Hua Kwan Moral Charities Limited <sup>2</sup>		
• Centre of Specialisation (Seniors Activity Centre) <sup>3</sup>	12,492	-
• THK Home Help Service East <sup>1</sup> (formerly known as Moral Home Help Service (East))	124,398	109,961
• THK Home Help Service West <sup>1</sup> (formerly known as Moral Home Help Service (West))	297,312	229,268
TOUCH Community Services Limited		
• TOUCH Home Care <sup>1</sup>	165,599	117,336
Centre of Specialisation (Elderly) - <i>NEW</i> <sup>4</sup>	-	25,000
<b>Subtotal (Dignifying the Lives of the Elderly)</b>	<b>5,982,669</b>	<b>4,938,148</b>
<b>Helping People with Disabilities Lead Independent Lives</b>		
Association for Persons with Special Needs		
• APSN Centre for Adults	595,901	685,670
Autism Association (Singapore)		
• Eden Centre for Adults (formerly known as Autism Youth Centre) <sup>1</sup>	64,423	41,625
Bizlink Centre Singapore Ltd		
• Business Development Division	478,771	509,186
• Employment Placement Division	209,523	322,543
• Vocational Assessment Division	170,237	212,891
Metta Welfare Association		
• Metta Day Activity Centre for the Intellectually Disabled <sup>1</sup>	86,937	58,105
Movement for the Intellectually Disabled of Singapore		
• IDEA Employment Development Centre	1,113,265	1,264,957
• MINDS Ang Mo Kio Training and Development Centre <sup>1</sup>	320,501	250,949

	FY2011 DISBURSEMENT (\$)	FY2012 ALLOCATION (\$)
• MINDS Clementi Training and Development Centre <sup>1</sup>	282,797	232,254
• MINDS MYG	18,352	18,736
• MINDSville@Napiri - Home <sup>1</sup>	606,977	422,274
• MINDSville@Napiri - Hostel/Group Home <sup>1</sup>	245,638	172,835
• MINDSville@Napiri - Napiri Training and Development Centre <sup>1</sup>	127,072	92,817
• SIA-MINDS Employment Development Centre	1,321,937	1,465,412
• Woodlands Employment Development Centre	944,510	1,104,594
Singapore Association for Mental Health		
• SAMH Bukit Gombak Group Homes	39,785	40,073
• SAMH Insight Centre	717,929	941,195
• SAMH Oasis Day Centre <sup>1</sup>	161,483	143,781
Singapore Association of the Visually Handicapped		
• Braille Production Unit	159,168	163,686
• Library Services	33,498	35,222
Society for the Physically Disabled		
• Centre of Specialisation (Specialised Assistive Technology Centre) <sup>3</sup>	12,500	-
• Employment Support Programme	29,782	25,351
• Sheltered and Production Workshop	536,704	593,055
• SPD Therapy Hub	310,734	503,757
• Specialised Case Management Programme	228,786	244,815
• The SPD-SOKA Day Activity Centre <sup>1</sup>	396,940	353,033
• The Specialised Assistive Technology Centre	174,279	183,173
Special Needs Trust Company Ltd		
• SNTC Trusteeship Scheme	156,792	95,712
SUN-DAC (2 centres) <sup>1</sup>	323,126	249,889
The Centre for Enabled Living		
• 'LTA Cares' Fund	148,207	150,000
• NCSS Special Assistance Fund	214,313	200,000
The Singapore Association for the Deaf		
• SAdeaf Deaf Access	192,382	193,958
The Singapore Cheshire Home		
• The Singapore Cheshire Home Day Care Centre <sup>1</sup>	171,008	160,937
• The Singapore Cheshire Home Residential Care <sup>1</sup>	432,248	318,323
The Spastic Children's Association of Singapore		
• SCAS Day Activity Centre for Persons with Cerebral Palsy and Other Disabilities <sup>1</sup>	110,595	100,280
• SCAS Goodwill, Rehabilitation and Occupational Workshop	306,886	371,334
• SCAS Therapy Rehabilitation	196,905	218,035
Thye Hua Kwan Moral Charities Limited <sup>2</sup>		
• Community Integration Support Programme for People with Visual Impairment	132,015	118,137
• THK Therapy Services (formerly known as Moral Therapy Hub)	277,734	292,960
• Skills Training and Sheltered Employment Programme for People with Visual Impairment	307,220	337,545
TOUCH Community Services Limited		
• TOUCH Ubi Hostel <sup>1</sup>	77,611	42,510
Centre of Specialisation (Adult Disability) - <i>NEW</i> <sup>4</sup>	-	25,000
<b>Subtotal (Helping People with Disabilities Lead Independent Lives)</b>	<b>12,435,471</b>	<b>12,956,609</b>
<b>Keeping Families Together</b>		
Asian Women's Welfare Association		
• AWWA Family Service Centre	278,769	343,864
Beyond Social Services		
• Bukit Ho Swee Family Service Centre	210,207	195,893
Care Corner Counselling Centre	977,323	1,029,290
Care Corner Family Service Centre (Admiralty) <sup>5</sup>	214,767	323,640
Care Corner Family Service Centre (Queenstown)	167,093	223,356
Care Corner Family Service Centre (Toa Payoh) <sup>5</sup>	192,835	278,378
Care Corner Family Service Centre (Woodlands)	183,749	223,085

# NCSS (COMMUNITY CHEST) FUND DISBURSEMENT AND ALLOCATION

	FY2011 DISBURSEMENT (\$)	FY2012 ALLOCATION (\$)
Care Corner Singapore Ltd		
• Care Corner Family Service Centre (Tampines) - <i>NEW</i> <sup>4</sup>	-	159,212
Counselling and Care Centre	727,495	856,268
Fei Yue Family Service Centre		
• Fei Yue Family Service Centre (Bukit Batok)	138,609	186,674
• Fei Yue Family Service Centre (Choa Chu Kang)	160,041	223,085
• Fei Yue Family Service Centre (Yew Tee)	137,524	177,553
• Fei Yue Family Service Centre - <i>NEW</i> <sup>4</sup>	-	86,954
Foundation of Rotary Clubs (Singapore) Ltd		
• Rotary Family Service Centre	126,058	177,553
Good News Community Services		
• Pasir Ris Family Service Centre	156,701	196,164
HELP Family Service Centre	395,369	423,473
Kampong Kapor Family Service Centre	188,410	232,846
Lakeside Family Centre		
• Lakeside Family Centre (Jurong East)	134,949	186,403
• Lakeside Family Centre (Jurong West) <sup>5</sup>	228,994	360,591
Marine Parade Family Service Centre		
• Marine Parade Family Service Centre <sup>5</sup>	196,175	277,471
• @27 Family Service Centre	97,673	159,212
Methodist Welfare Services		
• Covenant Family Service Centre	152,276	205,015
• Daybreak Family Service Centre	128,308	177,553
• Tampines Family Service Centre	197,260	260,037
Persatuan Pemudi Islam Singapura		
• As-Salaam PPIS Family Support Centre	397,869	423,473
• PPIS Family Service Centre (East)	120,543	159,483
• PPIS Family Service Centre (West)	127,143	177,824
REACH Community Services Society		
• REACH Family Service Centre	155,616	195,893
Samaritans of Singapore	1,003,912	1,381,124
Sembawang Family Service Centre <sup>6</sup>	160,041	195,893
Serangoon Moral Family Service Centre	161,126	214,505
Shan You Counselling Centre		
• Shan You Counselling and Casework	354,572	352,761
Singapore After-Care Association		
• SACA Aftercare Case Management Service	99,185	133,379
Singapore Anti-Narcotics Association		
• SANA Aftercare Case Management Service	60,257	103,430
Singapore Buddhist Lodge Welfare Foundation		
• SBL Vision Family Service Centre	119,457	159,212
Singapore Indian Development Association		
• SINDA Family Service Centre	138,609	186,674
Society of Sheng Hong Welfare Services		
• Hougang Sheng Hong Family Service Centre	141,949	195,893
The Ang Mo Kio Family Service Centres		
• The Ang Mo Kio Family Service Centres (Ang Mo Kio)	174,768	241,696
• The Ang Mo Kio Family Service Centres (Cheng San)	210,927	260,037
• The Ang Mo Kio Family Service Centres (Sengkang)	223,483	286,957
• The Ang Mo Kio Family Service Centres - <i>NEW</i> <sup>4</sup>	-	86,954
The Ramakrishna Mission		
• WINGS Family Support and Counselling Programme	326,581	347,573
Thye Hua Kwan Moral Charities Limited <sup>7</sup>		
• THK Family Service Centre @ MacPherson (formerly known as MacPherson Moral Family Service Centre)	215,352	260,037
• THK Family Service Centre @ Bedok North <sup>5</sup> (formerly known as Moral Family Service Centre (Bedok North))	224,744	378,931
• THK Family Service Centre @ Bukit Panjang (formerly known as Moral Family Service Centre (Bukit Panjang))	134,949	177,553
• THK Family Service Centre @ Tanjong Pagar (formerly known as Tanjong Pagar Family Service Centre)	210,927	268,888

	FY2011 DISBURSEMENT (\$)	FY2012 ALLOCATION (\$)
TRANS Family Services (2 centres)	293,139	373,446
Whispering Hearts Family Service Centre	191,749	259,766
<b>Subtotal (Keeping Families Together)</b>	<b>10,637,483</b>	<b>13,784,952</b>
<b>Nurturing Children &amp; Youth to Succeed</b>		
Ain Society		
• Ain Society - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	28,800
Asian Women's Welfare Association		
• AWWA Early Years Centre	570,858	748,029
• AWWA School <sup>8</sup>	1,314,987	1,428,024
• AWWA TEACH ME Services	711,241	852,425
Association for Persons with Special Needs		
• Chaoyang School <sup>8</sup>	770,428	892,934
• Katong School <sup>8</sup>	584,834	827,364
• Tanglin School <sup>8</sup>	948,624	1,115,256
Autism Association (Singapore)		
• Eden Children's Centre (Clementi) (formerly known as Autism Children's Centre (Clementi))	193,965	277,048
• Eden Children's Centre (Simei) (formerly known as Autism Children's Centre (Simei))	256,229	299,211
• Eden School <sup>8</sup>	910,858	1,684,642
Autism Resource Centre (Singapore)		
• Pathlight School <sup>8</sup>	745,009	3,159,747
• WeCAN	412,169	592,055
Bethesda Care & Counselling Services Centre		
• Bethesda Care & Counselling Services Centre - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	8,100
Boys' Town, Singapore		
• Boys' Town - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	12,600
Canossian Daughters of Charity		
• Canossian Early Intervention Programme for Infants and Children	91,675	77,574
• Canossian School <sup>8</sup>	293,557	333,952
Care Community Services Society		
• Care Community Services Society - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	4,725
Care Corner Family Service Centre (Admiralty)		
• Care Corner Family Service Centre (Admiralty) - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	30,600
Care Corner Family Service Centre (Woodlands)		
• Care Corner Family Service Centre (Woodlands) - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	28,688
Care Corner Singapore Ltd		
• Care Corner Family Service Centre (Tampines) - Enhanced STEP-UP (Service A) - <i>NEW</i> <sup>4</sup>	-	33,750
Care Corner - Teck Ghee Youth Centre		
• Care Corner - Teck Ghee Youth Centre - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	48,375
EMCC		
• EMCC - Enhanced STEP-UP (Service A) - <i>NEW</i> <sup>4</sup>	-	90,000
EN Community Services Society		
• EN Community Services Society - Enhanced STEP-UP (Service A) - <i>NEW</i> <sup>4</sup>	-	30,600
Fei Yue Community Services		
• eGEN	233,319	251,317
• Fei Yue Early Intervention Programme for Infants and Children (EIPIC)	730,331	825,602
• Fei Yue Family Service Centre (Choa Chu Kang) - Enhanced STEP-UP (Service A) - <i>NEW</i> <sup>4</sup>	-	4,500
• Fei Yue Family Service Centre (Yew Tee) - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	5,625
• Fei Yue Project 180 - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	5,625
Good News Community Services		
• Pasir Ris Family Service Centre - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	9,563
Kampong Kapor Family Service Centre		
• Kampong Kapor Family Service Centre - Enhanced STEP-UP (Service A) - <i>NEW</i> <sup>4</sup>	-	144,000
Lakeside Family Centre		
• Lakeside Family Centre (Jurong East) - Enhanced STEP-UP (Service A) - <i>NEW</i> <sup>4</sup>	-	5,625
• Lakeside Family Centre (Jurong West) - Enhanced STEP-UP (Service A) - <i>NEW</i> <sup>4</sup>	-	5,625

# NCSS (COMMUNITY CHEST) FUND DISBURSEMENT AND ALLOCATION

	FY2011 DISBURSEMENT (\$)	FY2012 ALLOCATION (\$)
Life Community Services Society		
• Friends of Children and Youth	139,616	156,091
Lutheran Community Care Services Limited		
• Lutheran Community Care Services - Enhanced STEP-UP (Service A and B) - <b>NEW</b> <sup>4</sup>	-	310,500
MCYC Community Services Society		
• MCYC Community Services Society - Enhanced STEP-UP (Service A) - <b>NEW</b> <sup>4</sup>	-	9,000
Metta Welfare Association		
• Metta PreSchool @ Punggol	229,036	609,505
• Metta PreSchool @ Simei	381,081	459,900
• Metta School <sup>8</sup>	1,137,884	1,415,774
Morning Star Community Services		
• Morning Star Community Services - Enhanced STEP-UP (Service A) - <b>NEW</b> <sup>4</sup>	-	27,000
Movement for the Intellectually Disabled of Singapore		
• Fernvale Gardens School <sup>8</sup>	925,310	1,125,868
• Lee Kong Chian Gardens School <sup>8</sup>	990,462	1,212,581
• MINDSville@Napiri - Children's Wing	80,614	75,201
• Towner Gardens School <sup>8</sup>	1,121,591	1,292,255
• Woodlands Gardens School <sup>8</sup>	1,019,196	1,318,493
National Council of Social Service		
• SPED Financial Assistance Scheme	43,002	240,000
Persatuan Persuratan Pemuda Pemudi Melayu (Malay Youth Literary Association)		
• Frenz	440,308	437,676
• Persatuan Persuratan Pemuda Pemudi Melayu - Enhanced STEP-UP (Service A and B) - <b>NEW</b> <sup>4</sup>	-	138,420
Presbyterian Community Services		
• Grace Orchard School <sup>8</sup>	1,041,443	1,290,290
Rainbow Centre		
• Rainbow Centre - Yishun Park School <sup>8</sup>	1,447,457	1,739,194
• Rainbow Centre - Margaret Drive School <sup>8</sup>	1,247,614	1,645,683
• Rainbow Centre EIPIC @ Yishun Park	952,593	1,285,287
• Rainbow Centre EIPIC @ Margaret Drive	867,455	963,912
REACH Community Services Society		
• REACH Family Service Centre - Enhanced STEP-UP (Service A and B) - <b>NEW</b> <sup>4</sup>	-	14,063
Shan You Counselling Centre		
• Shan You Counselling Centre - Enhanced STEP-UP (Service A) - <b>NEW</b> <sup>4</sup>	-	2,250
Singapore Association of the Visually Handicapped		
• Lighthouse School <sup>8</sup>	194,176	323,154
Society for the Physically Disabled		
• Building Bridges EIPIC Centre (Tiong Bahru) - <b>NEW</b> <sup>9</sup>	86,903	349,080
• Building Bridges EIPIC Centre (Jurong) - <b>NEW</b> <sup>4</sup>	-	326,917
St Andrew's Mission Hospital		
• St Andrew's Autism School <sup>8</sup>	340,571	1,351,640
• St Andrew's Lifestreams - Enhanced STEP-UP (Service A) - <b>NEW</b> <sup>4</sup>	-	4,500
Student Advisory Centre Limited		
• Student Advisory Centre Limited - Enhanced STEP-UP (Service A) - <b>NEW</b> <sup>4</sup>	-	54,000
Students Care Service		
• SYNC (3 centres)	925,065	917,331
• Learning and Social Support Programme	378,084	375,720
• Students Care Service (Clementi) - Enhanced STEP-UP (Service A and B) - <b>NEW</b> <sup>4</sup>	-	13,500
• Students Care Service (Hougang) - Enhanced STEP-UP (Service A and B) - <b>NEW</b> <sup>4</sup>	-	13,500
• Students Care Service (Yishun) - Enhanced STEP-UP (Service A and B) - <b>NEW</b> <sup>4</sup>	-	13,500
• Youth Cop - <b>NEW</b> <sup>4</sup>	-	246,252
The Ang Mo Kio Family Service Centres		
• The Ang Mo Kio Family Service Centres (Cheng San) - Enhanced STEP-UP (Service A and B) - <b>NEW</b> <sup>4</sup>	-	34,875
The Ramakrishna Mission		
• WINGS Counselling Centre - Enhanced STEP-UP (Service A) - <b>NEW</b> <sup>4</sup>	-	22,500

	FY2011 DISBURSEMENT (\$)	FY2012 ALLOCATION (\$)
The Salvation Army		
• Kids In Play	83,978	93,093
The Singapore Association for the Deaf		
• SADeaf Community Integration Support for the Hearing Impaired	182,785	184,872
• Singapore School for the Deaf <sup>8</sup>	118,070	130,772
The Spastic Children's Association of Singapore		
• SCAS Early Intervention Programme for Infants and Children	969,883	1,399,991
• The Spastic Children's Association School <sup>8</sup>	996,194	1,201,304
Thye Hua Kwan Moral Charities Limited <sup>2</sup>		
• THK EIPIC Centre @ Ang Mo Kio - <i>NEW</i> <sup>10</sup>	8,030	559,637
• THK EIPIC Centre @ Choa Chu Kang (formerly known as THK Moral EIPIC Centre (Choa Chu Kang))	869,168	1,174,683
• THK EIPIC Centre @ Tampines - <i>NEW</i> <sup>10</sup>	15,659	559,637
• THK EIPIC Centre @ Woodlands (formerly known as THK Moral EIPIC Centre (Woodlands))	678,409	986,290
TOUCH Community Services Limited		
• TOUCH Community Services Limited - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	15,300
Yong-en Care Centre		
• Yong-en Care Centre - Enhanced STEP-UP (Service A) - <i>NEW</i> <sup>4</sup>	-	20,880
Young Men's Christian Association of Singapore		
• Young Men's Christian Association of Singapore - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	33,750
Youth Guidance Outreach Services		
• Youth Guidance Outreach Services - Enhanced STEP-UP (Service A and B) - <i>NEW</i> <sup>4</sup>	-	10,688
Centre of Specialisation (Children & Youth) - <i>NEW</i> <sup>4</sup>	-	25,000
<b>Subtotal (Nurturing Children &amp; Youth to Succeed)</b>	<b>26,679,721</b>	<b>40,073,290</b>
<b>FY2011 Expected Annual Adjustment<sup>11</sup></b>	<b>1,800,000</b>	<b>-</b>
<b>Fund Disbursement/Allocation for Programmes</b>	<b>57,535,344</b>	<b>71,752,999</b>
<b>Project Expenditure<sup>12</sup></b>	<b>102,542</b>	<b>572,298</b>
<b>Total for Funded Programmes Including Project Expenditure</b>	<b>57,637,886</b>	<b>72,325,297</b>

The total number of service use-counts reported by VWOs for FY2011 was about 301,651. This comprised 207,991 direct service users, 48,121 caregivers and 45,539 reached through public education.

The total number of service use-counts projected by VWOs for FY2012 was about 306,573. This comprised 204,778 direct service users, 51,930 caregivers and 49,865 reached through public education.

#### Notes

- The Government has enhanced and provided higher subsidies to the intermediate and long-term care programmes in FY2012. NCSS has consequently simplified the co-funding for these programmes to lower fixed grant.
- The programmes were previously under Society of Moral Charities (SOMC). SOMC was consolidated under Thye Hua Kwan Moral Charities Limited in December 2011.
- Programme funded on project basis.
- New programme/project to be funded in FY2012.
- The allocation for these FSCs include provision for possible active caseload beyond 500.
- Sembawang Family Service Centre was incorporated as a separate entity in October 2011.
- These FSCs were incorporated under Thye Hua Kwan Moral Charities Limited in December 2011.
- The higher fund allocation for special schools are due to the increase in provision for enhanced curriculum, increase in enrolment and higher proportion of students with Autism Spectrum Disorder, requiring more resources.
- Programme was funded from October 2011.
- Programme was funded from March 2012.
- This is a provision for adjustment to FY2011 funding of per cap programmes that have served higher than expected musters. The disbursements are expected after FY2011 audited accounts are submitted.
- Project expenditure includes funding to build capability of VWOs, to professionalise the social service sector, to raise public awareness of social services and provision for higher allocation to programmes after meeting certain standards.

# COMMITTEES & LISTINGS

## COMMITTEES

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RADM (RET) Kwek Siew Jin BBM, PPA(E), PPA(P), PBM  
President (2006 - current)  
Vice President (2004 - 2006)  
Retired Naval Officer, Republic of Singapore Navy

#### Vice Presidents

Mr Phillip Tan Eng Seong JP, BBM(L), BBM, PBM  
Vice President (2006 - current)  
Honorary Treasurer (2002 - 2006)  
Honorary Treasurer (1992 - 1998)  
Group Finance Director, CityState Capital Asia Pte Ltd

#### Mr Cyril Chua

Vice President (2008 - current)  
Partner, ATMD Bird & Bird LLP

#### Honorary General Secretary

Ms Frances Cheang JP, BBM, PBM  
Honorary General Secretary (2011 - current)  
Vice President (2002 - 2004)  
Honorary Treasurer (1998 - 2002)  
Former Partner, KPMG

#### Honorary Treasurer

Mr Richard Sim Hwee Cher  
Honorary Treasurer (2008 - current)  
Partner, PricewaterhouseCoopers LLP

#### Member (MCYS representative)

Ms Ong Toon Hui PPA(P)  
Deputy Secretary, MCYS

### SERVICES COMMITTEE

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RADM (RET) Kwek Siew Jin BBM, PPA(E), PPA(P), PBM

#### Vice Chairman and Service Advisor

(Adult Disability Services)  
Mr Cyril Chua

#### Adult Disability Services

Deputy Service Advisor  
Mr Albert Lim

#### Children Disability Services

Service Advisor  
Professor Ho Lai Yun JP, BBM, PBM, PBS

#### Deputy Service Advisor

Mr Charles Tan

#### Children, Youth & Family Services

Service Advisor  
Ms Anita Fam PBM

#### Deputy Service Advisor

Mr Noel Hon JP, BBM(L), BBM

#### Eldercare Services

Service Advisor  
Mr Stephen Loh

#### Deputy Service Advisor

Dr Philbert Chin BBM, PBM

#### Members

Dr Jason Cheah  
Mr Louis Lim PBM  
Ms Ang Bee Lian PPA(P)

#### Representatives

Ms Denise Low  
MCYS  
Mdm Ong Kwee Lan  
MOE  
Ms Barbara Jan Chua (till 31 July 2011)  
Mr Yip Hon Weng (from 1 August 2011)  
MOH  
Mrs Boon-Ngee Sebastian  
Tote Board

#### Secretary

Ms Tina Hung

### COMMUNITY CHEST COMMITTEE

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Ms Charlene Chang  
Ms Eunice Olsen  
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Mr Jack Neo PBM  
COL Lew Chuen Hong (from February 2012)  
Mr Liak Teng Lit  
Mr Lim Jit Chek PPA(P)  
Mr Lim Tien Hock PPA(G)  
Mr Ong Kim Seng BBM  
Mr Patrick Garcia Fiat  
Mr Peter Wee PPA(G)(T), PBS(T)  
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Mr Tan Puay Kern PPA(P)  
BG (NS) Wong Ann Chai PPA(P)

### AUDIT COMMITTEE

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Mr Shabbir Hassanbhai PBM  
(from 9 May 2011)  
Mr Hendry Palimarmo  
Mr Eugene Seah (from 13 September 2011)

### INVESTMENT SUBCOMMITTEE

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Mr Foo Hee Jug  
Ms Low Peck Kem  
Mr Patrick Garcia Fiat  
Mr Peter Koh  
Mr Tan Puay Kern PPA(P)  
BG (NS) Wong Ann Chai PPA(P)  
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Professor Narayan Pant  
(from August 2011)  
Mr Declan MacFadden  
(from August 2011)  
Mr Renny Yeo PBM  
(from August 2011)

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Mr Lim Tien Hock PPA(G)

Mr Mark Syn

AC Ng Guat Ting

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Ms Helen Harjanto

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Mr Goh Liang Kwang PPA(P)(L)

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Ms Rebecca Tan

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Associate Professor Kalyani K. Mehta (till 28 July 2011)

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Ms Sara Tan

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Mr Udhia Kumar

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Ms Angela Yak

Mr David Blakely

Ms Denise Low

Dr Gilbert Fan (till 24 August 2011)

Ms Lau Cheng Mun

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Dr Kong Keng He

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Ms Nancy Ng (from 8 August 2011)

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Associate Professor Tan Tin Wee

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Dr Song-Lee Hong

Dr Yap Mui Teng

Ms Lim Puay Sze

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**Members**

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Ms Corrina Chua

Ms Denise Low

Mr Yeo Teow Chong

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Ms Frances Cheang JP, BBM, PBM

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Ms Pang Kee Tai

Dr Rosaleen Ow

Mr Tim Oei

Ms Wong Chooi Ling

(from 15 February 2012)

Ms Nancy Ng (from 1 March 2012)

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Ms Jacquelynne Liew

Ms Julia Lam

Mr Sallim Bin Abdul Kadir PBM

Dr Tan Bee Wan

Mrs Wong Cher Meng

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Mr Andrew Tay

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Associate Professor Kalyani K. Mehta

Mr Laurence Wee

Mr Lee Kim Siang BBM(L)

Mdm Sapiyah Molla

Ms Tina Hung

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Ms Chee Liew Chin

Mr Shawn Koh

Mr Mohd Ali Mahmood

Mr Samuel Ng

Mr Vincent Ng

Mrs Tan-Wu Mei Ling

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Ms Junaidah Baharawi

Ms Ong Lilian

Ms Saa'dah Tuman

Ms Valerie Oh

**NCSS NETWORKS**

Disability Network

EIPIC Network

Human Resource Network

Integrated Eldercare Network

Joint Children, Youth &amp; Family Services

Local Service Planning Network

Mental Health Network (Joint Network with Health Promotion Board and Institute of Mental Health)

Psychologists Network

Research Network

Seniors Activity Centre Network

Sheltered Home Network

Social Workers Network

## LISTINGS

### FULL MEMBERS

- \*scape Co., Ltd.  
 365 Cancer Prevention Society  
 Abilities Beyond Limitations And Expectations Limited  
 Action For AIDS (Singapore)  
 ADAM Association  
 Adventist Community Services  
 Adventist Home for the Elders  
 Adventist Nursing and Rehabilitation Centre  
 Agape Counselling and Training Centre  
 Ain Society  
 Alife Ltd  
 Alive Community Network  
 All Saints Home  
 Alzheimer's Disease Association  
 Ang Mo Kio - Thye Hua Kwan Hospital Ltd  
 Ang Mo Kio Family Service Centres, The  
 Aoxiang Counselling Service  
 Apex Day Rehabilitation Centre For Elderly  
 Apex Harmony Lodge  
 Arc Children's Centre Co Limited  
 Asian Women's Welfare Association  
 Assemblies of God Community Services Society  
 Assisi Hospice  
 Association for Persons with Special Needs  
 Association of Muslim Professionals  
 Association of Women for Action And Research  
 Autism Association (Singapore)  
 Autism Resource Centre (Singapore)  
 Bethel Community Services  
 Bethesda Care and Counselling Services Centre  
 Bethesda Community Assistance and Relationship Enrichment Centre  
 Bethesda Community Services Society  
 Beyond Social Services  
 Bible-Presbyterian Welfare Services, Singapore  
 Bishan Home for the Intellectually Disabled  
 Bizlink Centre Singapore Ltd  
 Bo Tien Welfare Services Society  
 Boys' Brigade in Singapore  
 Boys' Town, Singapore  
 Brahm Centre Ltd  
 Breadline Group  
 Breakthrough Missions Ltd  
 Breastfeeding Mothers' Support Group (Singapore)  
 Bright Hill Evergreen Home  
 Bright Vision Hospital  
 Buddha of Medicine Welfare Society  
 Buddhist Compassion Relief Tzu-Chi Foundation (Singapore Branch)  
 Calvary Community Care  
 Canossian Daughters Of Charity  
 Care Community Services Society  
 Care Corner - Teck Ghee Youth Centre  
 Care Corner Counselling Centre  
 Care Corner Family Service Centre (Admiralty)  
 Care Corner Family Service Centre (Queenstown)  
 Care Corner Family Service Centre (Toa Payoh)  
 Care Corner Family Service Centre (Woodlands)  
 Care Corner Singapore Ltd  
 Care Link  
 Caregivers' Association of the Mentally-ill (CAMI)  
 Caregiving Welfare Association  
 Caring Fleet Services Limited  
 Caritas Singapore Community Council Limited  
 Casa Raudha Women Home  
 Catholic AIDS Response Effort  
 Catholic Welfare Services, Singapore  
 Centre for Enabled Living Ltd  
 Centre for Fathering Limited  
 Centre for Seniors  
 Charis Centre  
 Chen Su Lan Methodist Children's Home, The  
 Cheng Hong Welfare Service Society  
 Child At Street 11 Ltd  
 Children-At-Risk Empowerment Association  
 Children's Aid Society  
 Children's Cancer Foundation  
 Chinese Development Assistance Council  
 Chinese Women's Association  
 Christian Care Services (Singapore)  
 Christian Outreach to the Handicapped  
 City Harvest Community Services Association  
 Clarity Singapore Limited  
 Club Rainbow (Singapore)  
 Coalition Against Bullying for Children & Youth Concern & Care Society  
 Cornerstone Community Services Centre  
 Cornerstone Life Skills Centre  
 Counselling and Care Centre  
 Crime Library (Singapore)  
 Deaf and Hard-of-Hearing Federation (Singapore)  
 Diabetic Society of Singapore  
 Dover Park Hospice  
 Down Syndrome Association (Singapore)  
 Dyslexia Association of Singapore  
 Eden Community Services Centre  
 EMCC  
 En Community Services Society  
 Eurasian Association, The  
 FaithActs  
 Family Life Centre  
 Family Life Society  
 Fei Yue Community Services  
 Fei Yue Family Service Centre  
 Filos Community Services Ltd.  
 Focus on the Family Singapore Limited  
 Foundation of Rotary Clubs (Singapore) Ltd  
 Franciscan Missionaries of Mary  
 Friends-In-Deed Counselling Society  
 Geylang East Home For The Aged  
 Glory Centre Community Services Association  
 Golden Years Fellowship  
 Good News Community Services  
 Grace Lodge  
 Great Joy Community Care Ltd  
 Handicaps Welfare Association  
 Happy Arts Enterprise Ltd  
 HCA Hospice Care  
 Healthserve Ltd  
 Heartware Network  
 Help Family Service Centre  
 Helping Hand, The  
 Highpoint Community Services Association  
 Home Nursing Foundation  
 Hope Centre (Singapore)  
 Hope Community Services Centre  
 HOPE Worldwide (Singapore)  
 Humanitarian Organization for Migration Economics  
 IC2 Prephouse Limited  
 Infant Jesus Homes and Children's Centres  
 Jewish Welfare Board, Singapore, The  
 Jia Ying Community Services Society  
 Ju Eng Home for Senior Citizens  
 Just Parenting Association  
 Kampong Kapor Family Service Centre  
 Kampung Senang Charity and Education Foundation  
 Kang Ming Free Clinic  
 Kheng Chiu Loke Tin Kee Home  
 Kidney Dialysis Foundation Limited  
 Kwan-In Welfare Society  
 Kwong Wai Shiu Hospital  
 Lakeside Family Centre  
 Lawn Bowls Association for the Disabled (Singapore)  
 Lejia Society  
 Leukemia and Lymphoma Foundation  
 Life Community Services Society  
 Life Spring Community Network  
 Light and Love Welfare Services Centre  
 Ling Kwang Home for Senior Citizens  
 Lions Befrienders Service Association (Singapore)  
 Lions Home for the Elders  
 Lotus Light Charity Society (Singapore)  
 Loving Heart Multi-Service Centre  
 Loving Heart Multi-Service Centre (Jurong Central)  
 Lutheran Community Care Services Limited  
 Majlis Pusat Pertubuhan-Pertubuhan Budaya Melayu Singapura (Central Council of Malay Cultural Organisations, Singapore)  
 Make-A-Wish Foundation (Singapore) Limited  
 Man Fut Tong Nursing Home  
 Marine Parade Family Service Centre  
 Marymount Centre  
 MCYC Community Services Society  
 Methodist Welfare Services  
 Metropolitan Young Men's Christian Association of Singapore  
 Metta Welfare Association  
 Morning Star Community Services  
 Movement for the Intellectually Disabled of Singapore (MINDS)  
 Muhammadiyah Welfare Home  
 Muslim Kidney Action Association (MKAC Association)  
 Muslim Missionary Society, Singapore, The (Jamiyah)  
 Muslimin Trust Fund Association  
 Nam Hong Welfare Service Society  
 National St John Council for the Republic of Singapore, The  
 Neighbour Ring Community Services  
 New Charis Mission, The  
 New Hope Community Services  
 New Life Community Services Centre (formerly known as New Life Community Services Centre)  
 New Redeemer's Fellowship Society  
 NTUC Eldercare Co-Operative Ltd  
 NuLife Care & Counselling Services Limited  
 Oikos.Community@Sengkang Ltd.  
 O'Joy Care Services  
 One Hope Centre  
 Operation Renewal (Singapore)  
 Pasir Panjang Hill Community Services Centre  
 Persatuan Pemuda Islam Singapura (PPIS)  
 Persatuan Persuratan Pemuda Pemuda Melayu (Malay Youth Literary Association)  
 PERTAPIS Education & Welfare Centre (formerly known as Persatuan Taman Pengajian Islam Singapura (Islamic Theological Association of Singapore))  
 Philippine Bayanihan Society (Singapore)  
 Potter's Place Community Services Society  
 Presbyterian Community Services  
 Prison Fellowship Singapore Limited  
 Promisedland Community Services

Promoting Alternatives to Violence (PAVe) (formerly known as Centre for Promoting Alternatives to Violence (PAVe))	Sri Krishna Mandir Welfare Society	Children's Charities Association of Singapore, The
Pu Ti Lian She	St Andrew's Cathedral Home for the Aged	City College Holdings Ltd
Queenstown Multi-Service Centre	St Andrew's Mission Hospital	Compassion Fund Ltd
Rainbow Centre	St Gabriel's Foundation	Council for Third Age
Ramakrishna Mission, The	St Luke's ElderCare Ltd	Credit Counselling Singapore Society
Reach Community Services Society	St Luke's Hospital	Disabled People's Association
Realm of Tranquility	St. Hilda's Community Services Centre	Ex-Services Association Of Singapore
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