

ANNUAL REPORT FY2017

**BUILDING AN  
INCLUSIVE HOME**  
*for all*

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## MISSION

To provide leadership and direction in enhancing the capabilities and capacity of our members, advocating for social service needs and strengthening strategic partnerships, for an effective social service ecosystem.

## VISION

Compassionate Society.  
Impactful Sector.  
Dignified Lives.

## CORE VALUES

### *Passion*

Our passion is the fuel that drives us through challenges and difficulties.

We care intensely about improving the lives of the persons we serve.

We believe strongly in what we do and are united as one in our common cause.

### *Impact*

We seek to make the world a better place for our beneficiaries.

We dream big, because even if we fall short, we will have made positive changes.

### *Collaboration*

We collaborate internally and externally because we achieve more together.

We reach across boundaries to help each other progress.

### *Courage*

We are committed to listening and speaking up.

We challenge the status quo to inspire breakthroughs.

We do what is right, and not because it is popular or easy.



COVER ILLUSTRATION BY

# Chang Kim Ngoh



Kim Ngoh graduated with a Diploma in Fine Art from the Nanyang Academy of Fine Arts (NAFA) in 1970, specialising in watercolour painting. She obtained her second Diploma in oil painting in 1980 from the Nova Scotia College of Art and Design, Halifax, Canada. Since her return to Singapore, Kim Ngoh, age 72, has been working full-time as a professional artist, despite post-polio syndrome.

Her home is also her studio where she paints vivid scenes from the past. Her favourite subjects are the old Malay kampungs depicting the carefree and simple life common during the Singapore's colonial days.

In 1998, Kim Ngoh bagged the Phillip Morris ASEAN Art Distinction Award and in 2000, she received the Very Special Arts Gold Award. Kim Ngoh has also worked on corporate commissions for The American Club and The Plaza Fitness and Spa.



Isabelle Lim, age 25, is an aspiring photographer who has Nager Syndrome, a rare condition. Born with profound deafness, she uses sign language to communicate. She graduated with a Diploma in Fine Arts (Art Photography) from LASALLE College of the Arts in 2016 with the support of the Dare to Dream scholarship and held her first solo exhibition 'See What I See' at the Enabling Village the same year. In 2017, she held her second exhibition cum fund-raiser for the Today Enable Fund at SPRMRKT, featuring 'Living with Grace' a photo essay collaborated with her cousin Tham Yin May.



PHOTOGRAPHY BY

# Isabelle Lim

# PRESIDENT'S MESSAGE



Mr Hsieh Fu Hua (left) and Mr Sim Gim Guan with President Halimah Yacob during a meeting with the NCSS Board.

I started my NCSS journey wishing to blend the capabilities and perspectives of both the private and social service sectors.

The broadening of the social service sphere was a key step that allowed NCSS and the sector to tap on a wider base of resources for better outcomes. By including the roles of non-traditional partners such as for-profit organisations, individual donors, and social enterprises, there is a greater range of expertise contributing to a more robust and vibrant sector. The Social Service Sector Strategic Thrusts (4ST) is an example of cross-sector partnership that helps the sector marshal ideas, resources and efforts towards collective impact. With diverse participants on board, we co-created a roadmap for Singapore's social services.

Besides leveraging new partnerships, it was necessary for NCSS to give greater emphasis on rigour and impact in our strategies. In this regard, we adopted an evidence-based approach to understand our clients' needs, shaping the development of public education campaigns such as "See The True Me" and recommendations under the Enabling Masterplan 3. With key measurements in place, we are now able to better assess whether needs are adequately met and the impact of our work.

As it is the people who form the core of social service delivery, NCSS embarked on several initiatives to strengthen the social service profession and increase the capability and capacity of social service organisations. Besides enhanced training to deepen skills through the Social Service Institute, NCSS has implemented the Social Service Tribe, a sector branding campaign to attract talents into the workforce. More than 100 social service organisations were also enabled to improve their human resource practices through the People Practice Consultancy.

All of these developments would not have been possible without an effective Board, which NCSS had strengthened over the years through planned succession, greater engagement and diversity. Strong governance and dynamics between the Board and senior management team are crucial to the performance of any organisation, and we are actively promoting this in our social service organisations, in partnership with the Singapore Institute of Directors.

As I round up six years of leadership, I would like to give thanks to all the contributions by the NCSS Board, senior management team, partners and colleagues in the social service sector. As the social service sector continues to grow, I hope we will continually draw on the private sector and the possibilities it brings.

# CEO'S MESSAGE

In NCSS, we believe in working with our stakeholders to empower individuals, enable more effective social purpose entities, and build a more caring and collaborative social service ecosystem.

As we seek a better understanding of complex issues, we continue to focus on research so that the solutions are evidence-informed. Bringing stakeholders of different expertise together allows us to co-create solutions that empower those we serve. The NCSS Quality of Life Study, for example, highlighted that improving specific domains of a senior's life could significantly increase their quality of life. So, we brought some 20 organisations together through the Empowering Seniors Project to develop person-centred toolkits to guide practitioners in engaging seniors purposefully through different mediums like art, exercise and having meaningful conversations.

To ensure that we continue to attract talent into the sector, we launched the Social Service Tribe. Together with our member organisations adopting human resource best practices, career development pathways, training and leadership development, we hope that current and future generations of Singaporeans will see social service as a career of choice.

Resourcing the sector through various funding sources will continue. As Community Chest celebrates its 35<sup>th</sup> Anniversary, we have also started a new Charity Support Fund to provide additional funding to smaller and under-supported charities, amounting to \$6 million over three years.

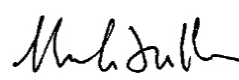
We are also encouraged to see more corporates giving through avenues like the auto-inclusion scheme for SHARE, Community Chest's monthly giving programme. As part of the SG Cares Movement co-led by NCSS and the National Volunteer & Philanthropy Centre to cultivate volunteerism, we piloted a new service-based volunteerism model to pair our member organisations with regular corporate volunteers. We are heartened to see more corporates coming on-board to volunteer regularly.

By bringing resources together and improving capability in the sector, we will continue to work with stakeholders in the ecosystem to address social needs collaboratively. Together, we can achieve the outcomes mapped out in the sector roadmap and achieve our collective vision of empowering every person to live with dignity in a caring and inclusive society.

# OUR APPRECIATION

We would like to express our gratitude to former President Tony Tan Keng Yam for his strong support over the past seven years as we warmly welcome President Halimah Yacob, Minister Desmond Lee and Speaker Tan Chuan-Jin in their respective capacities as our Patron-in-Chief, Patron and Advisor. We look forward to working closely with them to build an inclusive home for all.

We are most thankful to our members and the professionals and volunteers who work alongside us in the sector, as well as our donors and the wider community for their contributions.

  
**HSIEH FU HUA**  
President

  
**SIM GIM GUAN**  
Chief Executive Officer

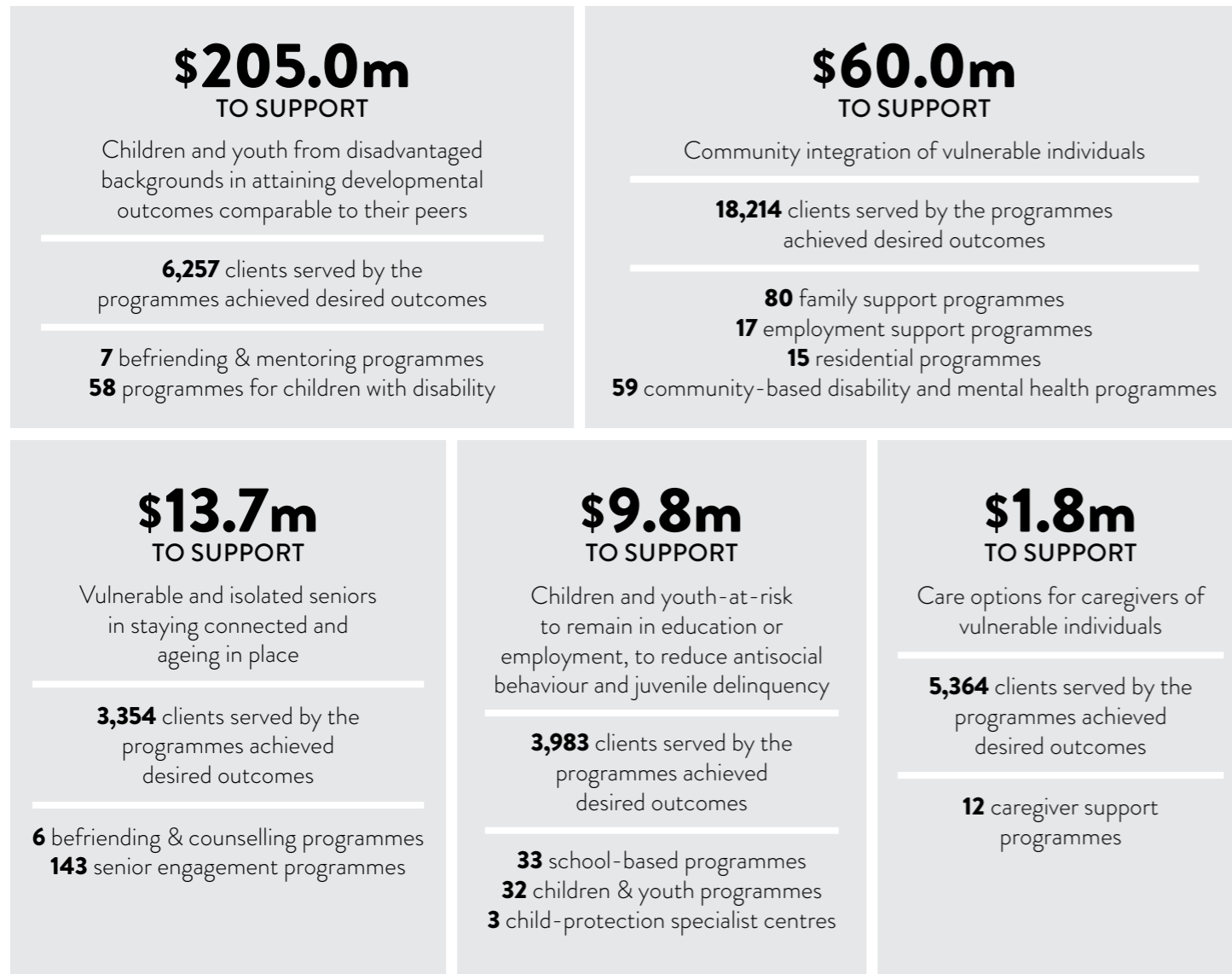
# THE YEAR IN NUMBERS

## SUSTAINABLE FUNDING TO MEET NEEDS IN FY2017



Figures shown above are for the period of 1 April 2017 to 31 March 2018.

## IMPROVING LIVES OF THOSE IN NEED



Data on the number of clients served who achieved desired outcomes was obtained from the Enhanced Programme Evaluation System and data sources from partners (correct as of 22 May 2018).

## NCSS MEMBERSHIP



Figures are as of 31 March 2018.

## NCSS INDICATORS IN RELATION TO



which included the

- funding support for Singapore Pools to setup and operate IT Shared Services for the social service sector
- development of Centre for Disability Caregivers at Enabling Village

\*Figures refer to the total amount allocated to projects tapping on NCSS' Care & Share funding.

## SAVINGS RESULTING FROM BENEFIT SCHEMES USED BY MEMBER ORGANISATIONS



ENJOYED TOTAL COST SAVINGS OF **\$7.4m**

Figures exclude the Microsoft Programme for Non-Profits as data is not available.

## THE VCF

supported social service organisations, charities and Institutions of a Public Character (IPCs) in three areas:

**\$11.4m**  
BUILT PROFESSIONAL CAPABILITIES

**\$1.9m**  
ENHANCED ORGANISATIONAL EXCELLENCE

**\$0.8m**  
SEEDED INNOVATION & POWERED PRODUCTIVITY

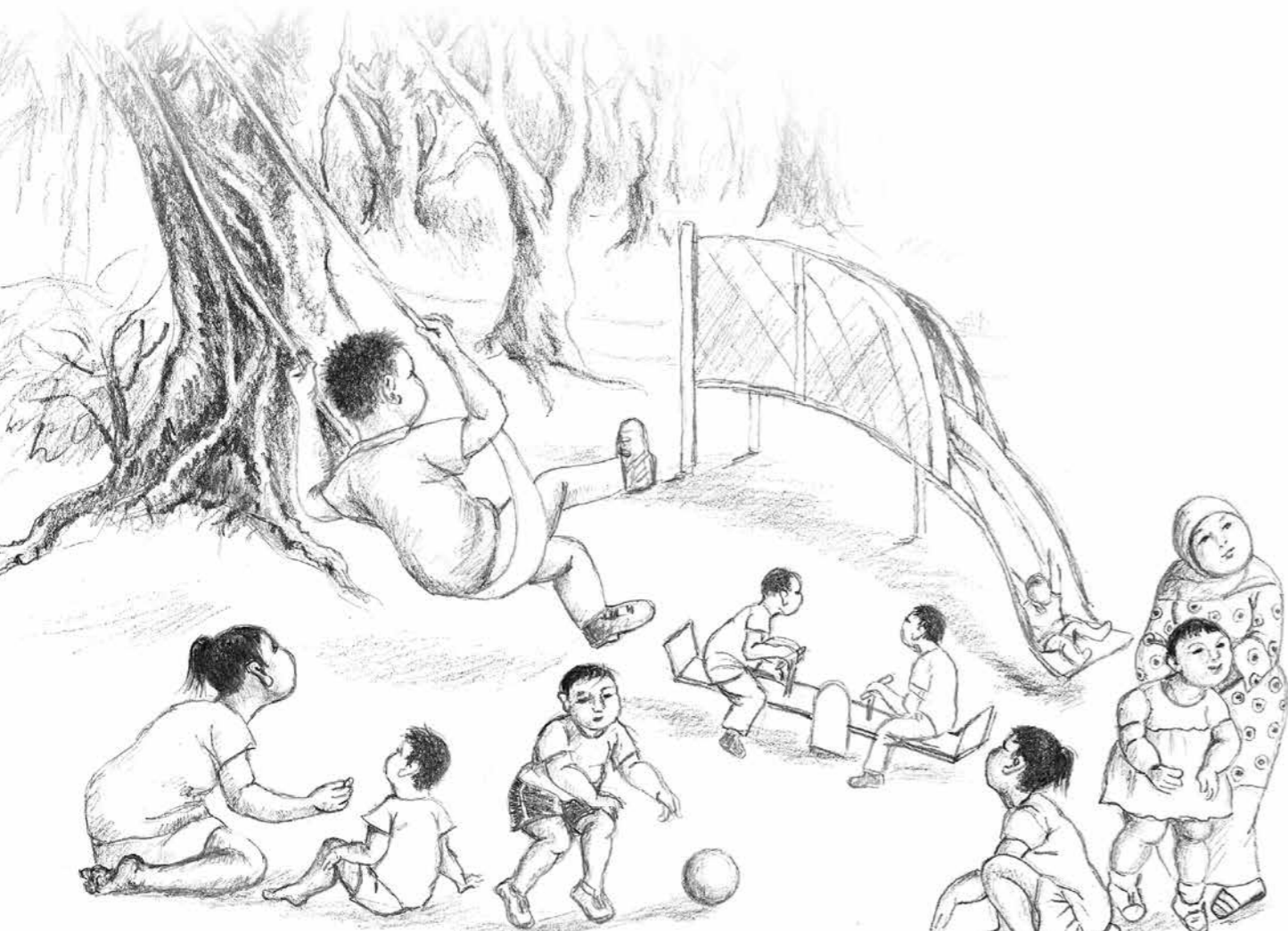
## BUILDING A SKILLED SECTOR

**60**  
SCHOLARSHIPS AND AWARDS

**13,047**  
TRAINING PLACES FILLED

**666**  
training programmes delivered by the Social Service Institute as the appointed Continuing Education and Training centre for social services and

**144**  
unique online/blended courses developed



# BUILDING AN INCLUSIVE HOME *for all*

At NCSS, we are ignited by a vision that binds us closely. We want to see every person empowered to live with dignity in a caring and inclusive society. This desire inspires the theme for this year's Annual Report – “building an inclusive home for all”.

We want to create a Singapore where vulnerable individuals are accepted and cared for, so we launched the Social Service Sector Strategic Thrusts (4ST) in 2017. This is a strategic roadmap that charts the way forward for the social service ecosystem over a five-year period. The needs of Singaporeans are rapidly changing, and the 4ST was birthed from our desire for the social service sector to be prepared for future challenges so that it can make a sustained and collective impact on the lives of vulnerable individuals. The 4ST ignites ideas on how to bring a better quality of life to persons in this sector, rallying our stakeholders to work together synergistically, sparking the good that can be achieved when big hearts come together to make a difference.

“Doing good for others, caring for the vulnerable and needy in our midst, deepening our sense of responsibility for each other - these will all help us to build a better home, where every Singaporean contributes to a caring society and in turn enjoys strong social support.

**PRIME MINISTER LEE HSIEN LOONG**

*SG Cares Carnival at One Tampines Hub*

There are three thrusts to the 4ST. The first is “Empowered Individuals, their Families and Communities”. We champion empowerment because research has shown that empowered individuals and communities enjoy a better quality of life. With empowerment, vulnerable individuals will be more self-reliant and spurred to play a more active role in the community.

The second thrust is “Effective Social Purpose Entities that Deliver Quality, Innovative and Sustainable Solutions”. Through this thrust we hope to support social service organisations in their service delivery to improve the well-being of the service users.

The third thrust is “Caring, Collaborative and Impactful Social Service Ecosystem”. We believe that when people in the social service ecosystem have a common and shared vision, this creates trusting relationships that enable them to work together to co-create sustainable solutions. By uniting the People, Public and Private sectors, we bring diverse resources, ideas and approaches to social issues.

# UNDERSTANDING THE PUBLIC'S ATTITUDES TOWARDS PERSONS WITH MENTAL HEALTH ISSUES

An example of our ecosystem approach to empowerment is seen in our work to improve the lives of persons with mental health issues. We conducted a survey to understand the attitudes Singaporeans had towards persons with mental health issues and conducted focus group discussions to understand the underlying reasons. Guided by these findings, we will be spearheading a three-year public education campaign seeking to improve public's attitudes towards persons with mental health issues and increase help-seeking behaviours for better inclusion and acceptance of persons with mental health issues.

## ABOUT 1 IN 8

will experience a mental health issue in their lifetime.

*Source: Institute of Mental Health, Singapore Mental Health Study 2010*

## 7 IN 10 PERSONS

with mental health issues face challenges living with dignity because of the attitudes and actions of others.

*Source: NCSS Quality of Life Study*

# PEERS SUPPORTING PEERS

Research and learnings from overseas have showed us that we can train and empower persons in recovery to help us improve the delivery of mental health services. The Peer Support Specialist programme, co-developed by NCSS and Institute of Mental Health (IMH), trains persons in recovery to help other recovering persons.

An inspiring individual who is making an impact on the lives of others as a Peer Support Specialist is Thomas Koh.

Thomas has faced many painful challenges in his life. He was unable to attend school when he was growing up because of daily beatings from his father. This led him to take drugs for 20 years, as it gave him the escape he had been longing for. However, hope was not lost as his friends brought him to a support group and started him on the path to recovery.

Now, he is free from addiction, happily married and blessed with a baby girl. He joined the Peer Support Specialist programme because he wanted to help others with similar addictions. Thomas is now a

Peer Support Specialist at IMH's National Addictions Management Service, encouraging others to break free from addiction with stories from his life, demonstrating that you can turn your scars into stars.

A total of 42 individuals completed the Certificate in Peer Support training successfully in 2017, of which 21 have been employed in peer support roles.

“I hope to teach others what I've learnt – that the human spirit is much stronger than we think, and that we are larger than our disease.”

## THOMAS KOH

*Peer Support Specialist, IMH's National Addictions Management Service*



## **UNDERSTANDING EMPLOYERS' CHALLENGES TO HIRING PERSONS WITH MENTAL HEALTH ISSUES**

We conducted a survey with the help of 500 employers and held focus group discussions with 50 participants, including employers, persons with mental health issues and their caregivers, to understand the barriers towards hiring persons with mental health issues and to get insights on how to better support them in the workplace. This included exploring effective ways to transform the workplace and identifying the benefits and costs of putting them in action. By sharing recommendations from our research with stakeholders, we hope to improve employment opportunities for persons with mental health issues.

## **HELPING PEER SUPPORT SPECIALISTS THRIVE IN THEIR NEW JOBS**

In 2017, we launched the Apprenticeship Scheme to support the transition of Peer Support Specialists to formal employment. Through subsidies provided to companies, we aim to create 120 apprenticeship places in healthcare and social service organisations over the next three years. This will enable the individuals to leverage their lived experiences to transform and empower others on their journey to recovery.

## **CONSULTANCY SERVICES TO INTEGRATE PEERS**

We have also introduced consultancy services to support social service organisations in the review of job roles and processes to include peer support as part of their service delivery. This is part of our initiative to build sector capacity and capability to integrate peers in the recovery journey of other persons with mental health issues.





## EMPOWERING SENIORS

Studies have shown that encouraging seniors to live autonomously and enabling them to participate in society could significantly improve their quality of life. Thus, we catalysed the “Empowering Seniors Project” together with 15 eldercare agencies. The team, together with the National Arts Council, National Heritage Board and Ng Teng Fong General Hospital, developed three toolkits – the “Seniors Life Review through Arts”, “Conversation Starter Kit” and the “Strong Again! Companion Guide” to guide practitioners on how to engage seniors purposefully. We launched the toolkits at the “Seniors Empowered! 2017” conference on 3 November 2017, where 230 stakeholders from the eldercare sector benefitted from valuable insights on how to promote a culture where seniors can make independent choices and realise their potential.





## SHOWING CARE TO THE CAREGIVERS

Between 2015 and 2016, NCSS completed studies that found that caregivers reported a lower quality of life than non-caregivers. The study found that 6 in 10 caregivers felt burdened by caregiving. These findings spurred us to better understand how to improve the well-being of caregivers. Another study on caregivers with complex needs was carried out to deep-dive into their needs and challenges. The findings from this study led us to develop the We Care Toolkit to help social service and healthcare professionals support caregivers, including how to nudge caregivers to seek help and care for themselves.

In 2017, NCSS started on another study to delve further into caregivers' needs, what can strengthen their resilience as they care for others, as well as both the positive and negative effects of caregiving. This study is expected to conclude by 2019. With the findings, we hope to develop better services for caregivers and care recipients.

## ENHANCING CYBER WELLNESS AMONGST YOUTH

We launched the one-stop platform, Help123, to reduce negative effects of cyber issues on our youth and enable them to develop healthy coping strategies. Through the portal, youth, adults, caregivers and educators can interact with trained counsellors through web chat, phone or email on their cyber concerns and be connected to relevant support services. Help123 was developed with the support of Singtel as the strategic partner, and Fei Yue Community Services and TOUCH Community Services participating as service providers and content developers. Singtel committed about \$1 million to develop Help123 over three years, starting from 2017.

## FUNDING TO EMPOWER THE VULNERABLE

\$20 million will be set aside over the next five years for the "Empowering for Life Fund" under President's Challenge to empower vulnerable groups. This dollar-for-dollar matching grant from the government and donations will support programmes in areas like skills upgrading, capacity-building and employment. Through the customised and dedicated services, the disadvantaged will be guided on their journey to improve their circumstances, helping them bounce back from setbacks quickly and cultivating adaptability.





## SOCIAL SERVICES – A CAREER OF CHOICE

A 2016 nation-wide survey identified public misconceptions of the sector are: it is for volunteers, it pays poorly and it lacks career prospect.

A campaign to debunk these myths was launched in August 2017 to address misconceptions and highlight the wide range of careers and development opportunities in the sector.

## INSPIRING RECOVERY AFTER STROKE

Adversity can lead to life-changing transformation. Lee Yong Jie is one who had overcome challenges and is now using his recovery story to motivate others.

Yong Jie suffered from a haemorrhagic stroke at age 19. Fuelled by his passion to help people like him integrate back into society, he has been a vocal advocate for stroke survivors and has also been interviewed by the media.

Yong Jie is a recipient of the Social Service Award, which gives him the opportunity to contribute to the society as a social worker upon his graduation.

The Award is part of our on-going efforts to attract and develop capable sector professionals equipped to care in a person-centred manner.

“ My physiotherapist also told me I could use my experience to help others. I hope to do for them what social workers have done for me and my family, such as supporting me emotionally.

**LEE YONG JIE**

*First-year student, National University of Singapore*



## ATTRACTING TALENT TO THE SECTOR

To further raise the sector's profile in talent attraction, we launched the Social Service Tribe - a unified platform for over 450 social service organisations in the sector. It seeks to inspire the current and future generations of Singaporeans to consider social service as their career of choice.

A dedicated website with the primary purpose of attracting talents to social service was created in January 2018. It highlights stories about why people joined the sector and the passion that drives them. The site also shares what social service is about, pathways within the sector, and includes a job portal to search for openings.

## FOLLOWING A FULFILLING PATH IN THE SOCIAL SERVICE SECTOR

Kek Seow Ling heads the social work team in South Central Community Family Service Centre. She is also in the Sun Ray scheme, a career scheme administered by NCSS to develop individuals with strong leadership qualities and potential to head professional practices and organisations in the social service sector. As part of the scheme, Seow Ling is paired with a mentor who shares professional experience, insights and career advice to help her grow professionally in the sector.

Seow Ling appreciates the guidance she gets from her mentor, Denise Low, Director of Service Delivery and Coordination Division at the Ministry of Social and Family Development. "Denise provides me with a fresh perspective which helps me in navigating my journey in the sector," Seow Ling said. She's also attracted to the opportunity to learn and gain exposure when she's rotated across social service organisations through the scheme. "This enables me to better contribute to the sector and effect change at the macro level."

“I value how the Sun Ray scheme empowers social service professionals to step up and lead teams to drive initiatives that they are passionate about.

**KEK SEOW LING**

*Assistant Director / Social Worker,  
South Central Community Family Service Centre*

## **A LANDMARK PARTNERSHIP WITH e2i**

NCSS signed a Memorandum of Understanding with the Employment and Employability Institute (e2i) to work together on the recruitment and career needs of the sector in order to attract and retain quality talent, inspiring more people to serve with compassion in our sector. Collaboration will include job matching programmes, career guidance services, training and productivity initiatives to develop a future-ready workforce for the sector.

## **EQUIPPING PROFESSIONALS TO PROVIDE BETTER SUPPORT**

Social Service Institute and SG Enable worked together to develop the Advanced Certificate in Supported Employment (ACSE) to equip employment professionals with skills to better help persons with disabilities to find employment and adapt to working life, helping them to make meaningful contributions to society. The 35 graduates of the ACSE also enjoyed attending a learning journey to the Enabling Village, where they found out about resources available that can support employment needs of persons with disabilities.

## **SPARKING INSPIRING IDEAS AT THE GLOBAL LEADER SERIES**

The Social Service Institute and Tote Board jointly organised the Global Leader Series, a signature conference series for the non-profit sector in Singapore to inspire non-profit professionals to think creatively and do things in a different way. Participants had the opportunity to hear global perspectives and learn best practices on highly relevant themes through presentations by charismatic keynote speakers, panel discussions and Master Classes. A highlight of one such conference was the sharing by Jon Duschinsky, creator of the Ice Bucket Challenge, social innovator and corporate cage-rattler, to some 230 people on how to tap on social innovation to change the organisation.



## TECHNOLOGY THAT EMPOWERS

Technology can be a powerful tool in empowering vulnerable individuals. Funding disbursed by NCSS to run technology-related programmes went up by 48% from \$1.9 million in 2016 to \$2.8 million in 2017.

Some of these programmes run by our member organisations include giving persons with disabilities greater access to assistive technology, the set-up of management systems for increased productivity and the creation of an online portal to improve service users' access to information.



## THE POWER IN SHARING

In order to nurture Singaporeans' heart for giving, Community Chest started the SHARE as One programme, where the government provides dollar-for-dollar matching for donations\* given through SHARE, a regular giving programme under Community Chest. Businesses can use half of the matched amount for their corporate social responsibility programmes and to organise volunteer activities. The remaining half goes to a fund managed by Community Chest that supports social service organisations to build their volunteer management capabilities. The government matching grant will be extended for three years until 2021.

As Community Chest celebrates its 35<sup>th</sup> anniversary in 2018, the Community Chest Charity Support Fund was established to provide up to \$50,000 per year for two years, to help smaller and under-supported social service organisations. The fund is expected to help some 60 social service organisations from 2018 to 2021.

*\*The dollar-for-dollar matching is provided for any additional donations over and above the amount donated in Financial Year 2015.*



## VOLUNTEERING – WHEN SMALL ACTS OF KINDNESS GO A LONG WAY

To encourage a culture of care, NCSS piloted a new service-based volunteerism model in support of the SG Cares Movement. We identified needs and re-designed job roles for regular volunteering with our member organisations. We partnered the National Volunteer & Philanthropy Centre (NVPC) to match member organisations with volunteers able to volunteer regularly for at least three to six months so that the volunteers can better understand the organisations' needs and contribute. Furthermore, to make regular volunteering more sustainable, we paired companies and member organisations located close to each other and encourage the companies to adopt a flexible volunteer leave model.

The SG Cares mobile application was also co-developed with NVPC to make volunteering more accessible and convenient. The platform informs groups and corporates about regular service-based volunteering opportunities in the social service sector so that they can make an impact by meeting real needs on the ground.



## **GREAT PARTNERSHIPS FOR THE GOOD OF OTHERS**

NCSS promotes a caring, collaborative and impactful ecosystem by enabling people from the People, Private and Public sectors to help vulnerable individuals by generously giving their time and money.





## SINGING FROM A COMPASSIONATE HEART

Singers serenaded senior service users from the Nee Soon GRC at the Community Chest Getai-Xinyao Charity Concert on 17 March 2018. The event was organised to encourage the community to play a part in building a caring and inclusive society through donating and volunteering. Grassroots volunteers, local and foreign students, heartlanders, new immigrants, and SMEs participated in the concert, building rapport with each other and showing their concern for the disadvantaged as one united community.





## LIGHTING UP CHRISTMAS FOR PERSONS WITH DISABILITIES

The Christmas on A Great Street Light-up Ceremony at ION Orchard last year drew in crowds to enjoy the festive lights. Inclusive employers along the Orchard Road belt and their employees with disabilities, joined Guest-of-Honour, President Halimah Yacob, and Minister for Social and Family Development Mr Desmond Lee, to launch the festive lights.

The event raised close to \$1.4 million, which went towards about 80 social service organisations supported by Community Chest, including those that provide vocational training and employment assistance for persons with disabilities, such as APSN Centre for Adults.

Companies that champion an inclusive workplace were featured that evening. Swensen's, for example, has been supporting students from Metta School and APSN Delta Senior School by offering on-the-job training and employment opportunities at their restaurants. They have also set up a training café at Delta Senior School to better prepare the students for the workplace. Other inclusive employers who supported the event include Pan Pacific Hotels Group, NTUC FairPrice Co-operative Ltd, Mandarin Orchard, Grand Park Orchard and Uniqlo Singapore.

The platform demonstrated how vulnerable individuals were empowered when ecosystem partners came together.



## BRINGING SMILES TO CHILDREN WITH SPECIAL NEEDS

PropNex Realty helps the disadvantaged through its PropNex Cares Programme, of which its salespersons pledge part of their commission and channel it to those in need. Through the inaugural “Sponsor-A-Child” campaign, its salespersons pledged \$500 or \$3,000 to support five Special Education Schools. Beyond donations, its salespersons also regularly engage with the students from the Special Education Schools through activities like learning trips to the Jurong Bird Park.

## CARING FOR VULNERABLE INDIVIDUALS

In celebration of their 70<sup>th</sup> anniversary and 34 years of giving with Community Chest, Singapore Airlines showed that it was a company with a concern for vulnerable individuals when it raised substantial funds to support social service organisations through events such as the SIA Charity Run and SIA Charity Gala. Service users were thrilled when given a chance to tour the Singapore Airlines A380 and Boeing 787-10, enjoying what was truly an experience of a lifetime.



## CELEBRATING A MILESTONE BY GIVING BACK

ST Engineering has been a very supportive partner of Community Chest since 1984. To celebrate its 50<sup>th</sup> anniversary in 2017, it launched the “50 Good Deeds” campaign. Its employees exceeded 50 - having completed 62 community outreach activities. These included Community Chest’s signature events like Fú Dài, Sharity Day and the Heartstrings Walk. In addition to its employee volunteerism programme, the ST Engineering Group supports the monthly SHARE programme and donates annually to the President’s Challenge, showing that it is a champion of sustainable and holistic giving.

# CODE OF GOVERNANCE

## CODE OF GOVERNANCE FOR CHARITIES & IPCs:

GOVERNANCE EVALUATION CHECKLIST FOR NCSS (1 APR 2017 – 31 MAR 2018)  
(FOR LARGE IPCs<sup>1</sup> – ADVANCED TIER)

S/NO	KEY CODE GUIDELINES	CODE GUIDELINE ID	NCSS COMPLIANCE	REMARKS/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	Complied	The NCSS Act does not allow staff to become board members.
2.	Staff does not chair the Board.	1.1.2	Complied	The board is chaired by a volunteer appointed by the Minister for Social and Family Development.
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 2 years each, i.e. up to 4 years, as specified in the NCSS Act.
4.	The Board conducts regular self-evaluation to assess its performance and effectiveness.	1.1.10	Complied	The board has been assessed in the following ways towards the end of its term in 2016: a. Self-Evaluation b. Senior Management's Evaluation of Board in General c. Board's Evaluation of Senior Management in General
5.	The Board has an audit committee (or designated Board members) with documented terms of reference.	1.2.1	Complied	The terms of reference of the Audit Committee is in the Board Kit given 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	The Board meets at least once every three months, with a quorum of 8 members (i.e. more than 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	NCSS's policy on conflicts of interest requires Board members 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 potential conflict arises, and abstain from discussion, decision-making and/or voting on the transaction or contract.  The conflict of interest declaration procedure for Board members is in the Board Kit. The Human Resource policy covers declaration of conflicts of interest for paid staff.

<sup>1</sup> Large IPCs are defined to have gross annual receipts of \$10 million or more in each of its two immediate preceding financial years.

KEY CODE GUIDELINES	CODE GUIDELINE ID	NCSS COMPLIANCE	REMARKS/EXPLANATION
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.
<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	The Board is involved in the review of any major shift in NCSS's corporate strategy and/or reorganisation, which would include changes to NCSS purpose and mission. The Board is also informed of significant changes to NCSS focus area and resources required, through approval at its respective committees.  The vision and mission are communicated to members and the public through a number of channels, including the corporate website and annual reports.
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 strategic plan as reflected in the NCSS work plan which contains activities to achieve the objectives.
<b>HUMAN RESOURCE MANAGEMENT</b>			
11. The Board approves documented human resource policies for staff.	5.1	Complied	Human resource policies with major financial impact <sup>2</sup> are documented and approved by the NCSS Executive Committee. 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 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	Finance policies and procedures are documented at NCSS intranet. The policies and procedures will be reviewed and updated periodically.  Workflow, forms and answers to Frequently Asked Questions are updated regularly for staff via the intranet to give greater clarity.

<sup>2</sup> These are policies associated with Expenditure on Manpower, budget and compensation/remuneration.

KEY CODE GUIDELINES	CODE GUIDELINE ID	NCSS COMPLIANCE	REMARKS/EXPLANATION
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 work plan and budget are submitted for approval by the NCSS Board in March. Analysis of financial reports are also tabled quarterly at the NCSS Board meetings.
17. The charity discloses its reserves policy in the annual report.	6.4.1	Complied	The 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	Not Complied	The NCSS' investment mandate was last reviewed and approved in August 2017. This review included a redefined smaller investment base considering the need for investment decisions to be made with a longer term investment horizon. With the sub-limit for investment grade BBB bonds left unchanged, this resulted in a technical breach of the BBB bond sub-limit.  Further changes to the investment mandate were proposed. MSF had since approved a new investment mandate, and our current investment portfolio is not in breach.
<b>FUNDRAISING PRACTICES</b>			
19. Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	Finance policies and procedures are reviewed regularly and donations are received in compliance with the procedures.
<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 (AGM) each year and adopted at the AGM. The report is published on the NCSS corporate website.
21. No Board member is involved in setting his or her own remuneration.	2.2	Complied	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	Complied	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	Remuneration is determined by the remuneration policy that has been approved by NCSS Executive Committee.

	KEY CODE GUIDELINES	CODE GUIDELINE ID	NCSS COMPLIANCE	REMARKS/EXPLANATION
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, 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 NCSS social media platforms where applicable. Publications such as annual report are sent to various stakeholders including NCSS member organisations, donors, government bodies and grassroots organisations.

In compliance with item 24 of the Code of Governance, in terms of remuneration band, the breakdown below shows a two-year comparison by headcount.

ANNUAL REMUNERATION*		
REMUNERATION BAND	FY16	FY17
<\$100,000	231	205
\$100,000 to \$200,000	96	100
\$200,001 to \$300,000	9	11
\$300,001 to \$400,000	2	2
\$400,001 to \$500,000	1	0
\$500,001 to \$600,000	1	2
<b>TOTAL</b>	<b>340</b>	<b>320</b>

\* Salary and bonus (including employer's CPF contribution). This excludes remuneration for Sun Ray staff & NCSS staff who are on secondment to other agencies but includes secondment charges for staff who are seconded to NCSS.

We are committed and adhere closely to the Code of Governance For Charities and Institutions of a Public Character (IPCs). We also adopt the Charity Transparency Framework to enhance our disclosure and governance practices.

The NCSS Charity Transparency Scorecard can be accessed via <http://www.ncss.gov.sg/About-Us/Finance-and-Corporate-Governance>

# FINANCIAL STATEMENTS

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# INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 March 2018

*Independent auditor's report to the Council Members  
of National Council of Social Service*

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

We have audited the financial statements of National Council of Social Service (the "Council"), which comprise the statement of financial position of the Council as at 31 March 2018, the statement of income and expenditure and statement of comprehensive income, statement of changes in statutory funds and reserve and statement of cash flows of the Council for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements of the Council are properly drawn up in accordance with the provisions of the National Council of Social Service Act, Chapter 195A (the "Act") and Statutory Board Financial Reporting Standards (SB-FRSs) so as to give a true and fair view of the financial position of the Council as at 31 March 2018 and of the financial performance, changes in statutory funds and reserve and cash flows of the Council for the year ended on that date.

### Basis for Opinion

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

### Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon.

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

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

### Responsibilities of Management and the Board of the Council for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SB-FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

A statutory board is constituted based on its Act and its dissolution requires Parliament's approval. In preparing the financial statements, the management of the Council is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

The Board of the Council are responsible for overseeing the Council's financial reporting process.

# INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 March 2018

## Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

### Opinion

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Council during the financial 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.

# INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 March 2018

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS (cont'd)

### Basis for opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Compliance Audit* section of our report. We are independent of the Council in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

### Responsibilities of Management for compliance with legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investments 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.

### Auditor's responsibilities for the Compliance Audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investments 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, investments 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.

### 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 monies 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.



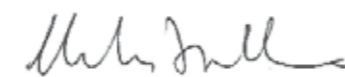
**Ernst & Young LLP**  
Public Accountants and  
Chartered Accountants  
Singapore

5 June 2018

# STATEMENT OF FINANCIAL POSITION

As at 31 March 2018

	Note	2018 \$'000	2017 \$'000
<b>Non-current assets</b>			
Property, plant and equipment	4	9,479	9,183
Intangible assets	5	1,861	2,354
Held-to-maturity financial assets	6	6,588	22,228
Investments at fair value through profit or loss	7	5,034	5,179
<b>Total non-current assets</b>		<b>22,962</b>	<b>38,944</b>
<b>Current assets</b>			
Held-to-maturity financial assets	6	7,000	3,082
Investments at fair value through profit or loss	7	166,284	133,137
Debtors, grant receivables and prepayments	8	28,953	26,006
Cash and bank balances	9	123,164	155,431
<b>Total current assets</b>		<b>325,401</b>	<b>317,656</b>
<b>Total assets</b>		<b>348,363</b>	<b>356,600</b>
<b>Funds of the Council</b>			
Statutory funds:			
– Endowment fund	11	191,884	191,884
– General fund	12	34,793	32,670
– ComChest fund	13	72,772	65,884
<b>Total funds</b>		<b>299,449</b>	<b>290,438</b>
<b>Non-current liabilities</b>			
Deferred capital grants	14	6,058	6,941
Provision for reinstatement cost	15	271	271
Sundry creditors and accruals	16	1,262	1,095
<b>Total non-current liabilities</b>		<b>7,591</b>	<b>8,307</b>
<b>Current liabilities</b>			
Sundry creditors and accruals	16	41,323	57,855
<b>Total liabilities</b>		<b>48,914</b>	<b>66,162</b>
<b>Total funds, reserve and liabilities</b>		<b>348,363</b>	<b>356,600</b>
<b>Net assets of trust funds</b>	10	<b>121,789</b>	<b>126,612</b>



**Mr Hsieh Fu Hua**  
President  
5 June 2018



**Mr Robert Chew**  
Honorary Treasurer  
5 June 2018



# STATEMENT OF INCOME AND EXPENDITURE AND STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 March 2018

	Note	2018 \$'000	2017 \$'000
<b>Operating and investment income:</b>			
Interest income from bank balances		1,901	1,106
Interest income from held-to-maturity financial assets		938	1,205
Dividend income from investments at fair value through profit or loss		287	288
Net fair value gain/(loss) on investments at fair value through profit or loss:			
– investments held by the Council		(145)	(58)
– funds managed by fund managers	7	4,640	6,000
Loss on redemption of held-to-maturity financial assets		(87)	(5)
Amortisation of premium on held-to-maturity financial assets		(14)	(35)
Subscriptions and miscellaneous income		5,660	4,369
<b>Total operating and investment income</b>		<b>13,180</b>	<b>12,870</b>
<b>Operating and investment expenditure:</b>			
Staff costs – salaries and related costs	20	(20,718)	(20,824)
Contributions to defined contribution plan	20	(3,308)	(2,848)
Operating lease expenses			
– Temporary Occupation Licence fee		(1,128)	(1,329)
– Other operating lease expenses		(807)	(556)
Depreciation of property, plant and equipment	4	(749)	(987)
Amortisation of intangible assets	5	(1,253)	(1,235)
Property, plant and equipment written off		(4)	(107)
Intangible assets written off		(11)	–
Funding of Community Chest operating expenses <sup>(1)</sup>		(806)	(2,021)
Building and system maintenance expenses		(3,049)	(2,588)
Project expenses		(29,187)	(17,376)
Utilities expenses		(135)	(161)
Other expenses		(4,229)	(3,255)
<b>Total operating and investment expenditure</b>		<b>(65,384)</b>	<b>(53,287)</b>
Operating deficit before government and other grants		(52,204)	(40,417)
<b>Government and other grants:</b>			
Operating Grants		42,184	27,154
MSF Capital Grant	14	468	845
Grants for Temporary Occupation Licence fee		1,001	1,324
Care & Share Grant		10,118	4,554
<b>Total government and other grants</b>		<b>53,771</b>	<b>33,877</b>
Operating surplus/(deficit) before SSI and Community Chest Operations		1,567	(6,540)

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

# STATEMENT OF INCOME AND EXPENDITURE AND STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 March 2018

	Note	2018 \$'000	2017 \$'000
<b>Social Service Institute ("SSI")</b>			
Proceeds and claims from SSI courses		7,575	7,711
Operating Grant		3,847	1,775
MSF Capital Grant	14	415	855
Care & Share Grant		259	6
Tote Board Grant		1,720	2,811
Other Income		263	91
Less: Direct SSI course expenditure		(2,620)	(2,818)
Staff costs – salaries and related costs	20	(5,881)	(4,722)
Contributions to defined contribution plan	20	(680)	(576)
Other administrative expenses		(2,513)	(1,568)
Operating lease expenses			
– Temporary Occupation Licence fee		(1,333)	(1,466)
Depreciation of property, plant and equipment	4	(486)	(922)
Amortisation of intangible assets	5	(10)	(20)
Property, plant and equipment written off		–	(177)
Net surplus from SSI		556	980
Operating surplus/(deficit) for the year before Community Chest Operations		2,123	(5,560)
<b>NCSS Charitable Fund (Community Chest Only)</b>			
Funding from NCSS operating income <sup>(1)</sup>		806	2,021
Direct donations for fund-raising operating expenses <sup>(1)</sup>		6,917	6,123
Other Income <sup>(1)</sup>		80	20
Less: Staff costs – salaries and related costs	20	(3,944)	(4,784)
Contributions to defined contribution plan	20	(651)	(783)
Depreciation of property, plant and equipment	4	(60)	(70)
Amortisation of intangible assets	5	(13)	(13)
Other fund-raising expenses		(3,005)	(2,399)
Operating lease expenses			
– Temporary Occupation Licence fee		(130)	(115)
Fund-raising proceeds from Community Chest	24	57,198	52,393
Less: Service allocations	17	(50,310)	(47,559)
Surplus from Community Chest		6,888	4,834
Surplus/(Deficit) for the year	12	9,011	(726)
<b>Total comprehensive surplus/(deficit) for the year attributable to Council funds</b>		<b>9,011</b>	<b>(726)</b>



**Mr Hsieh Fu Hua**  
President  
5 June 2018



**Mr Robert Chew**  
Honorary Treasurer  
5 June 2018

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

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

## STATEMENT OF CHANGES IN STATUTORY FUNDS AND RESERVE

Year ended 31 March 2018

	Note	Statutory Funds			Total \$'000
		Endowment Fund \$'000	General Fund \$'000	ComChest Fund \$'000	
At 1 April 2016		191,884	38,230	61,050	291,164
Deficit for the year		-	(726)	-	(726)
Transfer	12,13	-	(4,834)	4,834	-
At 31 March 2017		191,884	32,670	65,884	290,438
At 1 April 2017		191,884	32,670	65,884	290,438
Surplus for the year		-	9,011	-	9,011
Transfer	12,13	-	(6,888)	6,888	-
At 31 March 2018		191,884	34,793	72,772	299,449

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

## STATEMENT OF CASH FLOWS

Year ended 31 March 2018

	Note	2018 \$'000	2017 \$'000
<b>Operating activities</b>			
Surplus/(deficit) for the year		9,011	(726)
Less: Grant income		(66,929)	(45,447)
Deficit before grant		(57,918)	(46,173)
Adjustments for:			
Depreciation of property, plant and equipment	4	1,295	1,979
Amortisation of intangible assets	5	1,276	1,268
Interest income from bank balances		(1,901)	(1,106)
Interest income from held-to-maturity financial assets		(938)	(1,205)
Dividend income from investments at fair value through profit or loss (held by the Council)		(287)	(288)
Property, plant and equipment written off		4	284
Intangible assets written off		11	-
Loss on redemption of held-to-maturity financial assets		87	5
Unrealised gain on investments at fair value through profit or loss		(4,469)	(6,133)
Realised (gain)/loss on sale of fair value through profit or loss		(26)	191
Amortisation of premium on held-to-maturity financial assets		14	35
Allowance for doubtful debt	8	4	(16)
<b>Operating loss before working capital changes</b>		(62,848)	(51,159)
(Increase)/Decrease in debtors, grant receivables and prepayments		(6,086)	1,663
Increase in provision reinstatement cost		-	121
(Decrease)/Increase in sundry creditors and accruals		(842)	26,706
<b>Cash flows used in operating activities</b>		(69,776)	(22,669)
<b>Investing activities</b>			
Purchase of property, plant and equipment	4	(1,595)	(4,177)
Expenditure on software development	5	(793)	(1,718)
Interest received on bank balances		1,334	796
Interest received on held-to-maturity financial assets		1,054	1,132
Dividend income received		287	288
Purchase of investments at fair value through profit or loss		(50,000)	-
Proceeds from redemption of held-to-maturity financial assets		11,619	4,006
Proceeds from disposal of investments at fair value through profit or loss		21,493	10,008
<b>Cash flows (used in)/generated from investing activities</b>		(16,601)	10,335
<b>Financing activity</b>			
Government and other grants received		54,110	44,530
<b>Cash flows generated from financing activity</b>		54,110	44,530
<b>Net (decrease)/increase in cash and cash equivalents</b>		(32,267)	32,196
Cash and cash equivalents at beginning of year		155,431	123,235
<b>Cash and cash equivalents at end of year</b>	9	123,164	155,431

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

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

## 1. GENERAL

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 accounting

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 Dollar (SGD or \$) and all values in the tables are rounded to the nearest thousand (\$'000), except when otherwise indicated.

### 2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Council has adopted all the new and revised standards that are relevant to its operations and effective for annual periods beginning on or after April 1, 2017, including the amendments to SB-FRS 7 *Disclosure Initiative*. The adoption of these standards did not have any material effect on the results or the position of the Council.

### 2.3 Standards issued but not yet effective

The Council has not adopted the following standards and interpretations that have been issued but not yet effective:

Description	Effective for annual periods beginning on or after
SB-FRS 110, Amendments to SB-FRS 110 and SB-FRS 28: <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	To be determined
SB-FRS 109 Financial Instruments	1 January 2018
SB-FRS 115 Revenue from Contracts with Customers	1 January 2018
SB-FRS 1001 Accounting and Disclosure for Non-Exchange Revenue	1 January 2018
SB-FRS 110, Amendments to Effective Date of Amendments to SB-FRS 110 and SB-FRS 28	To be determined
SB-FRS 115 Amendments to Effective Date of SB-FRS 115	1 January 2018
SB-FRS 116 Leases Illustrative Examples and Amendments to Guidance on Other Standards	1 January 2019
SB-FRS 109 Amendments to SB-FRS 109: Prepayment Features with Negative Compensation	1 January 2019
SB-FRS 28 Amendments to SB-FRS 28: Long-term interests in Associates and Joint Ventures	1 January 2019

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

### 2.3 Standards issued but not yet effective (cont'd)

Except for SB-FRS 109, SB-FRS 115 and SB-FRS 116, the Board of the Council expect that the adoption of the other standards above will have no material impact on the financial statements in the period of initial application. The nature of the impending changes in accounting policy on adoption of SB-FRS 109, SB-FRS 115 and SB-FRS 116 are described below.

#### SB-FRS 109 Financial Instruments

SB-FRS 109 introduces new requirements for classification and measurement of financial assets, impairment of financial assets and hedge accounting, and is effective for annual periods beginning on or after 1 January 2018. Financial assets are classified according to their contractual cash flow characteristics and the business model under which they are held. The impairment requirements in SB-FRS 109 are based on an expected credit loss model and replace the SB-FRS 39 incurred loss model.

The Council plans to adopt the new standard on the required effective date without restating prior periods' information and recognises any difference between the previous carrying amount and the carrying amount at the beginning of the annual reporting period at the date of initial application in the opening retained earnings.

The Council has performed a preliminary impact assessment of adopting SB-FRS 109 based on currently available information and has assessed that there will be no significant impact upon the adoption of SB-FRS 109. This assessment may be subject to changes arising from ongoing analysis, until the Council adopts SB-FRS 109 in 2018.

#### SB-FRS 115 Revenue from Contracts with Customers

SB-FRS 115 establishes a five-step model to account for revenue arising from contracts with customers, and introduces new contract cost guidance. Under SB-FRS 115, revenue is recognised at an amount that reflects the consideration which an entity expects to be entitled in exchange for transferring goods or services to a customer. The new revenue standard is effective for annual periods beginning on or after 1 January 2018.

The Council has performed a preliminary impact assessment of adopting SB-FRS 115 based on currently available information and has assessed that there will be no significant impact upon the adoption of SB-FRS 115. This assessment may be subject to changes arising from ongoing analysis until the Council adopts SB-FRS 115 in 2018.

#### SB-FRS 116 Leases

SB-FRS 116 requires lessees to recognise most leases on the statement of financial position to reflect the rights to use the leased assets and the associated obligations for lease payments as well as the corresponding interest expense and depreciation charges. The standard includes two recognition exemption for lessees – leases of 'low value' assets and short-term leases. The new standard is effective for annual periods beginning on or after 1 January 2019.

The Council plans to adopt the new standard on the required effective date by applying SB-FRS 116 retrospectively with the cumulative effect of initial application as an adjustment to the opening balance of retained earnings as at 1 January 2019.

The Council is currently in the process of analysing the transitional approaches and practical expedients to be elected on transition to SB-FRS 116 and assessing the possible impact of adoption.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 2.4 Foreign currency

The financial statements are presented in Singapore Dollars which is also the Council's functional currency.

##### *Transactions and balances*

Transactions in foreign currencies are measured in the functional currency of the Council and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the end of the reporting period. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

Exchange differences arising from the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in statement of income and expenditure and statement of comprehensive income.

#### 2.5 Financial instruments

##### (a) Financial assets

###### Initial recognition and measurement

Financial assets are recognised when, and only when, the Council becomes a party to the contractual provisions of the financial instrument. The Council determines the classification of its financial assets at initial recognition.

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

###### Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

##### (i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. This category includes derivative financial instruments entered into by the Council. Derivatives, including separated embedded derivatives are also classified as held for trading.

Subsequent to initial recognition, financial assets at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value of the financial assets are recognised in the statement of income and expenditure and statement of comprehensive income. Net gains or net losses on financial assets at fair value through profit or loss include exchange differences, interest and dividend income.

##### (ii) Loans and receivables

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in income and expenditure when the loans and receivables are derecognised or impaired, and through the amortisation process.

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

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 2.5 Financial instruments (cont'd)

##### (a) Financial assets (cont'd)

###### Subsequent measurement (cont'd)

##### (iii) Held-to-maturity financial assets

Non-derivative financial assets with fixed or determinable payments and fixed maturity are classified as held-to-maturity when the Council has the positive intention and ability to hold the investment to maturity. Subsequent to initial recognition, held-to-maturity investments are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in income and expenditure when the held-to-maturity investments are derecognised or impaired, and through the amortisation process.

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

###### De-recognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On de-recognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in statement of income and expenditure and statement of comprehensive income.

##### (b) Financial liabilities

###### Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Council becomes a party to the contractual provisions of the financial instrument. The Council determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

Other financial liabilities comprise sundry creditors and accruals.

###### Subsequent measurement

The measurement of financial liabilities depends on their classification as follows:

##### (i) Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading. Financial liabilities are classified as held for trading if they are acquired for the purpose of selling in the near term.

Subsequent to initial recognition, financial liabilities at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value of the financial liabilities are recognised in income and expenditure.

The Council has not designated any financial liabilities upon initial recognition at fair value through profit or loss.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

### 2.5 Financial instruments (cont'd)

#### (b) Financial liabilities (cont'd)

##### Subsequent measurement (cont'd)

#### (ii) Financial liabilities at amortised cost

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in statement of income and expenditure and statement of comprehensive income when the liabilities are derecognised, and through the amortisation process.

##### De-recognition

The Council derecognises a financial liability when its contractual obligations are discharged, cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amount is recognised in statement of income and expenditure and statement of comprehensive income.

### 2.6 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is recognised as an expense in the statement of income and expenditure and statement of comprehensive income on a straight-line basis over the estimated useful lives of the assets as follows:

Computer equipment	33 <sup>1</sup> / <sub>3</sub> %
Furniture and equipment	10% to 25%
Leasehold improvements	10% to 20%
Motor vehicles	20%
Other leasehold building	3 <sup>1</sup> / <sub>3</sub> %

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

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on de-recognition of the asset is included in statement of income and expenditure and statement of comprehensive income in the year the asset is derecognised.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

### 2.7 Intangible assets

Intangible assets represent software expenditure directly attributable to the development of a computer system. The development expenditures are capitalised and carried at cost less accumulated amortisation and any accumulated impairment losses. Amortisation of the intangible asset begins when development is complete and the asset is available for use. The intangible assets have finite useful lives and are amortised over estimated useful life of three years on a straight-line basis.

### 2.8 Impairment of financial assets

The Council assesses at each reporting date whether there is any objective evidence that a financial asset is impaired.

##### *Financial assets carried at amortised cost*

The Council considers evidence of impairment for loans and receivables and held-to-maturity financial assets at both a specific asset and collective level. All individually significant loans and receivables, and held-to-maturity financial assets are assessed for specific impairment. All individually significant loans and receivables, and held-to-maturity investment 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 financial assets that are not individually significant are collectively assessed for impairment by grouping together loans and receivables and held-to-maturity financial assets 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 statement of income and expenditure and statement of comprehensive income and reflected in an allowance account against loans and receivables or held-to-maturity investments. 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 statement of income and expenditure and statement of comprehensive income.

### 2.9 Impairment of non-financial assets

The Council assesses at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, or when an annual impairment testing for an asset is required, the Council makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses of continuing operations are recognised in statement of income and expenditure and statement of comprehensive income. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in statement of income and expenditure and statement of comprehensive income.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 2.10 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and fixed deposits that are readily convertible to known amount of cash and which are subject an insignificant risk of changes in value.

#### 2.11 Trust Funds

Monies received where the Council is not the owner and beneficiaries 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.

#### 2.12 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.

Provision are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

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.

#### 2.13 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the balance sheet and is amortised to statement of income and expenditure and statement of comprehensive income over the expected useful life of the relevant asset by equal annual instalments.

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.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 2.14 Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Council and the revenue can be reliably measured, regardless of when the payment is made. Revenue is measured at the fair value of consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty. The Council assesses its revenue arrangements to determine if it is acting as principal or agent. The following specific recognition criteria must also be met before revenue is recognised:

##### (a) Donation

A donation of cash or assets is recognised in the statement of income and expenditure and statement of comprehensive income 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.

##### (b) Dividend income

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

##### (c) Interest income

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.

##### (d) Training programme income

Training programme income is recognised when the services are rendered. The income is recorded as part of the proceeds and claims from Social Service Institute ("SSI") courses in the statement of income and expenditure and statement of comprehensive income.

##### (e) Sun Ray income

Sun Ray income refers to revenue generated from secondment of employees to respective Social Service Organisations. The income is recognised when services are rendered to Social Service Organisations and recorded as part of the subscriptions and miscellaneous income in the statement of income and expenditure and statement of comprehensive income.

#### 2.15 Employee benefits

##### Defined contribution plans

The Council makes contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as expenditure in the period in which the related service is performed.

##### Employee leave entitlement

Employee entitlements to annual leave are recognised as a liability when they are accrued to the employees. The undiscounted liability for leave expected to be settled wholly before twelve months after the end of the reporting period is recognised for services rendered by employees up to the end of the reporting period. The liability for leave expected to be settled beyond twelve months from the end of the reporting period is determined using the projected unit credit method. The net total of service costs, net interest on the liability and re-measurement of the liability are recognised in the statement of income and expenditure and statement of comprehensive income.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 2.16 Leases

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date: whether fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset, even if that right is not explicitly specified in an arrangement.

Finance leases which transfer to the Council substantially all the risks and rewards incidental to ownership of the leased item, are capitalised at the inception of the lease at the fair value of the leased asset or, if lower, at the present value of the minimum lease payments. Any initial direct costs are also added to the amount capitalised. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged to statement of income and expenditure. Contingent rents, if any, are charged as expenditure in the periods in which they are incurred.

Capitalised leased assets are depreciated over the shorter of the estimated useful life of the asset and the lease term, if there is no reasonable certainty that the Council will obtain ownership by the end of the lease term.

Operating lease payments are recognised as an expenditure in statement of income and expenditure and statement of comprehensive income on a straight-line basis over the lease term. The aggregate benefit of incentives provided by the lessor is recognised as a reduction of rental expense over the lease term on a straight-line basis.

### 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Council's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of income, expenditure, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

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.

The Council based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur. The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed in Note 2.8 *Impairment of financial assets* and Note 23 *Fair value of assets and liabilities*.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 4. PROPERTY, PLANT AND EQUIPMENT

	Computer equipment \$'000	Furniture and equipment \$'000	Leasehold improvements \$'000	Motor vehicles \$'000	Other leasehold building \$'000	Assets under construction \$'000	Total \$'000
<b>Cost</b>							
At 1 April 2016	1,664	2,479	2,171	65	10,552	–	16,931
Additions	375	149	3,653	–	–	–	4,177
Write-off	–	(388)	(2,045)	–	–	–	(2,433)
At 31 March 2017	2,039	2,240	3,779	65	10,552	–	18,675
Additions	408	27	–	–	–	1,160	1,595
Write-off	(735)	(502)	–	–	–	–	(1,237)
At 31 March 2018	1,712	1,765	3,779	65	10,552	1,160	19,033
<b>Accumulated depreciation</b>							
At 1 April 2016	1,484	1,919	759	63	5,437	–	9,662
Depreciation charge for the year	97	119	1,412	2	349	–	1,979
Write-off	–	(104)	(2,045)	–	–	–	(2,149)
At 31 March 2017	1,581	1,934	126	65	5,786	–	9,492
Depreciation charge for the year	251	88	607	–	349	–	1,295
Write-off	(735)	(498)	–	–	–	–	(1,233)
At 31 March 2018	1,097	1,524	733	65	6,135	–	9,554
<b>Carrying amount</b>							
At 31 March 2017	458	306	3,653	–	4,766	–	9,183
At 31 March 2018	615	241	3,046	–	4,417	1,160	9,479

Included within cost of leasehold improvements as at 31 March 2018 is a provision for reinstatement cost of \$271,000 (31 March 2017: \$271,000).

	2018 \$'000	2017 \$'000
Depreciation expense charged to statement of income and expenditure:		
– Operating and investment expenditure	749	987
– SSI	486	922
– NCSS Charitable Fund	60	70
	1,295	1,979

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 5. INTANGIBLE ASSETS

	2018	2017
	\$'000	\$'000
<b>Cost</b>		
At 1 April	13,663	11,945
Additions	793	1,718
Write-off	(8,213)	-
At 31 March	6,243	13,663
<b>Amortisation</b>		
At 1 April	11,308	10,041
Amortisation for the year	1,276	1,268
Write-off	(8,202)	-
At 31 March	4,382	11,309
<b>Net carrying amount</b>	<b>1,861</b>	<b>2,354</b>
Amortisation expense charged to statement of income and expenditure:		
- Operating and investment expenditure	1,253	1,235
- SSI	10	20
- NCSS Charitable Fund	13	13
	1,276	1,268

The intangible assets consist of software expenditure that is directly attributable to the development of a computer system.

### 6. HELD-TO-MATURITY FINANCIAL ASSETS

	2018	2017
	\$'000	\$'000
<b>Current:</b>		
Quoted bonds, at amortised cost	7,000	3,082
Fair value of quoted bonds	7,105	3,034
<b>Non-current:</b>		
Quoted bonds, at amortised cost maturing:		
- Within 2 to 5 years	2,000	9,000
- More than 5 years	4,588	13,228
	6,588	22,228
Fair value of quoted bonds	6,598	22,679
Total held-to-maturity financial assets	13,588	25,310

The bonds have fixed coupon rates ranging from 3.49% to 5.25% (2017: 3.10% to 5.25%) per annum. The maturity dates range from October 2018 to January 2026 (2017: July 2017 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.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 7. INVESTMENTS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2018	2017
	\$'000	\$'000
Investments held by the Council:		
- Quoted equity securities	5,034	5,179
- Funds managed by fund managers	146,321	133,137
- Short term funds	19,963	-
Total investments at fair value through profit or loss	171,318	138,316
Non-current	5,034	5,179
Current	166,284	133,137
	171,318	138,316

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 performance of the investments held by the Council and funds managed by fund managers is 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.

#### Funds managed by fund managers

	2018	2017
	\$'000	\$'000
Net fair value gain for the year ended is as follow:		
- Realised gain/(loss) upon maturity/disposal of funds	26	(191)
- Unrealised gain during the year	4,614	6,191
	4,640	6,000

During the year ended 31 March 2017, no investment matured. The Council disposed of one of the funds managed by funds managers for cash consideration of \$10,008,000.

During the year ended 31 March 2018, one of the funds managed by funds managers matured and redeemed for consideration of \$21,493,000.



## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 7. INVESTMENTS AT FAIR VALUE THROUGH PROFIT OR LOSS (cont'd)

The movement of the carrying value of funds at 31 March 2018 is as follows:

	Cost of investment \$'000	Carrying value of investment at beginning of the year \$'000	Addition of investment during the year \$'000	Disposal of investment during the year \$'000	Realised gain/(loss) during the year \$'000	Unrealised gain during the year \$'000	Carrying value of investment at end of the year \$'000
<b>2018</b>							
Principal guaranteed funds <sup>(a)</sup>	-	21,467	-	(21,493)	26	-	-
Non principal guaranteed or capital protected funds	150,000	111,670	50,000	-	-	4,614	166,284
	150,000	133,137	50,000	(21,493)	26	4,614	166,284
<b>2017</b>							
Principal guaranteed funds <sup>(a)</sup>	20,000	20,877	-	-	-	590	21,467
Capital protected notes	-	10,199	-	(10,008)	(191)	-	-
Non principal guaranteed or capital protected funds	100,000	106,069	-	-	-	5,601	111,670
	120,000	137,145	-	(10,008)	(191)	6,191	133,137

(a) As at 31 March 2017, the principal guaranteed funds account for \$21,467,000 of the carrying amounts above, of which the fund managers have guaranteed the aggregate principal balance amounting to \$20,000,000.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 8. DEBTORS, GRANT RECEIVABLES AND PREPAYMENTS

	2018 \$'000	2017 \$'000
Debtors	685	911
Grant and other receivables	26,387	23,750
Interest receivable on bank balances	605	38
Interest receivable on held-to-maturity financial assets	279	394
Sundry deposits	801	815
Prepaid operating expenses	185	85
Advances to suppliers	11	13
	28,953	26,006
Less: Prepaid operating expenses	(185)	(85)
Less: Advances to suppliers	(11)	(13)
Add: Cash and bank balances	123,164	155,431
Total loans and receivables	151,921	181,339

#### Grant and other receivables

The grant and other receivables mainly consist of the grant receivables from MSF for NCSS operating cost, Tote Board for SSI and ComChest operating cost, receivables from trust funds, donation from President's Challenge and income from SSI courses.

#### Debtors that are past due but not impaired

The Council has receivables amounting to \$178,000(2017: \$206,000) that are past due at the end of the reporting period but not impaired. These receivables are unsecured and the analysis of their aging at the end of the reporting period is as follows:

	2018 \$'000	2017 \$'000
Debtors past due but not impaired:		
Past due 1-30 days	147	137
Past due 31-90 days	12	27
More than 90 days	19	42
	178	206

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 8. DEBTORS, GRANT RECEIVABLES AND PREPAYMENTS (cont'd)

#### Debtors that are impaired

The Council's debtors that are impaired at the end of the reporting period and the movement of the allowance accounts used to record the impairment are as follows:

	2018 \$'000	2017 \$'000
Debtors	20	16
Less: Allowance for doubtful debt	(20)	(16)
	-	-
Movement in allowance accounts:		
	2018 \$'000	2017 \$'000
At 1 April	16	32
Charge/(reversal) for the year	4	(16)
At 31 March	20	16

At the end of the reporting period, NCCS has fully provided for debts which are deemed impaired. Such amounts include debts which are past due more than a year.

### 9. CASH AND BANK BALANCES

	2018 \$'000	2017 \$'000
Cash at banks	113,084	130,376
Fixed bank deposits	10,072	25,047
Cash on hand	8	8
Cash and cash equivalents	123,164	155,431

Cash at banks earns interest at floating rates based on daily bank deposit rates.

Fixed bank deposits bear interest at an average rate of 1.50% (2017: 1.44%) per annum and for tenure of approximately 184 days (2017: 183 days).

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

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 10. TRUST FUNDS

	2018 \$'000	2017 \$'000
VWOs – Charities Capability Fund:		
– VWO Capability Fund 1	57	59
– VWO Capability Fund 2	675	671
– VWO Capability Fund 3	13,694	4,589
– VWO Capability Fund 4	2,166	-
– ComCare and Others	2	2
Charities Fund	600	600
Charities Fund 2	3,130	2,489
Charities Fund 3	(151)	-
IMCDF – Reinvestment Fund for SWTS	374	374
	20,547	8,784
MOE Special Education Fund	22,054	17,180
School Pocket Money Fund	-	1,511
Tote Board Social Service Fund	5,249	9,227
Lee Wee Kheng Fund	26,975	26,811
The Wan Boo Sow Charity Fund	58	58
President's Challenge	14,990	12,137
Social Service Sector ICT Master Plan	434	1,083
Care & Share	11,783	36,196
IDA Digital Inclusion Fund	7,016	8,543
Wing Tai Foundation	8,214	5,082
SHARE as One	4,469	-
Total	121,789	126,612
Represented by:		
Bank balances	139,926	135,381
Fixed bank deposits	-	-
Sundry receivables	682	350
Investments	23,199	29,307
	163,807	165,038
Less: Sundry creditors and accruals	(42,018)	(38,426)
	121,789	126,612
Balance as at beginning of the year	126,612	161,550
Incoming resources	327,290	335,123
Outgoing resources	(332,113)	(370,061)
Net movement for the year	(4,823)	(34,938)
Balance as at end of the year	121,789	126,612

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 11. ENDOWMENT FUND

	2018 \$'000	2017 \$'000
At beginning and end of year	191,884	191,884

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:

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

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 Social Service Organisations in the event the Council has difficulties in raising funds. During any financial year, the aggregate amount of General Fund and ComChest Fund that is in excess of two years of the Council's operating expenditure will be transferred from the General Fund to the Endowment Fund. No transfer has been made in the current and prior year.

### 12. GENERAL FUND

	Note	2018 \$'000	2017 \$'000
At 1 April		32,670	38,230
Surplus/(Deficit) for the year		9,011	(726)
Transfer from/(to) ComChest Fund	13	(6,888)	(4,834)
At 31 March		34,793	32,670

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, does not exceed two years of the Council's operating expenses.

### 13. COMCHEST FUND

	Note	2018 \$'000	2017 \$'000
At 1 April		65,884	61,050
Transfer from General Fund	12	6,888	4,834
At 31 March		72,772	65,884

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 any 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.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 14. DEFERRED CAPITAL GRANTS

	2018 \$'000	2017 \$'000
Capital grant received	21,957	21,957
<b>Accumulated amortisation:</b>		
At 1 April	15,016	13,316
Amortisation for the year	883	1,700
At 31 March	15,899	15,016
Net carrying amount	6,058	6,941
Amortisation charged to statement of income and expenditure and statement of comprehensive income:		
<i>Government and other grants:</i>		
- MSF Capital Grant	468	845
<i>SSI</i>		
- MSF Capital Grant	415	855
	883	1,700

### 15. PROVISION FOR REINSTATEMENT COST

	2018 \$'000	2017 \$'000
At 1 April	271	150
Provision during the year	-	271
Less: Utilised	-	(150)
At 31 March	271	271

Provision for reinstatement cost is determined based on quotation from the quantity surveyor for the renovation project. The cost is capitalised as part of property, plant and equipment and is depreciated over the lease terms.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 16. SUNDRY CREDITORS AND ACCRUALS

	2018 \$'000	2017 \$'000
<b>Non-Current</b>		
Deferred rental payable	103	351
Accrued operating expenses	1,159	744*
	1,262	1,095
<b>Current</b>		
Sundry creditors	867	2,220
Accrued operating expenses	20,940	19,103*
Advances held for designated projects	13,218	24,552
Deferred rental payable	248	248
Grant income received in advance	6,050	11,732
	41,323	57,855
Less: Grant income received in advance	(6,050)	(11,732)
Add: Deferred rental payable (non-current)	103	351
Add: Accrued operating expenses (non-current)	1,159	744*
Total financial liabilities at amortised cost	36,535	47,218

\* The comparative figures for accrued operating expenses (non-current and current) have been reclassified to conform to the current year presentation based on the expected payment profile of the balances.

### 17. SERVICE ALLOCATIONS

	2018 \$'000	2017 \$'000
Allocation to programmes/projects	49,534	46,878
Other allocations	776	681
Service allocations charged as an expense to proceeds from Community Chest	50,310	47,559
Service allocations	50,310	47,559

Allocation to programmes and projects includes disbursements to member Social Service Organisations, project expenditure to build capability of Social Service Organisations, raise public awareness of social services and disbursements under ComChest Care Programme.

Other allocations refer to transfer of funds to trust accounts ring-fenced for specific purposes and projects.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 18. SIGNIFICANT RELATED PARTY TRANSACTIONS

For the purposes of these financial statements, parties are considered to be related to the Council if the Council has the direct and indirect ability to control the party, jointly control or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Council and the party are subject to common control or common significant influence. Related parties may be individuals or other entities. The Council considers government agencies to be related parties.

The Council considers the CEO and directors of the Council to be key management personnel in accordance with SB-FRS 24 Related Party Disclosures.

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

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

	2018 \$'000	2017 \$'000
Salaries and other employee benefits	4,591	4,390
Contributions to defined contribution plan	341	329
	4,932	4,719

	2018	2017
Number of key management personnel	18	16

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

#### (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:

Name of related party Nature of the transaction	2018 \$'000	2017 \$'000
<b>Ministry of Social and Family Development</b>		
Grant income and income on provision of services received and recognised	43,240	27,365
Secondment fee, funding for service and training courses fees paid/payable	(3,562)	(2,926)
<b>Singapore Totalisator Board</b>		
Donation and grant income received and recognised	10,967	10,702
<b>Other Ministries</b>		
Grant income and income on provision of services received and recognised	2,164	2,244
Service fee, Licence fee paid/payable	(386)	(841)
<b>Other Public Agencies</b>		
Grant income and income on provision of services received and recognised	575	485
Service fee, Training courses fee paid/payable	(3,413)	(3,768)

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

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 19. COMMITMENTS AND CONTINGENT ASSETS

	2018 \$'000	2017 \$'000
(a) <i>Approved funding to members</i>	44,330	41,194

The Council has budgeted an approved funding of \$44,330,000 (2017: \$41,194,000) for disbursements to its Social Service Organisations for subsequent financial year.

#### (b) *Operating leases*

The Council has entered into commercial leases on its rental of office spaces and computer software. These leases have an average tenure of two and a half years with no contingent rent provision included in the contracts.

Future minimum rental payable under non-cancellable operating leases at the end of the reporting period are as follows

	2018 \$'000	2017 \$'000
Within one year	3,685	3,545
Between one and five years	13,790	4,024
	17,475	7,569

#### (c) *Contingent assets*

The Care & Share is a national fund-raising and volunteerism movement for the social service sector which was launched in December 2013. The Council will be able to claim matching grants for funds raised by Community Chest from Ministry of Social and Family Development over the next few years until 31 March 2021, for eligible projects which are approved by the Board and Ministry of Social and Family Development. The eligible funds raised (\$118.8 million) by Community Chest during the matching period (1 December 2013 to 31 March 2016) is capped at \$100 million. At the end of the reporting period, approved projects amounted to \$49.3 million (2017: \$49.3 million), of which the Council has received \$30.0 million as at 31 March 2018 (2017: \$30.0 million).

### 20. NUMBER OF EMPLOYEES

The number of employees in the Council at the end of the year was 320 (2017: 340). Total staff costs of the Council amounted to \$35,182,000 (2017: \$34,537,000).

### 21. TAXATION

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

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 22. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Council is exposed to credit risk, liquidity risk and market risk (including interest rate and market prices risks) arising from its operations. 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.

#### *Credit risk*

Credit risk is the risk of financial loss to the Council if 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 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 Moody's. Cash and bank balances are placed with financial institutions which are regulated.

#### *Exposure to credit risk*

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

#### *Credit risk concentration profile*

At the end of the reporting period, approximately 62% (2017: 67%) of the Council's outstanding debtors and grant receivables were due from two debtors (2017: two).

#### *Financial assets that are neither past due nor impaired*

Trade and other receivables that are neither past due nor impaired are with creditworthy debtors with good payment record with the Council. Cash and bank balances that are neither past due nor impaired are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

#### *Financial assets that are either past due or impaired*

Information regarding financial assets that are either past due or impaired is disclosed in Note 8.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 22. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

#### Liquidity risk

Liquidity risk is the risk that the Council will encounter difficulty in meeting financial obligations due to shortage of funds. The Council's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. 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.

#### Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Company's financial assets and liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

	One year or less \$'000	More than one year and up to five years \$'000	Total \$'000
<b>2018</b>			
Debtors, grant and other receivables	28,757	–	28,757
Cash and bank balances	123,164	–	123,164
Total undiscounted financial assets	151,921	–	151,921
Sundry creditors and accruals	35,273	1,262	36,535
Total undiscounted financial liabilities	35,273	1,262	36,535
Total net undiscounted financial assets/(liabilities)	116,648	(1,262)	115,386
<b>2017</b>			
Debtors, grant and other receivables	25,908	–	25,908
Cash and bank balances	155,431	–	155,431
Total undiscounted financial assets	181,339	–	181,339
Sundry creditors and accruals	46,123	1,095	47,218
Total undiscounted financial liabilities	46,123	1,095	47,218
Total net undiscounted financial assets/(liabilities)	135,216	(1,095)	134,121

#### 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 Social Service 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 THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 22. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

#### Market price risk

Market price risk is the risk that the fair value or future cash flows of the Council's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates). The Council's exposure to changes in market prices relates primarily to the investments at fair value through profit or loss.

The Council's objective is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk. It is the Council's policy to achieve an appropriate diversification in its investment portfolio in order to mitigate such risk.

At the reporting date, if market prices for the investments fair value through profit or loss had declined by 10%, assuming all other variables remain constant, the Council's surplus for the year would decrease by approximately \$17,132,000 (2017: \$13,685,000) respectively. An increase in 10% of the equity prices would have an equal but opposite effect.

#### Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Council's financial instruments will fluctuate because of changes in market interest rates.

As the Council's investments in bonds and placements of fixed bank deposits are fixed rate instruments, the Council has no exposure to interest rate volatility for these financial assets.

For the financial instruments held through the fund managers, the Council relies on professional fund managers to monitor and mitigate the adverse effects of interest rate changes on its investment portfolios.

### 23. FAIR VALUE OF ASSETS AND LIABILITIES

#### (a) Fair value hierarchy

The Council categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date,

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and

Level 3 – Unobservable inputs for the asset or liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 23. FAIR VALUE OF ASSETS AND LIABILITIES (cont'd)

(b) *Assets and liabilities measured at fair value*

The following table shows an analysis of each class of assets measured at fair value at the end of the reporting period:

	Fair value measurements at the end of the reporting period using			Total \$'000
	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant unobservable inputs (Level 3) \$'000	
<b>2018</b>				
Financial assets measured at fair value				
Investments at fair value through profit or loss:				
– Quoted equity securities	5,034	–	–	5,034
– Funds managed by fund managers	138,757	7,564	–	146,321
– Short term funds	19,963	–	–	19,963
<b>Financial assets as at 31 March 2018</b>	<b>163,754</b>	<b>7,564</b>	<b>–</b>	<b>171,318</b>
<b>2017</b>				
Financial assets measured at fair value				
Investments at fair value through profit or loss:				
– Quoted equity securities	5,179	–	–	5,179
– Funds managed by fund managers	110,334	22,803	–	133,137
<b>Financial assets as at 31 March 2017</b>	<b>115,513</b>	<b>22,803</b>	<b>–</b>	<b>138,316</b>

There have been no transfers between the levels during the year.

#### **Level 2 fair value measurements**

The following is a description of the valuation techniques and inputs used in the fair value measurement for assets that are categorised within Level 2 of the fair value hierarchy:

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

The fair value is a combination of quoted instruments and funds at published market bid price at the balance sheet date and unquoted funds based on the net asset value of the investees provided by non-related fund managers.

#### **Level 3 fair value measurements**

(i) *Information about significant unobservable inputs used in Level 3 fair value measurements*

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

The fair value is determined by reference to valuation provided by non-related fund managers based on the net asset value of the investees.

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

### 23. FAIR VALUE OF ASSETS AND LIABILITIES (cont'd)

(b) *Assets and liabilities measured at fair value (cont'd)*

#### **Level 3 fair value measurements (cont'd)**

(ii) *Movements in Level 3 assets and liabilities measured at fair value*

The following table shows a reconciliation from the beginning balances to the ending balances for fair value measurements in Level 3 of the fair value hierarchy:

	2018 \$'000	2017 \$'000
At 1 April	–	10,199
Total (loss)/gain for the year included in statement of income and expenditure and statement of comprehensive income	–	(191)
Disposal	–	(10,008)
At 31 March	–	–
Total gains for the year included in statement of income and expenditure and statement of comprehensive income:		
– Realised (loss)/gain upon disposal of funds	–	(191)
– Unrealised gain during the year	–	–
	–	(191)

### 24. FUND-RAISING PROCEEDS FROM COMMUNITY CHEST

	2018 \$'000	2017 \$'000
Tax deductible donations	31,843	28,554
Tax non-deductible donations	25,355	23,839
	57,198	52,393

### 25. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements for the year ended 31 March 2018 were authorised for issue in accordance with a resolution of the Council members on 5 June 2018.

NCSS  
COMMUNITY  
**FUNDING**  
**DISBURSEMENT**

**VULNERABLE SENIORS**

Adventist Nursing and Rehabilitation Centre	
· Charity Support Fund	50,000
Alzheimer's Disease Association	
· Alzheimer's Disease Association Specialised Caregiver Support Service (Dementia)	106,733
AMKFSC Community Services Ltd	
· COMNET Befriending Service	39,821
Assisi Hospice <sup>2</sup>	113,428
AWWA Ltd	
· AWWA Senior Community Home <sup>1</sup>	788,663
· Empowers Seniors to be active & to be involved <sup>2</sup>	250,000
Blessed Grace Social Services Ltd	
· Charity Support Fund	25,000
Care Corner Singapore Ltd	
· Pledge - it - Forward	1,179
HCA Hospice Care	
· HCA Hospice Care Specialised Caregiver Support Service (Palliative)	106,733
· yCG - Young CareGivers	85,206
Jia Ying Community Services Society	
· Pledge - it - Forward	4,714
Lions Befrienders Service Association (Singapore)	
· Lions Befrienders	1,093,788
Lions Community Service Foundation (Singapore)	
· Pledge - it - Forward	4,714
O' Joy Care Services	
· O' Joy Care Services - Counselling for Older Persons Programme	243,288
Pacific Activity Centres Pte Ltd	
· Our Kitchen Programme <sup>2</sup>	26,827
Parkinson Society Singapore <sup>2</sup>	1,703
PERTAPIS Education and Welfare Centre	
· PERTAPIS Senior Citizens Fellowship Home	96,369
Queenstown Multi-Service Centre	
· Pledge - it - Forward	4,714
RSVP Singapore The Organisation of Senior Volunteers	
· Charity Support Fund	50,000
· Pledge - it - Forward	4,714
SAGE Counselling Centre	
· SAGE Counselling Centre	290,213
· The Seniors Helpline	48,987
Salem Welfare Services Ltd	
· Charity Support Fund	50,000
· Pledge - it - Forward	4,714
Singapore Leprosy Relief Association	
· SILRA Home	125,154
Shared Services for Charities Limited	
· Governance Improvement Programme <sup>2</sup>	32,334
Society for WINGS	
· Pledge - it - Forward	4,714
St. Hilda's Community Services Centre	
· Pledge - it - Forward	4,714
The Salvation Army	
· Peacehaven Nursing Home <sup>2</sup>	152,078
TOUCH Community Services Limited	
· TOUCH Home Care - Eat Well Community Project <sup>2</sup>	50,000
TSAO Foundation	
· Enhanced Counselling and Coaching Programme for Hua Mei Centre for Successful Ageing	300,479



	FY2017 Disbursements (\$) <sup>5</sup>
<b>Wicare Support Group</b>	
• WiSHINE Programme - NEW	161,865
<b>Xin Yuan Community Care</b>	
• Charity Support Fund	50,000
• Pledge - it - Forward	4,714
<b>Yong-en Care Centre</b>	
• Pledge - it - Forward	1,571
<b>SUBTOTAL (VULNERABLE SENIORS)</b>	<b>4,379,131</b>

## ADULTS WITH DISABILITIES

<b>Abilities Beyond Limitations And Expectations Limited</b>	
• Pledge - it - Forward	2,357
<b>Association for Persons with Special Needs</b>	
• APSN Centre for Adults	606,026
• Pledge - it - Forward	2,357
<b>Autism Association (Singapore)</b>	
• Eden Centre for Adults (Clementi) <sup>1</sup>	198,479
• Eden Centre for Adults (Hougang) <sup>1</sup>	203,571
• Me Too! Club	128,635
<b>Autism Resource Centre (Singapore)</b>	
• ARC(S) Employability and Employment Centre	28,797
<b>AWWA Ltd</b>	
• Me Too! Club	257,270
<b>Bizlink Centre Singapore Ltd</b>	
• Bizlink DAC	7,375
• Business Development Division	781,688
<b>Cerebral Palsy Alliance Singapore (CPAS)</b>	
• Cerebral Palsy Alliance Singapore - Day Activity Centre	53,972
• Cerebral Palsy Alliance Singapore - Goodwill Rehabilitation & Occupational Workshop (GROW)	405,924
• Pledge - it - Forward	2,357
<b>Christian Outreach To The Handicapped</b>	
• Emmanuel Activity Centre	20,729
• Emmanuel Activity Centre (Toa Payoh)	15,555
<b>Guide Dogs Singapore Ltd<sup>2</sup></b>	768
<b>Handicaps Welfare Association<sup>2</sup></b>	107,888
<b>Metta Welfare Association</b>	
• Metta Café Project <sup>2</sup>	80,000
• Metta Home Day Activity Centre	12,318
<b>Movement for the Intellectually Disabled of Singapore (MINDS)</b>	
• Ang Mo Kio Training and Development Centre	131,133
• Appropriate Adult Service	178,742
• Clementi Training and Development Centre	128,477
• Hi-Job!	24,396
• IDEA Employment Development Centre	1,394,662
• Me Too! Club	257,270
• Eunoz Training and Development Centre	23,418
• MINDS MYG	27,775
• MINDSville@Napiri - Home	201,840
• MINDSville@Napiri - Hostel/Group Home	120,018
• MINDSville@Napiri - Napiri Training and Development Centre	21,834
• SIA-MINDS Employment Development Centre	1,764,729
• Tampines Training and Development Centre	20,965
• Woodlands Employment Development Centre	1,468,090
<b>Muscular Dystrophy Association (Singapore)</b>	
• Pledge - it - Forward	2,357

	FY2017 Disbursements (\$) <sup>5</sup>
<b>SG Enable Ltd</b>	
• Enabling Academy <sup>2</sup>	263,263
• Enabling Village <sup>2</sup>	560,000
• NCSS Special Assistance Fund	581,000
<b>Shared Services for Charities Limited</b>	
• Governance Improvement Programme <sup>2</sup>	32,334
<b>Singapore Association of the Visually Handicapped</b>	
• Braille Production Unit	192,371
• Library Services	42,603
<b>Singapore Red Cross Society<sup>2</sup></b>	167,500
<b>SPD</b>	
• SPD Employment Support Programme	48,234
• SPD Sheltered and Production Workshop	627,656
• SPD-SOKA Day Activity Centre	218,627
• Specialised Assistive Technology Centre	114,827
• Specialised Case Management Programme	364,252
<b>St Andrew's Mission Hospital</b>	
• St Andrew's Day Activity Centre	14,133
<b>SUN-DAC</b>	
• - <sup>2</sup>	1,703
• Pledge - it - Forward	4,714
<b>The Singapore Cheshire Home<sup>2</sup></b>	26,000
<b>Thye Hua Kwan Moral Charities Limited</b>	
• THK Pan-Disability Centre @ Eunoz: Skills Training and Sheltered Employment Programme	344,314
<b>TOUCH Community Services Limited</b>	
• TOUCH Centre For Independent Living	18,282
• TOUCH Ubi Hostel	19,852
<b>SUBTOTAL (ADULTS WITH DISABILITIES)</b>	<b>12,323,437</b>

## FAMILIES IN NEED

<b>Aidha Ltd</b>	
• Pledge - it - Forward	4,714
<b>AMKFSC Community Services Ltd</b>	
• Ang Mo Kio Family Service Centre	100,378
• Cheng San Family Service Centre	109,343
• Family Services @ Yio Chu Kang	7,284
• Punggol Family Service Centre	81,169
• Sengkang Family Service Centre	101,659
<b>AWWA Ltd</b>	
• AWWA Family Service Centre	132,068
• Promote and build healthy families <sup>2</sup>	60,409
<b>Beautiful People SG Ltd</b>	
• Charity Support Fund	50,000
<b>Bethel Community Services</b>	
• Pledge - it - Forward	4,714
<b>Blessed Grace Social Services Ltd</b>	
• Charity Support Fund	25,000
• Pledge - it - Forward	4,714
<b>Bone Marrow Donor Programme<sup>2</sup></b>	1,703
<b>Breakthrough Missions Ltd</b>	
• Pledge - it - Forward	4,714
<b>Care Corner Singapore Ltd</b>	
• Care Corner Counselling Centre	1,411,183
• Care Corner Family Service Centre (Admiralty)	87,572

FY2017  
Disbursements  
(\$)<sup>5</sup>

• Care Corner Family Service Centre (Queenstown)	67,082
• Care Corner Family Service Centre (Tampines)	76,046
• Care Corner Family Service Centre (Toa Payoh)	86,292
• Care Corner Family Service Centre (Woodlands)	70,924
• Care Corner Project StART	118,474
• Care Corner Centre for Co-Parenting	74,198
• Family Journey Programme	42,724
• Pledge - it - Forward	1,179
<b>Catholic Welfare Association<sup>2</sup></b>	100,000
<b>Cornerstone Community Services</b>	
• Pledge - it - Forward	4,714
<b>Counselling and Care Centre</b>	
• Counselling and Care Centre	1,042,719
• Pledge - it - Forward	4,714
<b>Daughters of Tomorrow Limited</b>	
• Charity Support Fund	50,000
<b>EMCC</b>	
• Pledge - it - Forward	4,714
<b>EN Community Services Society</b>	
• Charity Support Fund	50,000
• Pledge - it - Forward	4,714
<b>Epilepsy Care Group</b>	
• Charity Support Fund	50,000
<b>Fei Yue Community Services</b>	
• Give Skills, Give Life! <sup>2</sup>	485,014
• Project Family	42,724
<b>Fei Yue Family Service Centre</b>	
• Fei Yue Family Service Centre (Bukit Batok)	76,046
• Fei Yue Family Service Centre (Champions Way)	76,046
• Fei Yue Family Service Centre (Choa Chu Kang)	77,327
• Fei Yue Family Service Centre (Yew Tee)	68,363
• Fei Yue Family Services at SSO @ Taman Jurong	61,736
<b>Focus on the Family Singapore<sup>2</sup></b>	6,888
<b>Foundation of Rotary Clubs (Singapore) Ltd</b>	
• Rotary Family Service Centre	79,889
<b>Good News Community Services</b>	
• Pasir Ris Family Service Centre	70,924
<b>Healthserve</b>	
• - <sup>2</sup>	5,000
• Pledge - it - Forward	4,714
<b>HELP Family Service Centre</b>	51,515
<b>Highpoint Community Services Association</b>	
• SPIN (Single Parents: Informed, Involved, Included) - NEW	418,325
<b>IC@RE Hub Ltd</b>	
• Charity Support Fund	50,000
• Pledge - it - Forward	4,714
<b>Kampong Kapor Family Service Centre</b>	
• Kampong Kapor Family Service Centre	90,134
• Whampoa Family Service Centre	56,611
<b>Lakeside Family Services</b>	
• Lakeside Family Centre (Jurong East)	79,889
• Lakeside Family Centre (Jurong West)	91,414
<b>Lutheran Community Care Services Limited</b>	
• Charity Support Fund	25,000
<b>Marymount Centre</b>	
• Pledge - it - Forward	4,714

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<b>Methodist Welfare Services</b>	
• Covenant Family Service Centre	81,169
• Daybreak Family Service Centre	72,205
• Tampines Family Service Centre	79,889
<b>Montfort Care</b>	
• @27 Family Service Centre	87,572
• Kreta Ayer Family Services at SSO @ Kreta Ayer	75,823
• Marine Parade Family Service Centre	93,976
<b>Nam Hong Welfare Service Society</b>	
• Pledge - it - Forward	4,714
<b>New Hope Community Services</b>	
• Pledge - it - Forward	4,714
<b>NuLife Care &amp; Counselling Services Limited</b>	
• Charity Support Fund	50,000
<b>One Hope Centre</b>	
• Charity Support Fund	50,000
• Pledge - it - Forward	4,714
<b>Pasir Panjang Hill Community Services Centre</b>	
• Pledge - it - Forward	4,714
<b>PAVE</b>	
• PAVE	91,867
<b>Persatuan Pemuda Islam Singapura (PPIS)</b>	
• As-Salaam PPIS Family Support Centre	51,515
• PPIS Family Service Centre (East)	63,240
• PPIS Family Service Centre (West)	67,082
<b>Ramakrishna Mission</b>	
• Wings Counselling Centre <sup>2</sup>	2,000
<b>REACH Community Services Society</b>	
• REACH Family Service Centre	78,608
<b>RiverLife Community Services Limited</b>	
• Pledge - it - Forward	4,714
<b>Sembawang Family Service Centre</b>	76,047
<b>Serangoon Moral Family Service Centre</b>	86,292
<b>Shan You Counselling Centre</b>	
• Shan You Counselling and Casework	445,035
<b>Shared Services for Charities Limited</b>	
• Governance Improvement Programme <sup>2</sup>	32,334
<b>Singapore After-Care Association</b>	
• Pledge - it - Forward	4,714
<b>Singapore Anti-Narcotics Association</b>	
• Pledge - it - Forward	4,714
<b>Singapore Buddhist Lodge Welfare Foundation</b>	
• SBL Vision Family Service Centre	77,327
<b>Singapore Cancer Society<sup>2</sup></b>	250,000
<b>Singapore Council of Women's Organisations</b>	
• Charity Support Fund	50,000
<b>Singapore Indian Development Association (SINDA)</b>	
• SINDA Family Service Centre	83,730
<b>Singapore National Stroke Association</b>	
• Charity Support Fund	50,000
• Pledge - it - Forward	4,714
<b>Society of Sheng Hong Welfare Services</b>	
• Hougang Sheng Hong Family Service Centre	70,924
<b>South Central Community Family Service Centre Limited</b>	
• South Central Community Family Service Centre	95,256
<b>The Helping Hand</b>	
• Pledge - it - Forward	4,714

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<b>The National Kidney Foundation</b>	
• World Gourmet Summit 2017: NKF Charity Gala Dinner <sup>2</sup>	10,000
<b>The New Charis Mission</b>	
• Charity Support Fund	50,000
• Pledge - it - Forward	4,714
<b>Thye Hua Kwan Moral Charities Limited</b>	
• THK Centre for Family Harmony	77,313
• THK FSC @ Jurong	104,220
• THK Family Service Centre @ Tanjong Pagar	96,537
<b>TRANS Family Services</b>	
• Trans Family Service Centre (Bedok)	79,889
• Trans Family Service Centre (Bedok Reservoir) - NEW	50,241
• Trans Family Service Centre (Bukit Timah)	63,240
• TRANS SAFE	86,265
<b>Viriya Community Services</b>	
• Viriya Family Service Centre	70,924
• Whispering Hearts Family Service Centre	77,327
<b>WE CARE Community Services Limited</b>	
• Pledge - it - Forward	4,714
<b>Yong-en Care Centre</b>	
• Pledge - it - Forward	1,571
<b>SUBTOTAL (FAMILIES IN NEED)</b>	<b>9,043,377</b>

#### CHILDREN WITH SPECIAL NEEDS AND YOUTH-AT-RISK

<b>Abilities Beyond Limitations And Expectations Limited</b>	
• Pledge - it - Forward	2,357
<b>Ain Society</b>	
• Pledge - it - Forward	4,714
<b>Alive Community Network</b>	
• Alive Community Network - Enhanced STEP-UP (Service A and B)	18,795
<b>AMKFSC Community Services Ltd</b>	
• The Ang Mo Kio Family Service Centres (Cheng San Branch) - Enhanced STEP-UP (Service A and B)	6,458
<b>Association for Persons with Special Needs</b>	
• Chaoyang School	395,748
• Delta Senior School	616,858
• Katong School <sup>1</sup>	387,209
• Pledge - it - Forward	2,357
• Tanglin School	402,029
<b>Assumption Pathway School<sup>2</sup></b>	66,200
<b>Autism Association (Singapore)</b>	
• Eden School	591,941
<b>Autism Resource Centre (Singapore)</b>	
• Pathlight School	1,808,204
<b>AWWA Ltd</b>	
• AWWA Community Integration Service	967,368
• AWWA School <sup>1</sup>	573,342
• ELEVATE - NEW	106,892
• Empowering Children to Live Dignified Lives <sup>2</sup>	562,617
<b>Bethesda Community Assistance And Relationship Enrichment Centre</b>	
• Bethesda Community Assistance and Relationship Enrichment Centre - Enhanced STEP-UP (Service A and B)	14,280
<b>Blossom World Society</b>	
• Charity Support Fund	50,000
<b>Brighton Connection<sup>2</sup></b>	250,000
<b>CampusImpact</b>	
• Charity Support Fund	50,000

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<b>Canossian Daughters of Charity</b>	
• Canossian School	84,839
<b>Care Corner Singapore Ltd</b>	
• Care Corner (CROSSROAD Youth Centre) - Enhanced STEP-UP	13,860
• Care Corner Student Care Centre Refurbishment Project <sup>2</sup>	61,550
• Care Corner - Teck Ghee Youth Centre - Enhanced STEP-UP (Service A and B)	8,085
• Pledge - it - Forward	2,357
<b>Cerebral Palsy Alliance Singapore (CPAS)</b>	
• CPAS - Therapy Rehabilitation	249,995
• Cerebral Palsy Alliance Singapore School	358,671
• Pledge - it - Forward	2,357
<b>Chen Su Lan Methodist Children's Home</b>	
• Pilot Small Group Care <sup>2</sup>	240,000
<b>Child At Street 11 Ltd</b>	
• Pledge - it - Forward	4,714
<b>Children-At-Risk Empowerment Association (CARE Singapore)</b>	
• Children-At-Risk Empowerment Association (CARE Singapore) - Enhanced STEP-UP (Service A and B)	6,668
<b>Club Rainbow<sup>2</sup></b>	31,333
<b>Fei Yue Community Services</b>	
• Cyber Wellness Helpline <sup>2</sup>	122,094
• eGEN	405,046
<b>Fei Yue Family Service Centre</b>	
• HEART@Fei Yue	96,127
<b>IC2 Prehouse Limited</b>	
• Pledge - it - Forward	4,714
<b>Kampung Senang Charity and Education Foundation</b>	
• Pledge - it - Forward	4,714
<b>Life Community Services Society</b>	
• Friends of Children and Youth	250,011
• MightyKids, Families & Community (MightyKFC)	128,994
• Pledge - it - Forward	4,714
<b>Lutheran Community Care Services Limited</b>	
• Charity Support Fund	25,000
• Pledge - it - Forward	4,714
<b>Marymount Centre</b>	
• Pilot Small Group Care <sup>2</sup>	22,192
<b>Metta Welfare Association</b>	
• Metta School	511,129
<b>Montfort Care</b>	
• Big Love	86,265
<b>Morning Star Community Services Limited</b>	
• Pledge - it - Forward	4,714
<b>Movement for the Intellectually Disabled of Singapore (MINDS)</b>	
• Fernvale Gardens School <sup>1</sup>	551,797
• Lee Kong Chian Gardens School	341,352
• MINDSville@Napiri - Children's Wing	24,544
• Towner Gardens School	346,196
• Woodlands Gardens School <sup>1</sup>	629,311
<b>Muhammadiyah Welfare Home</b>	
• Pledge - it - Forward	4,714
<b>Muscular Dystrophy Association (Singapore)</b>	
• Pledge - it - Forward	2,357
<b>National Council of Social Service</b>	
• Inclusive Playground <sup>2</sup>	318,448
• SPED Financial Assistance Scheme	249,972
<b>New Life Stories Limited</b>	
• Charity Support Fund	50,000

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<b>PAVE</b>	
• Child Protection Specialist Centre	86,265
<b>Persatuan Persuratan Pemuda Pemudi Melayu (Malay Youth Literary Association)</b>	
• Frenz Programme	377,073
• Persatuan Persuratan Pemuda Pemudi Melayu (4PM) - Enhanced STEP-UP (Service A and B)	29,316
• Pledge - it - Forward	4,714
<b>Playeum Ltd</b>	
• Charity Support Fund	50,000
• Pledge - it - Forward	4,714
<b>Presbyterian Community Services</b>	
• Grace Orchard School	422,211
<b>Promisedland Community Services</b>	
• Pledge - it - Forward	4,714
<b>Rainbow Centre, Singapore</b>	
• - <sup>2</sup>	250,000
• Rainbow Centre -Building Extension Project <sup>2</sup>	10,042
• Rainbow Centre - Margaret Drive School <sup>1</sup>	1,105,550
• Rainbow Centre - Yishun Park School	800,940
<b>REACH Community Services Society</b>	
• REACH Family Service Centre - Enhanced STEP-UP (Service A and B) <sup>1</sup>	22,787
<b>Shared Services for Charities Limited</b>	
• Governance Improvement Programme <sup>2</sup>	64,669
<b>Singapore Association of the Visually Handicapped</b>	
• Lighthouse School <sup>1</sup>	126,433
<b>St Andrew's Mission Hospital</b>	
• St Andrew's Autism School	377,844
<b>SHINE Children and Youth Services</b>	
• Buddy'IN	151,962
• Learning and Social Support Programme	375,720
• SHINE Children and Youth Services (Clementi Centre) - Enhanced STEP-UP	13,860
• SHINE Children and Youth Services (Hougang) - Enhanced STEP-UP (Service A and B)	7,140
• SHINE Children and Youth Services- Enhanced STEP-UP (Service A and B)	3,948
• Youth COP	203,054
<b>The Salvation Army</b>	
• Prison Support Services - Kids In Play	192,454
<b>The Singapore Association for the Deaf</b>	
• SADeaf Community Integration Support for the Hearing Impaired - Itinerant Support Service	342,259
• Singapore School for the Deaf	17,328
<b>Trybe Limited</b>	
• Trybe Aftercare Programmes for Youth Ex-offenders <sup>2</sup>	50,000
<b>TOUCH Community Services Limited</b>	
• Cyber Wellness Helpline <sup>2</sup>	112,094
• ELEVATE - NEW	106,892
• TOUCH Community Services Limited - Enhanced STEP-UP (Service A and B)	14,448
<b>Yong-en Care Centre</b>	
• Pledge - it - Forward	1,571
<b>Young Men's Christian Association of Singapore</b>	
• ELEVATE - NEW	106,892
• Young Men's Christian Association of Singapore (YMCA) - Enhanced STEP-UP (Service A and B)	9,765
<b>Youth Guidance Outreach Services</b>	
• Experiential Learning and Mentoring Programme (ELMP) @ AMK	68,082
• Experiential Learning and Mentoring Programme (EMPL) @ WL	142,431
• Youth Guidance Outreach Services - Enhanced STEP-UP (Service A and B)	17,955
<b>SUBTOTAL (CHILDREN WITH SPECIAL NEEDS AND YOUTH-AT-RISK)</b>	<b>17,806,044</b>

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(\$)<sup>5</sup>

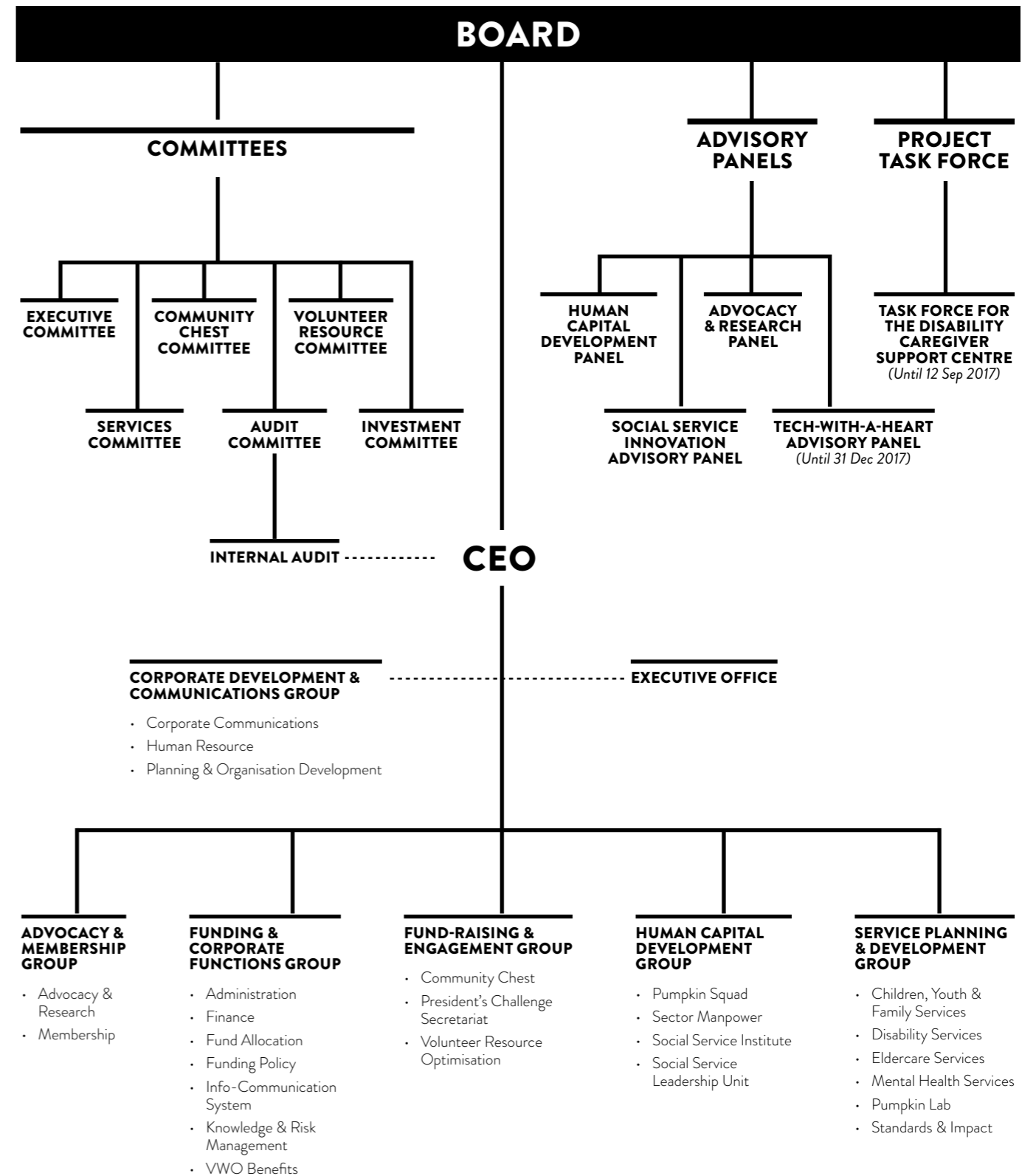
<b>PERSONS WITH MENTAL HEALTH ISSUES</b>	
Caregivers Alliance Limited <sup>2</sup>	272,500
Clarity Singapore Limited	
• Pledge - it - Forward	4,714
<b>National Council of Social Service</b>	
• Peer Support Specialist Programme	82,609
<b>Shared Services for Charities Limited</b>	
• Governance Improvement Programme <sup>2</sup>	32,334
<b>Singapore Anglican Community Services</b>	
• Employee Assistance Programme + - NEW	345,299
• Employment Support Services - NEW	479,116
• Project H.I.R.E. Employment Internship Programme	238,499
<b>Singapore Association for Mental Health (SAMH)</b>	
• Pledge - it - Forward	4,714
• SAMH Bukit Gombak Group Homes	68,387
• SAMH Insight Centre	1,050,834
• SAMH Oasis Day Centre	233,553
<b>Samaritans of Singapore</b>	
• Pledge - it - Forward	4,714
• Samaritans of Singapore	1,978,969
<b>SUBTOTAL (PERSONS WITH MENTAL HEALTH ISSUES)</b>	<b>4,796,242</b>
Expected Project Expenditure and Annual Adjustment <sup>3</sup>	1,185,999
<b>SUBTOTAL: ALLOCATION TO PROGRAMMES/PROJECTS</b>	<b>49,534,230</b>
Other Allocations <sup>4</sup>	776,337
<b>GRAND TOTAL</b>	<b>50,310,567</b>

#### Notes

1. These include disbursements of designated donations.
2. These are disbursements of designated donations.
3. This includes funding to build capability of social service organisations, raise public awareness of social services as well as adjustment for programmes after the audited accounts are submitted, which also include adjustments for prior year.
4. Other Allocations refer to transfers to designated accounts / trust accounts ringfenced for specific purposes including projects.
5. All funding figures in this listing are rounded to the nearest dollar.

NCSS  
**BOARD OF COUNCIL,  
 MANAGEMENT,  
 COMMITTEES,  
 AND LISTINGS**

# ORGANISATIONAL CHART



# NCSS BOARD OF COUNCIL

Patron-In-Chief

**MADAM HALIMAH YACOB**  
President of the Republic of Singapore

Patron

**MR DESMOND LEE**  
Minister for Social and Family Development

Advisor

**MR TAN CHUAN-JIN**  
Speaker of Parliament



**HSIEH FU HUA**  
President

Mr Hsieh was appointed as President of the NCSS Board and Chairman of the Executive Committee since 1 August 2012. He is the founder of BinjaiTree, a charitable organisation established in 2008. He has also helped to establish two other charities, Shared Services for Charities Ltd and Caregivers Alliance Ltd. In 2017, he was appointed as the Chairman of National University of Singapore Board of Trustees and Chairman-Designate of National University Health System. He is also Chairman of the National Gallery Singapore and the Stewardship Asia Centre CLG Ltd.

Outside of the social service sector, Mr Hsieh is the Chairman of ACR Capital Holdings Pte Ltd, a board member of GIC Private Limited and an adviser to Prime Partners Group which he co-founded. He previously served on the Board of Temasek Holdings Pte Ltd (2010 to 2012) and ICAP, a UK-listed company (2010 to 2013). He was CEO of Singapore Exchange Limited (2003 to 2009) and Chairman of United Overseas Bank (2013 to 2018).



**PHILLIP TAN** PJG, JP, BBM(L), BBM, PBM  
Vice-President and Chairman, Community Chest

Mr Tan was appointed as Vice-President of the NCSS Board and Vice-Chairman of the Executive Committee on 1 August 2006. He has also been Chairman of Community Chest since 15 August 2013. His involvement as a volunteer with NCSS started in 1983, when he served as Chairman of the Budget and Allocation Committee for the Elderly. He contributed in various other key committees and the Board, including Chairman of the Investment Committee and 50<sup>th</sup> Anniversary Celebrations Steering Committee, Vice-President of the Executive Committee and Chairman of Care & Share @ SG50 Steering Committee.

Aside from NCSS, he serves on several non-profit causes, including as Chairman of the Inmates' Family Support Fund, Chairman of the Board of Visiting Justice, Advisor of the Yellow Ribbon Fund and Board member of the Tsao Foundation. He is currently the Chief Financial Officer of Citystate Capital Asia Pte Ltd.

He was conferred the Meritorious Service Medal in 2017.



**ANITA FAM** JP, BBM, PBM  
Vice-President

Ms Fam was elected as Vice-President of the NCSS Board on 1 August 2016, and currently serves as Vice-Chairman of the Executive Committee (since 1 August 2016) and Chairman of the Services Committee (since 1 August 2014). She previously served as a member of the NCSS Board (1 August 2006 to 31 July 2012, 1 August 2014 to 31 July 2016), a member of the Executive Committee (1 August 2014 to 31 July 2016) and Chairman of the Task Force for the Disability Caregiver Support Centre (January 2016 to August 2017).

Formerly a lawyer, Ms Fam has been a full-time volunteer since 2000 in the areas of disability, palliative care, health and family. She is Chairman of Assisi Hospice and a Board director of the National Healthcare Group. Also a Justice of the Peace, she serves on the boards of Caregivers Alliance Ltd, SG Cares Steering Committee, Singapore Totalisator Board and St Andrew's Autism Centre, among others.



**ROBERT CHEW** BBM, PBM  
Honorary Treasurer

Mr Chew joined the NCSS Board as a member on 1 August 2010 and has served as the NCSS Honorary Treasurer for the Board and Executive Committee since 1 August 2014, and as the Chairman of the Social Service Innovation Advisory Panel since 1 August 2016.

He is a former partner at Accenture and is currently a partner at iGlobe Partners. He serves on the boards of public healthcare organisations like National Healthcare Group and Integrated Health Information Systems. He also serves on the boards of non-profit organisations like Dover Park Hospice, Kwong Wai Shiu Hospital, Shared Services for Charities and TOUCH Community Services. He is a Fellow of the Singapore Institute of Directors, and the Singapore Computer Society (SCS). He was awarded SCS' Hall of Fame in 2016 and IT Leader of the Year in 2009, and SPRING's Distinguished Partner Award in 2011.

He was conferred the Public Service Star in 2017.



**RICHARD SIM** PBM  
Honorary General Secretary

Mr Sim joined the NCSS Board as a member on 1 August 2008 and has served as the Honorary General Secretary for the Board and Executive Committee since 1 August 2012, and as Chairman of the Audit Committee since 1 August 2014.

Mr Sim is PwC Singapore's Vice-Chairman of Operations and Assurance Partner, and a member of the PwC Executive Board for Singapore, China, Hong Kong and Taiwan. He is a Fellow of the Institute of Singapore Chartered Accountants (ISCA) and sits on the Council of ISCA. He is also a Fellow of the Chartered Public Accountants of Australia and the Association of Chartered Certified Accountants of United Kingdom. He is also a member of the National University of Singapore School of Accounting Advisory Council.



**CHAN CHIA LIN**  
Board Member

Ms Chan joined the NCSS Board on 1 August 2012 and has been a member of the Executive Committee since 1 August 2014. She has also been the Chairman of the Investment Committee since 1 April 2013 and a member of the Human Capital Development Panel since 1 August 2014.

Ms Chan serves on the boards of several other non-profit organisations, including HealthServe, a migrant worker charity. She is a member of the EldersShield Review Committee, formed to review the national severe disability insurance scheme. She is a director of Holywell Private Limited, a private investment company, and was formerly the Chief Investment Officer of Fullerton Fund Management Company.



**CHERN SIANG JYE**  
Ministry of Health Representative

Mr Chern joined the NCSS Board as a member on 1 August 2014 and has served on the Social Service Innovation Advisory Panel and the Tech-With-A-Heart Advisory Panel. He was previously a member of the Social Service Innovation & Productivity Council (1 April 2015 to 31 July 2016).

Mr Chern is presently Group Chief of AIC, where he heads the Corporate Finance Office, Grant Management Office and Regional Engagement & Integration Division. He oversees AIC's engagement and integration efforts with the community partners and the Regional Health Systems, as well as finance and grants management.



**CHEW KWEE SAN**  
Board Member

Mr Chew joined the NCSS Board as a member on 1 August 2012. Concurrently, he was also appointed as a member of the Services Committee, Audit Committee and Community Chest Committee. He was appointed as Vice-Chairman of the Community Chest Committee since 1 August 2014.

A lawyer by training, he is an Executive Director of the Tecity Group of companies. The Group manages a global investment portfolio. He is also a Council Member of the Tan Chin Tuan Foundation in Singapore. The Foundation provides charitable assistance to the aged, needy and sick based on the Founder's overall intention of sharing the rewards of a highly successful banking career with the less fortunate in society.



**KEITH CHUA**  
Board Member

Mr Chua has been a member of the NCSS Board, as well as the Services Committee since 1 August 2014. He had also been a member of the Human Capital Development Panel (2014 to 2016).

He is currently the Vice President of the Singapore Anglican Community Services (SACS). He is also the Chairman of the Management Committee of SACS – providing operational oversight for the Psychiatric Rehabilitation and Recovery Services and Family Care Centre – whose services include three residential rehabilitation facilities, day care services, employment support services and community-based support services for persons with mental illness. Other positions he holds include Advisory Board Chairman of the Asia Centre for Social Entrepreneurship and Philanthropy at the National University of Singapore Business School, Board member of the Community Foundation of Singapore, Chairman of Asia Philanthropic Ventures and Board member of Woodbridge Hospital Charity Fund. He serves as co-Trustee of the Mrs Lee Choon Guan Trust Fund. The Trust Fund supports education and various charitable community and healthcare services.



**CYRIL CHUA** BBM, PBM  
Board Member

Mr Chua joined the NCSS Board as a member on 1 August 2016 and was concurrently appointed Vice-Chairman of the Services Committee. He had previously served as a member of the NCSS Board (2004 to 2008) and as Vice-President of the Board and Executive Committee (1 August 2008 to 31 July 2014). He was also appointed as a member of the Services Committee (1 August 2008 to 31 July 2012) and subsequently as its Chairman (1 August 2012 to 31 July 2014).

He has been practising law in the area of intellectual property and technology for more than 20 years, in particular, in contentious matters. He was admitted as an Advocate and Solicitor of the Supreme Court of Singapore in 1996 and is currently practicing in Robinson LLC.

He was conferred the Public Service Star in 2017.



**ADJ ASSOC PROF LEE CHENG**  
Board Member

Adj Assoc Prof Lee joined NCSS as a member of the Board and Services Committee on 1 August 2014.

Adj A/P Lee is the Vice-Chairman, Medical Board (Clinical) at the Institute of Mental Health (IMH) since March 2012. He is also the Programme Director for the National Addictions Management Service since May 2017. He was the Chief of the Department of Community Psychiatry at IMH from September 2004 to March 2014.

Adj A/P Lee is an active volunteer in social service organisations. He has been a board member of the Singapore Association for Mental Health (SAMH) since 1997 and has held many positions including that of Vice President (current position), Honorary Secretary and Honorary Treasurer. He was also the President of Silver Ribbon Singapore from 2011 to 2017 and has been a board member since its inception in 2006. He was a recipient of the Healthcare Humanity Award in 2008 and the Public Service (PS21) Star Service Award in 2010.



**DR LEE TUNG JEAN**  
Ministry of Social and Family Development Representative

Dr Lee has been a member of the NCSS Board and Executive Committee since 1 September 2015.

She is currently the Deputy Secretary of MSF. Prior to this, she was the first CEO of the Early Childhood Development Agency that was established on 1 April 2013. Dr Lee has also served in various government agencies such as the Ministry of Trade and Industry, the Ministry of the Environment and Water Resources, and the Ministry of Finance.

Dr Lee is also a Board member of the Casino Regulatory Authority, Charity Council, Community Justice Centre Board, Diversity Action Committee and Tradewinds Tours and Travel Pte Ltd.



**ALBERT S.K. LIM**  
Board Member

Mr Lim has been a member of the NCSS Board since 2014, having served on the Advocacy & Research Panel in 2014 and on the Social Service Innovation Advisory Panel in 2016. Previously, he was a member on the Board and Services Committee (1 August 2010 to 31 July 2012), and a member on the Social Service Innovation and Productivity Council (1 April 2015 to 31 July 2016).

He is an established Structured Trade Broker focussing on Bulk Supply Chain Management. He is well regarded for his strategic and innovative augmentation of business.

Mr Lim has served as a volunteer in the social service sector for over 30 years. He is still actively and effectively contributing in various capacities with some social service organisations. The best is yet to be for him to make more significant contributions to the social service sector.



**GIRIJA PANDE**  
Board Member

Mr Pande joined NCSS as a member of the Board on 1 November 2012. He has served as a member of the Executive Committee since 1 August 2014 and as Chairman of the Tech-With-A-Heart Advisory Panel since 15 December 2016. He was previously the Chairman of Resource Provision Committee (1 November 2012 to 31 July 2014) and Chairman of the Shared Services Project Task Force (November 2015 to November 2016).

Mr Pande has been Chairman of Apex Avalon Consulting since 2013. He is well known in Asia, having spent over three decades in the region working in senior capacities in a large MNC Bank and a global IT company. He is also the independent director of tryb, a Fintech platform for ASEAN. He serves on the Boards of many companies and served on the Advisory Board of Institute of South Asian Studies (part of the National University of Singapore). As part of his voluntary commitments to society, he is also a Trustee of the Singapore Indian Development Association (SINDA).



**DR RADIAH SALIM**  
Board Member

Dr Radiah joined NCSS as a member of the Board and Services Committee on 1 August 2016.

She is the founder and President of Club HEAL, an Institution of a Public Character that was formed in 2012 to help people with mental illness regain confidence in themselves and others in their journey towards community reintegration. Her past experience as a resident medical officer at the Institute of Mental Health (IMH) in 2008 and her personal experience as a caregiver inspired her to form Club HEAL. She has also volunteered for medical missions overseas to countries like Cambodia, Afghanistan and Indonesia. She actively promotes mental health literacy by giving public talks and through her writing. She regularly contributes articles on mental health issues on public platforms. A trained family physician, she does regular locum work at a private family practice.



**SEOW CHOKE MENG** BBM, PBM  
Board Member

Mr Seow joined NCSS as a member of the Board and Advocacy and Research Panel on 1 August 2016.

He has been with the Singapore Press Holdings (SPH) newspaper group for the last 38 years, after spending five years in the airline industry. Mr Seow is currently the Business Consultant of SPH and the Executive Director of Times Development Pte Ltd. Apart from serving in grassroots and community organisations, he also serves as the Chairman of the Promote Mandarin Council, a Trustee of the Chinese Development Assistance Council, Vice-Chairman of Ren Ci Hospital, Board Member of Kwong Wai Shiu Hospital & Nursing Home, National Healthcare Group and Singapore Chinese Cultural Centre.

He was conferred the Public Service Star in 2013.



**EUGENE SEOW** PBM  
Board Member

Mr Seow joined NCSS as a member of the Board and Chairman of Volunteer Resource Committee on 1 August 2016.

He is currently the Vice-Chairman of the Board of the National Volunteer and Philanthropy Centre (NVPC) and is also on the Singapore University of Social Sciences (SUSS) Advisory Panel for Social Work. In 2017, Mr Seow was invited to sit on the steering committee of SG Cares. He continues to be engaged and involved with TOUCH Community Services (TOUCH) as a Board Director. He was the Executive Director of TOUCH since its founding in 1992 until April 2016.

He currently leads TOUCH International as the Chief Executive Officer and hopes to see nations serving nations by focusing on humanitarian assistance, international volunteerism and overseas community development.



**TAN KHAIW NGOH**  
Board Member

Ms Tan joined NCSS as a member of the Board and Investment Committee on 1 August 2016.

She joined Singapore Children's Society as the Honorary Treasurer in 1999. Since then, she has continued to serve in the Executive Committee in various positions. Ms Tan plays a significant part in setting the direction taken by the Society in the provision of social services. Her unique blend of expertise built up through her exposure to the social service sector and her professional career as an accountant has allowed her to contribute invaluable to the sector. For her outstanding leadership and years of dedicated voluntary service, Ms Tan received the Singapore Children's Society Commendation Award in 2004, Gold Service Award in 2012 and the distinguished Ruth Wong Award in 2014.



**PROF TSUI KAI CHONG**  
Board Member

Prof Tsui joined the NCSS Board as a member on 1 November 2012. He has also served as a member of the Human Capital Development Panel since 1 August 2014. He was also previously the Chairman of the SSI Management Committee and SSI Advisory Committee (1 November 2012 to 31 July 2014).

Prof Tsui has been the Provost of Singapore University of Social Sciences (previously known as SIM University) since May 2005. He was the founding Dean of the School of Business and the Vice Provost of Undergraduate and Graduate Education at the Singapore Management University. Prof Tsui serves on the boards of the Intellectual Property Academy and Intellectual Property Office of Singapore. He was Chairman of the Board of Keppel REIT Asia Management Limited, and has served as a member of the boards of Keppel Land, Keppel Capital Holdings, Keppel Tat Lee Bank and Fullerton Fund Management Company Ltd.



**KELVIN WONG**  
Board Member

Mr Wong joined NCSS as a member of the Board and Audit Committee on 1 August 2016.

He is a partner at Allen & Gledhill LLP. He leads the Firm's Energy, Infrastructure and Projects Practice and is Co-Head of the Corporate & Commercial Department. Kelvin also serves as a non-executive director on the boards of AETOS Holdings Pte Ltd, National Volunteer & Philanthropy Centre (NVPC) and Law Society Pro Bono Services Limited. He previously served as a non-executive director on the boards of Rolls-Royce Singapore Pte. Ltd., SP PowerGrid Limited, PowerGas Limited and SP PowerAssets Limited. Mr Wong is a member of NVPC's Executive Committee and chairs NVPC's Audit Committee. Mr Wong has also served as the Treasurer (2013) and Vice President (2014 and 2015) of the Law Society of Singapore.

# NCSS SENIOR MANAGEMENT



**SIM GIM GUAN** PPA(P), PPA(P)(T)  
*Chief Executive Officer*

Mr Sim joined NCSS on 1 November 2013 as the Chief Executive Officer. He spent 23 years with the Republic of Singapore Navy, where he held various staff and operational appointments, and retired from the Singapore Armed Forces as Chief of Staff – Naval Staff, at the rank of Rear Admiral in June 2006. He joined the Ministry of Information, Communications and the Arts (MICA) in August 2006 as Senior Director (Information and Corporate Management) and became MICA's Deputy Secretary (Information and Corporate Management) in February 2007. His last appointment was as Deputy Secretary (Industry and Information) at the Ministry of Communications and Information (MCI). He currently serves on the Board of Directors of the Charity Council, raiSE (Singapore Centre for Social Enterprise), the National Environment Agency as well as the National Arts Council. He holds a Bachelor's degree from the University of Oxford, and a Master of Business Administration from the Massachusetts Institute of Technology through its Sloan Fellows Programme and attended the Executive MBA Programme at INSEAD. He was awarded the Public Administration Medal (Silver) (Military) in 2006 and the Public Administration Medal (Silver) in 2014.



**DR FERMIN DIEZ**  
*Deputy Chief Executive Officer  
Group Director, Human Capital Development*

Dr Diez joined NCSS on 21 April 2014 as Deputy CEO and Group Director, Human Capital Development. He has more than 30 years of experience in Human Resources (HR), which includes consulting, corporate and academic roles in 40 countries in all continents. Dr Diez has worked in global companies like Deloitte, Towers Watson, PepsiCo, Freescale Semiconductor and was a Senior Partner at Mercer immediately before joining NCSS. As a consultant, he has advised major multinationals, large local companies and public sector organisations at the board and C-suite levels on issues related to strategy, organisation structure, talent management and rewards. Dr Diez currently sits on the board of the Institute for Human Resource Professionals where he chairs the assessment committee. He is also on the HR committee of the National University Health Services Group. Dr Diez has co-authored two books on Strategic Human Resources and serves as adjunct faculty at Singapore Management University.



**TINA HUNG** PPA(P)  
*Deputy Chief Executive Officer  
Group Director, Service Planning & Development  
Group Director, Advocacy & Membership*

Ms Hung joined NCSS on 17 April 1995 and has held various portfolios in Service Planning & Development, Fund Allocation, HR and Family Service Centres before being appointed Deputy CEO of NCSS on 1 June 2007. She has been appointed to inter-ministry committees to conduct policy reviews, develop masterplans and coordinate national efforts to address social problems. To support ecosystem efforts, she served on the ComCare Supervisory Committee, Social Service Research Centre Advisory Board, Data Protection Advisory Committee, Special Needs Trust Company, raiSE Investment Committee and Woodbridge Hospital Charity Fund Board of Trustees. She holds a double Masters in Public Administration and Social Work. She was awarded the Public Administration Medal (Silver) and the Pioneer Social Worker Award in 2016.



**NG LING LING** PPA(P)  
*Assistant Chief Executive Officer  
Group Director, Fund-Raising & Engagement  
Managing Director, Community Chest*

Ms Ng joined NCSS on 17 September 2001 and was appointed to the post of Assistant CEO on 1 August 2016. After successfully leading the SG50 Care & Share Movement with 240 charities, which enabled about \$1.3 billion of donations and government grants to meet existing and future social service needs, she now co-leads the SG Cares movement together with the National Volunteer and Philanthropy Centre (NVPC). The movement aims to encourage more Singaporeans to volunteer, and help organisations and volunteers to achieve greater impact through their social causes. She holds a Bachelor of Accountancy from Nanyang Technological University and a Master of Public Administration from the Australian National University. She has over 15 years of experience in the social service sector, spanning board governance, consultancy, social service training operations to fund allocation of over \$300 million to charities, besides her current portfolio leading fundraising and volunteerism under Community Chest, President's Challenge and SG Cares. She is an Ex-Officio Board Member of the NVPC. For her extensive public service contributions, she was awarded the Public Administration Medal (Silver) in 2015. Prior to NCSS, she worked in the financial industry specialising in treasury functions.



**FAZLIN ABDULLAH**  
*Director, Advocacy and Research*

Ms Fazlin joined NCSS on 13 August 2012 after completing her Masters in Public Administration from the Lee Kuan Yew School of Public Policy, National University of Singapore. She was awarded the Lien Foundation Scholarship for Social Service Leaders. After graduating, she joined the Service Planning and Development Group before taking on the position of Director, Advocacy and Research in May 2016. She has over 15 years of experience in the social service sector, of which 12 years were spent leading non-profit organisations. She sits on the Committee for Disability Sports, Disability Sports Implementation Committee, City for All Ages Advisory Committee and several others.



**PRISCILLA GAN**  
*Director, Relations and Engagement, Community Chest*

Ms Gan joined NCSS on 13 March 2017 as Director of Relations and Engagement, Community Chest, having spent 17 years in the banking industry. Prior to joining NCSS, she was Director of the North Asia market in Citibank, managing assets of her clients from China, Taiwan and Hong Kong for six years before taking on the role of Vice President, Strategic Alliance where she oversaw the acquisition and growth strategy for key markets such as China, India and the Philippines. In 2016, she concurrently helmed the role of CitiClub (Citi's Sports & Recreation Club) President overseeing employee engagement and CSR-related activities for close to 10,000 Citi employees. Under her leadership, Citi more than doubled their CSR efforts with over 100 volunteering events. She graduated from Nanyang Technological University, Business Studies specialising in Marketing with Second Class Lower Honours.



**RAE LEE**  
*Director, Strategies and Operations, Community Chest*

Ms Lee joined NCSS on 29 April 2002 and has more than 10 years of experience in the social service sector, ranging from fund allocation, service planning and development, to research and advocacy. She is appointed as Director of Strategies and Operations in Community Chest in May 2016 and leads her team in the areas of donor management, branding and communications. She currently sits on the National Youth Fund Advisory Committee and Silent Heroes Award Advisory Board. She holds an Honours degree in Economics from the National University of Singapore.



**DR ANDREW LIM**  
*Director, Volunteer Resource Optimisation*

Dr Lim joined NCSS on 1 March 2017 as Director of Volunteer Resource Optimisation. Prior to joining NCSS, he was COO of BuzzCity Pte Ltd, a global mobile internet advertising network spun-off from A\*Star in 1999, until its acquisition in late 2016 by an acquirer from London. Having spent almost 18 years in BuzzCity, Dr Lim was involved in regional business development, corporate operations, fundraising and strategies of the company. He holds a Diploma in Electrical Engineering from Ngee Ann Polytechnic, a Bachelor Degree (Honours) in Business Administration from the University of Bolton, and obtained both a MBA and Doctorate of Business Administration from the University of South Australia. Dr Lim also has volunteer experience in grassroots organisations and the Singapore Infocomm Technology Federation.



**ANGELA YAK** PPA(G)  
*Director, Membership*

Ms Yak was appointed to her current role on 1 May 2016. As Director of Membership, she leads her team in strengthening relations with NCSS member organisations. Before taking up this role, she was the Director of the Social Service Leadership Unit, overseeing the Sun Ray scheme. She holds a Masters in Social Work and a Graduate Diploma in Human Resource and Talent Management. She has 16 years of experience in the social service sector, spanning service planning to manpower development. She was awarded the Public Administration Medal (Bronze) in 2015.



**BELINDA TAN**  
*Director-designate, Fund Allocation (from 15 March 2018)*

Ms Tan joined NCSS on 30 September 2002. She has been instrumental in transforming SSI into a centre of learning and capability building for practitioners. Under her leadership, SSI has been appointed the Continuing Education and Training Centre for the social service sector by the Workforce Development Agency. She holds a Bachelor of Arts from the National University of Singapore and a Master of Health Science (Gerontology) from the University of Sydney. She has over 15 years of experience in the social service sector, ranging from service planning & development to fund-raising and corporate communications. She also joined the Sun Ray scheme in July 2015 and was posted to Montfort Care as Group Director, Shared Services and General Manager of YAH! She re-joined NCSS as Director-designate, Fund Allocation in March 2018, and Director with effect from 1 April 2018.





**LOH CHIN HUI**  
*Head, Social Service Leadership Unit*

Mr Loh was seconded from MSF and joined NCSS on 11 July 2016 as Head of the Social Service Leadership Unit. He currently oversees the Sun Ray scheme, a centralised leadership scheme which aims to attract and develop a pool of organisational and professional leaders for the sector. He was the Deputy Director for Service Planning and Development Division (SPDD) at MSF before leaving for further studies. During his stint as Deputy Director of SPDD, he worked closely with the Human Capital Development Group of NCSS on the manpower schemes for the sector. He brings with him some 15 years of experience from the private and public sectors. He holds an Honours degree in Business Administration from the National University of Singapore and a Masters in Public Policy from the University of Melbourne.



**DR VICTOR GOH**  
*Director, Social Service Institute*

Dr Goh joined NCSS on 1 October 2015, with years of experience in business, entrepreneurship and education. His entrepreneurship venture spearheaded game-based learning in schools and promoted gamification in corporate trainings. In WDA (now SSG), he conceptualised the Individual Learning Portfolio, now known as MySkillsFuture, a national one-stop education, training and career guidance online portal to empower every Singaporean to plan their education and training into their working life. At the Institute for Adult Learning (IAL), Dr Goh started the Massive Open Online Courses (MOOC) learning portal and developed the business case for iN.LAB, located at the Lifelong Learning Institute (LLI), a key initiative for the continuing education and training sector. He also serves as a board member of Youth Guidance Outreach Services. Dr Goh holds a Doctor of Business Administration from University of Western Australia, a Master of Business Administration from University of Strathclyde, and a Bachelor of Mechanical Engineering from the National University of Singapore.



**VON LEONG**  
*Director, Sector Manpower (till 26 March 2018)*

Ms Leong joined NCSS on 4 September 2014, bringing with her over 12 years of comprehensive human resource consulting and business leadership experience. Based in Hong Kong and Shanghai, she was Regional Director, Human Capital Practice for Aon Hewitt Greater China before joining Kelly Services to be its Global Solutions Asia Pacific Director, managing the consulting and outsourcing business for 14 markets. She is currently a member of the National Youth Corp Advisory Committee and National Therapist Development Committee. She holds a Bachelor of Business Administration degree from the University of South Australia, and attended the Diversity and Inclusion Women Leadership Program by University of Chicago and the Governance Leadership Program by Civil Service College. She previously serves as a board member for two international charities in Guang Zhou and Hong Kong transforming the lives of orphans and to build positive mental health.



**ANJAN GHOSH**  
*Director, Service Planning & Development*

Mr Ghosh has more than 25 years of experience in various social service areas, including direct practice at social service organisations, planning work in NCSS in areas related to social service strategy, service management and member relations, and international philanthropy work with Temasek Foundation. Since August 2014, he has been overseeing service planning and development work in NCSS. He holds an Honours degree in Occupational Therapy and a Masters in Health Sciences Management. He is currently a Board and Audit Committee member of SG Enable Ltd, member of the Industry Advisory Committee for the Health Sciences Cluster of Singapore Institute of Technology, and member of the Social Work Advisory Panel, Singapore University of Social Sciences.



**ADRIAN CHEONG PPA(G)**  
*Head, Internal Audit*

Mr Cheong joined NCSS on 1 April 2015, and has more than 15 years of audit experience in both the private and public sectors. He concurrently leads the internal audit unit at MSF. He is a member of the Institute of Singapore Chartered Accountants and the Institute of Internal Auditors Singapore. He was awarded the Public Administration Medal (Bronze) in 2016.



**QUEK BOON KIEN**  
*Director, Finance and Fund Allocation*

Ms Quek joined NCSS on 4 February 2013. She is responsible for the administration and allocation of funds, grants and services to support member organisations in critical, strategic programmes and projects and oversees the provision of common services to support member organisations. She also oversees the Finance portfolio, including procurement and investment/resourcing strategies. Prior to joining NCSS, she had more than 20 years of experience in audit and finance. She worked in the finance and administrative function in the Prime Minister's Office (Public Service Division) for over six years where she managed financial resources and budget, audit, administration and procurement, restructuring of agreements for better fund management, etc. She started off her career as an auditor with Price Waterhouse Singapore and Asia (Shanghai) before moving to Goodwood Park Hotel as a Financial Controller and Amanresorts International as an internal auditor. She holds a Bachelor of Accountancy from the National University of Singapore and is a member of the Institute of Singapore Chartered Accountants.



**PEARLYN TSENG**  
*Director, Corporate Communications*

Ms Tseng joined NCSS on 2 February 2015. She currently leads the Corporate Communications team in the areas of corporate communications, media relations, brand development, digital marketing and public education campaigns to support the inclusion of persons with disabilities and persons with mental health issues in the community. She has more than 18 years of experience in marketing and corporate communications across the public, private and non-profit sectors. Prior to joining NCSS, she led communication campaigns on a national level across various health issues and corporate partnerships at the Health Promotion Board. She holds a Bachelor of Arts from the National University of Singapore and a Master of Mass Communication from the Wee Kim Wee School of Communication and Information, Nanyang Technological University.



**LOW WAN VE**  
*Director, Human Resource and Planning & Organisation Development*

Ms Low joined NCSS on 1 December 2014 as Director, Human Resource (HR) and Planning & Organisation Development. She has more than 20 years of experience in developing human capital and corporate planning frameworks as a practitioner and consultant in both private and public sector companies such as the Ministry of Foreign Affairs, Singapore Tourism Board, Artemis International and Singapore General Hospital. Immediately prior to joining NCSS, she was a principal consultant with Mercer for eight years where she focused on remuneration scheme design, performance management, employee engagement, competency development, workforce planning and other HR frameworks. She graduated with a Bachelor of Business Studies (Applied Economics), Second Upper Honours from Nanyang Technological University.



**BRUCE LIEW**  
*Director, Corporate Services*

Mr Liew joined NCSS in 2009, initially heading Donor Management, followed by Relations & Engagement, and finally heading Development & Communications – covering the full spectrum of work in Community Chest before becoming Deputy Managing Director and subsequently Director, Strategies and Operations in the Fund-Raising and Engagement Group. He was appointed as Director, Knowledge & Risk Management and Info-Comm Systems in 2016 and was re-designated as Director, Corporate Services in January 2017 to take on the additional portfolio of Administration. Prior to NCSS, he spent 12 years launching and developing digital businesses in a Silicon Valley start-up and various multinational companies. He holds a Masters in Information Technology from University College Dublin and a Bachelor's degree in Communication Studies from Nanyang Technological University. He is also a Business Continuity Certified Specialist.

# COMMITTEES

## EXECUTIVE COMMITTEE

Chairman  
Mr Hsieh Fu Hua

Vice-Chairmen  
Mr Phillip Tan *PJG, JP, BBM(L), BBM, PBM*  
Ms Anita Fam *JP, BBM, PBM*

Honorary General Secretary  
Mr Richard Sim *PBM*

Honorary Treasurer  
Mr Robert Chew *BBM, PBM*

Members  
Ms Chan Chia Lin  
Dr Lee Tung Jean *(MSF representative)*  
Mr Girija Pande

## SERVICES COMMITTEE

Chairperson  
Ms Anita Fam *JP, BBM, PBM*

Vice-Chairperson and Service Advisor,  
Children, Youth & Family Services  
Mr Cyril Chua *BBM, PBM*

Service Advisors  
Children, Youth & Family Services  
Mr Alex Lee Ka But *JP, PBM*

Disability Services  
Prof Ho Lai Yun *JP, BBM, PBM, PBS*  
Dr Sharifah Mariam Aljunied *PPA(G)*

Eldercare Services  
Mr Chew Kwee San  
Mr Keith Chua

Mental Health Services  
Adj Assoc Prof Lee Cheng  
Dr Radiah Salim

Representatives  
Mr Bernard Lee P.Kepujian *MOH*  
Mrs Boon-Ngee Sebastian *Tote Board*  
Mrs Choo Swee Gek *MOE*  
Ms Denise Low P.Kepujian *MSF*  
Mr Andrew da Roza *Community Chest*  
Mr Vernon Khoo *Community Chest*  
Mr Kelvin Lim *AIC*

## COMMUNITY CHEST COMMITTEE

Chairman  
Mr Phillip Tan *PJG, JP, BBM(L), BBM, PBM*

Advisor  
Ms Jennie Chua *JP, PJG, BBM, PPA(P), PBM*

Vice-Chairmen  
Mr Chew Kwee San  
Mr Eric Ang *BBM, PBM*  
Mr Tan Puay Kern *PBM, PPA(P), AMBCI*

Honorary General Secretary  
Mr Richard Sim *PBM*

Honorary Treasurer  
Mr Robert Chew *BBM, PBM*

Members  
Ms Ang Bee Lian *PPA(P)*  
Mr Chris Chong *(from 17 Oct 2017)*  
Ms Sharon Ang Ee Hsien *(till 14 Jan 2018)*  
Mr Andrew da Roza  
COL Francis Kee Eng Chye *(till 24 Nov 2017)*

Mr Foo Say Thye  
Mr Guy Harvey-Samuel *(from 16 Aug 2017)*  
Mr Ho Sing  
Mr Vernon Khoo  
Ms Lee Mui Ling  
Mr Wilson Lim *(from 13 Nov 2017)*  
Ms Lin Min Rebekah  
Mr Lim Kok Thai *(till 30 Sep 2017)*  
Ms Pearlyn Phau  
Ms Suree Rohan  
Ms Audrey Tan *(from 15 Jan 2018)*  
Mr Tan Kwang Hwee  
COL Terry Tan *(from 25 Nov 2017)*  
Mr Peter Wee *PPA(G)(T), PBS(T)*  
Mr Yang Tse Pin  
Mr Yek Boon Seng  
Ms Belinda Yew

## AUDIT COMMITTEE

Chairman  
Mr Richard Sim *PBM*

Members  
Mr Leo Chen Ian  
Mr Chew Kwee San  
Mr Gerard Tan *PBM*  
Mr Kelvin Wong  
Ms Ooi Chee Kar

## VOLUNTEER RESOURCE COMMITTEE

Chairman  
Mr Eugene Seow *PBM*

Members  
Ms Janice Ang  
Dr Ang Seng Bin  
Mr Andrew Buay  
Mr Robert Chong  
Mr Koh Juay Meng  
Ms Melissa Kwee  
Mr Steve Lee  
Ms Poh Hwee Hian  
Mr Richard Sim *PBM*

## INVESTMENT COMMITTEE

Chairman  
Ms Chan Chia Lin

Members  
Mr Danny Koh  
Mr Lee Ming San  
Mr Ng Yong Ngee  
Mr Rao Ker Ee *(MSF representative)*  
Ms Tan Khiaw Nghoh  
Mr Tow Heng Tan  
Mr Yeoh Lam Keong

## HUMAN CAPITAL DEVELOPMENT PANEL

Chairman  
Dr Cheong Choong Kong

Members  
Ms Chan Chia Lin  
Mr Gerard Koh Keng Swee *PPA (G)*  
Ms Ku Geok Boon  
Ms Lee Mui Ling  
Ms Maureen Fung  
Ms Ong Toon Hui  
Mr Sallim Abdul Kadir  
Prof Tsui Kai Chong

## SOCIAL SERVICE INNOVATION ADVISORY PANEL

Chairman  
Mr Robert Chew *BBM, PBM*

Members  
Ms Anthea Indira Ong  
Mr Albert S.K. Lim  
Mr Chern Siang Jye  
Ms Felicia Wee  
Dr Lim Jui  
Mr Moh Hon Meng  
Ms Audrey Tan *(from 24 Jan 2018)*  
Dr Jeffrey Jaensubhakij  
Dr Wong Sweet Fun  
Mr Harish Pillay

## ADVOCACY & RESEARCH PANEL

Chairman  
Dr Gerard Ee

Members  
Mr Leo Chen Ian  
Mr Chua Chin Kiat  
Professor David Matchar  
Dr Mustafa Izzuddin  
Mr Seow Choke Meng  
Dr Lee Cheng  
Dr Kanwaljit Soin

## TECH-WITH-A-HEART ADVISORY PANEL (TILL 31 DEC 2017)

Chairman  
Mr Girija Pande

Members  
Mr Chern Siang Jye  
Mr Paul Cobban  
Ms Rosaline Koo  
Mr Walter Lee  
Mr Zaqy Mohamad  
Prof Alex Siow  
Dr John Tan  
Mr Jerome Yuen

## TASK FORCE FOR THE DISABILITY CAREGIVER SUPPORT CENTRE (TILL 12 SEP 2017)

Chairman  
Ms Anita Fam *JP, BBM, PBM*

Members  
Ms Denise Low  
Ms Phyllis Choo  
Dr Chong Keng Hua  
Mr Yong Cheng Huat  
Ms Susan Yeo  
Ms Tan Lilian  
Ms Margaret Goh

## ACE CAPSTONE LEADERSHIP PROGRAMME FOR NON-PROFITS STEERING COMMITTEE

Chairman  
Dr Fermin Diez

Members  
Mrs Boon-Ngee Sebastian  
Ms Rosana Quek  
Ms Joyce Koh  
Ms Anthea Indira Ong  
Dr Roland Yeow  
Dr Victor Goh

## LEADERSHIP SELECTION PANEL (FROM 1 AUG 2017)

Chairpersons  
Mr Sim Gim Guan *PPA(P), PPA(P)(T)*  
Dr Fermin Diez  
Ms Tina Hung *PPA(P)*

Members  
Mr Abhimanyau Pal  
Ms Adrienne Sng Hwi Cheng  
Ms Agatha Tan  
Ms Agnes Chia  
Ms Ang Bee Lian *PPA(P)*  
Ms Audrey Tan *(from 15 Mar 2018)*  
Mr Benjamin Jeyaraj William *P.B.S*  
Adj Assoc Prof Clare Yeo *P.K*  
Ms Han Yah Yee  
Mr Ho Siew Cheong  
Mrs Irene Loi  
Mr James Tan  
Ms Jennifer Teoh *P.K*  
Mrs Jenny Bong  
Mrs June Tham-Toh Syn Yuen  
Ms Kang Poh Sim  
Ms Karen Sik *P.K*  
Mr Karthikeyan Jambulingam Rajamanickam  
Mr Kevin Lee  
Ms Lee Sin Yi  
Ms Lee Yean Wun  
Mr Leng Chin Fai  
Ms Lili Tan  
Ms Low Ching Voon Geraldine  
Mr Mohd Ali Bin Mahmood  
Ms Nancy Ng  
Mdm Neo Lay Tin  
Ms Ng Bee Leng  
Mr Pathnapuram Manoj  
Ms Peng Hai Ying  
Mr Peter Tan  
Ms Porsche Poh Sow Chan  
Mr Raveendran Vijayalakshamma Joice  
Ms Ruth Chua  
Mrs Stephenie Khoo  
Ms Tan Peng Chian  
Ms Tan Sze Wee  
Mr Tan Wei Long  
Mr Teo Tee Loon  
Mr Tony Tan See-Boon  
Dr Victor Tay *(till 30 Sep 2017)*  
Dr Vincent Ng  
Ms Vivienne Ng *P.K*  
Mr Yap Poh Kheng

## VCF EVALUATION PANEL

Chairpersons  
Prof Ho Lai Yun  
Ms Ang Bee Lian *PPA(P)*

Members  
Mr Eugene Seah  
Dr Victor Tong  
Dr Mathew Mathews  
Mr Tan Wei Long  
Mr Sim Gim Guan *PPA(P), PPA(P)(T)*  
Ms Tina Hung *PPA(P)*

# LISTINGS

## FULL MEMBERS

\*SCAPE Co. Ltd.  
 365 Cancer Prevention Society  
 Abilities Beyond Limitations And Expectations Limited  
 Action For AIDS (Singapore)  
 ADAM Association  
 Adullam Life Counselling  
 Adventist Community Services  
 Adventist Home for the Elders  
 Adventist Nursing and Rehabilitation Centre  
 Agape Counselling And Training Centre  
 AGORA@WESTCOASTPLAZA LTD  
 Aidha Ltd  
 Ain Society  
 ALIFE Ltd  
 Alive Community Network  
 All Saints Home  
 Alzheimer's Disease Association  
 AMKFSC Community Services Ltd  
 Ang Mo Kio - Thye Hua Kwan Hospital Ltd  
 Aoxiang Counselling Service  
 Apex Day Rehabilitation Centre For Elderly  
 Apex Harmony Lodge  
 Arc Children's Centre Co Limited  
 Art Therapists' Association Singapore  
 Asia Philanthropy Circle Ltd  
 Asian Venture Philanthropy Network Limited  
 Asian Women's Welfare Association  
 Assemblies of God Community Services Society  
 Assisi Hospice  
 Association For Early Childhood Educators (Singapore)  
 Association For Persons With Special Needs  
 Association Of Muslim Professionals  
 Association Of Women For Action And Research  
 Autism Association (Singapore)  
 Autism Resource Centre (Singapore)  
 AWWA LTD  
 Babes Pregnancy Crisis Support Ltd  
 Bartley Community Care Services  
 Beautiful Mind Charity  
 Beautiful People SG Ltd  
 Bethel Community Services  
 Bethesda Care Services  
 Bethesda Community Assistance And Relationship Enrichment Centre  
 Bethesda Community Services Society  
 Beyond Social Services  
 Bible-Presbyterian Welfare Services, Singapore  
 Binjaitree  
 Bishan Home for the Intellectually Disabled  
 Bizlink Centre Singapore Ltd  
 Bless Community Services  
 Blessed Grace Social Services Ltd  
 BLOSSOM SEEDS LIMITED  
 Blossom World Society  
 Blue Cross Charitable Institution  
 Bo Tien Welfare Services Society  
 Bone Marrow Donor Programme, The  
 Boys' Brigade In Singapore  
 Boys' Town  
 Boys' Town, Singapore  
 Brahm Centre Ltd  
 Breadline Group  
 Breakthrough Missions Ltd  
 Breast Cancer Foundation

Breastfeeding Mothers' Support Group (Singapore)  
 Bright Hill Evergreen Home  
 Bright Vision Hospital  
 Brighton Connection  
 Buddha Of Medicine Welfare Society  
 Buddhist Compassion Relief Tzu-Chi Foundation (Singapore)  
 Calvary Community Care  
 CampusImpact  
 Canossa Mission Singapore  
 Canossian Daughters Of Charity  
 Care Community Services Society  
 Care Corner Seniors Services Ltd  
 Care Corner Singapore Ltd  
 Care For The Elderly Foundation (Singapore)  
 Caregivers Alliance Limited  
 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 Fathering Limited  
 Centre for Seniors  
 Cerebral Palsy Alliance Singapore (CPAS)  
 Change Community Services Limited  
 Charis Centre  
 Chen Su Lan Methodist Children's Home  
 Cheng Hong Welfare Service Society  
 Child At Street 11 Ltd  
 Children-At-Risk Empowerment Association (CARE Singapore)  
 Children's Aid Society  
 Children's Cancer Foundation  
 Chinese Counselling Society (Singapore)  
 Chinese Development Assistance Council (CDAC)  
 Chinese Women's Association  
 Chong Hua Tong Tou Teck Hwee  
 Christian Care Services (Singapore)  
 Christian Outreach To The Handicapped  
 City Harvest Community Services Association  
 Clarity Singapore Limited  
 Club HEAL  
 Club Rainbow (Singapore)  
 Coalition Against Bullying for Children and Youth (CABCY)  
 Compassion Fund Ltd  
 Concern & Care Society  
 Conjunct Consulting (Singapore) Limited  
 Cornerstone Community Services  
 Council for Third Age  
 Counselling and Care Centre  
 Credit Counselling Singapore  
 Crime Library (Singapore)  
 Crohn's & Colitis Society of Singapore  
 DAS Academy Ltd  
 Daughters Of Tomorrow Limited  
 Deaf and Hard-of-Hearing Federation (Singapore)  
 Diabetes Singapore  
 Disabled People's Association  
 Dover Park Hospice  
 Down Syndrome Association (Singapore)  
 Dyslexia Association Of Singapore  
 Eden Community Services Centre  
 EMCC  
 EN Community Services Society  
 Epilepsy Care Group (Singapore)

EQUAL-ARK Singapore Ltd  
 Equestrian Federation of Singapore (E.F.S)  
 Eurasian Association, The  
 FaithActs  
 Family Life First  
 Family Life Society  
 Fei Yue Community Services  
 Fei Yue Family Service Centre  
 Filos Community Services Ltd  
 Focus on The Family Singapore Limited  
 Foo Hai Buddhist Cultural and Welfare Association  
 Food From the Heart  
 Foreign Domestic Worker Association for Social Support and Training (FAST)  
 Foundation Of Rotary Clubs (Singapore) Ltd  
 Franciscan Missionaries Of Mary  
 Friends of the Disabled Society  
 Friends-In-Deed Counselling Society  
 GEM New Start Centre Limited  
 Geylang East Home For The Aged  
 Glory Centre Community Services Association  
 Golden Years Fellowship  
 Good News Community Services  
 Grace Lodge  
 Halogen Foundation (Singapore)  
 Handicaps Welfare Association  
 HCA Hospice Care  
 HCSA Community Services  
 Healthserve Ltd  
 Heartware Network  
 HEB-Ashram Halfway House  
 HELP Family Service Centre  
 Helping Hand, The  
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