



A Resilient Sector For A Better Tomorrow

Annual Report FY2020



Cover Illustration

In interpreting the theme “A Resilient Sector for a Better Tomorrow”, the artwork captures the artists’ impressions of the rapidly transforming and uniquely modern Singapore landscape with its many skyscrapers and futuristic architectural gems, such as the ArtScience Museum and Marina Bay Sands, alongside historical icons like the Merlion. The iconic skyline is often cited as a testament to Singapore’s rapid developments from a humble fishing village to a fast-developing, modern city. The warm colour palette also creates a positive and energetic vibe to the artwork, representing optimism and hope for the future. The cover artwork is a joint collaboration by artists Carrichel Lim and Josef Lee.



Carrichel Lim Jie Ying

Carrichel Lim Jie Ying is an artist on the autism spectrum. Her parents discovered her love for art when she was 5 years old. Carrichel first started drawing bears, bunnies, and her favourite animal, hamsters. As her skills and confidence grew, she started to explore other subject matter such as flora and fauna, human portraits and, most recently, buildings and landscapes. The uniqueness of Carrichel’s artworks lies in her ability to interpret and illustrate her subjects using exaggerated forms. Carrichel favours bold strokes and vibrant colours in her works, transforming the mundane into imaginative pieces, reflecting her spirited personality.

At present, Carrichel is a 20-year-old artist alumna from Pathlight School’s Artist Development Programme (ADP), and is represented by The Art Faculty, where her fans and art appreciators alike can view and purchase her works.



Josef Lee

Josef Lee has a flair for merging the arts of illustration and writing, which has driven him to create illustrated stories since 2008. He is also a passionate educator and speaker, and has presented at schools and events to discuss subjects ranging from picture books to creativity and storytelling. Josef is currently an Adjunct Lecturer with the Nanyang Academy of Fine Arts (NAFA), where he helps budding artists from the Diploma of Illustration with Animation pursue their dreams.

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

As we stay focused on our mission to ensure that every person has the opportunity to live a life of dignity to their fullest potential within society, we are guided by our core values of passion, impact, collaboration, and courage.

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.

COLLABORATION

We collaborate internally and externally because we achieve more together.

We reach across boundaries to help each other progress.

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.

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.

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NCSS BOARD OF COUNCIL,
MANAGEMENT, COMMITTEES
AND LISTINGS

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President's Foreword

The past year was an unprecedented time for all of us and the sector. The COVID-19 pandemic posed challenges that required us to react quickly and decisively so that our social service sector could stay resilient in the face of these challenges. I am heartened by the hard work of everyone in our sector to ensure that our service users would be supported in their time of need.

In 2020, we rolled out many initiatives and schemes to support our social service users and Social Service Agencies (SSAs) to tide them through this crisis. By the end of FY2020, we had disbursed \$2.52 million under The Courage Fund to support those affected by the pandemic. This Fund has supported 2,254 households, 105 healthcare and frontline workers and 28 families of victims so far. With the first tranche of The Invictus Fund, which we launched in April 2020 in response to the challenges faced by our SSAs because of the pandemic, we supported 90 SSAs so that their service users could be safely and effectively served during this crisis. I am also deeply grateful for the \$18.3m Government top-up which forms the second tranche of The Invictus Fund, as part of the Fortitude Budget announced in June 2020. This will boost transformative efforts for effective service delivery by our SSAs in the next normal. The crisis also highlighted the importance of digital transformation, so NCSS launched Tech-and-GO!, a one-stop technology hub that enables SSAs to search for suitable digital solutions in a timely manner.

In line with this year's annual report focus on building a resilient sector for a better tomorrow, it is important that we internalise the lessons learnt over the past year and emerge stronger together. The pandemic afforded us with opportunities to accelerate change in the domains of digitalisation and innovation, which will go far towards achieving the SSA 3.0 vision, first shared by Minister for Social and Family Development, Mr Masagos Zulkifli in September 2020, where SSAs are driven by committed social service professionals, augmented by volunteers, and enabled by technology.

In May 2020, we convened the Beyond COVID-19 Taskforce to support the sector in responding to COVID-19. The Taskforce analysed the trends that arose from COVID-19 and proposed directions and plans for a stronger social service sector in the medium to



longer term. The recommendations were released in a guide titled 'Emerging Stronger Together – A Guide Beyond COVID-19' in May 2021. We hope that these recommendations will help our sector remain strong and resilient in the long run, and help SSAs better serve the needs of Singaporeans.

The work that we do in NCSS and the sector are guided by the Social Service Sector Strategic Thrusts (4ST) roadmap, first developed and launched in 2016. With the changes to the sector brought about by pandemic, as well as the larger shifts in societal dynamics, it is opportune for us to refresh the 4ST and relook areas of priorities in the sector for the next 5 years and beyond. The next iteration of the 4ST roadmap will set our sector's direction and plans from 2022 to 2026.

NCSS will continue to put service users at the core of all we do as we transform internally and continue to be a catalyst of change and leader for the sector. I am deeply grateful to our NCSS Board, management, and staff, as well as all the agencies and players in our social service sector, for their passion and commitment in uplifting the sector. I look forward to an exciting year ahead as we continue on our transformation journey to build a vibrant and impactful social service ecosystem for all.

ANITA FAM, President

CEO's Foreword

SSAs on their Organisational Development Journeys and supported 96 SSAs in improving their human resources practices through our People Practice Consultancy. We provided manpower funding support to 50 SSAs to hire volunteer managers under the Enhanced Volunteer Manager Funding Scheme, and approved applications for 80 SSAs to hire talents to support organisation transformation under the Transformation Support Scheme. We believe that these capability development initiatives will help SSAs build organisational excellence, to better meet the needs of service users now, and anticipate what might be needed in the future.

Though 2020 was a challenging time for Singaporeans, we have seen an outpouring of support from the community as many stepped forward to care for those in need through acts of giving. We are grateful for the generous in-kind donations from donors during the time of need, which enabled NCSS to distribute essential aid supplies such as masks, hand sanitisers, gloves, and thermometers to 350 SSAs in the past year. Thanks to the generosity of our donors and their strong support towards the social service sector, the Community Chest raised more than \$87 million which includes donations to The Courage Fund and The Invictus Fund, and supported fund-raising efforts under President's Challenge 2020 which raised \$16 million.

The coming year will be an important one for NCSS as we work with the sector to implement the Beyond Covid-19 Taskforce recommendations to emerge stronger from the COVID-19 crisis. At the same time, we will embark on the refresh of the Social Service Sector Strategic Thrusts (4ST) roadmap, to seek greater empowerment of service users, strengthen capability in the sector, and work collaboratively with other stakeholders in the private, public and people sectors. Internally, NCSS is also undergoing a transformation journey to improve the way we work, as well as transform our workforce and workplace. We hope to build a future-ready NCSS that can provide leadership for the sector, with service users at the core of what we do.

TAN LI SAN, Chief Executive Officer

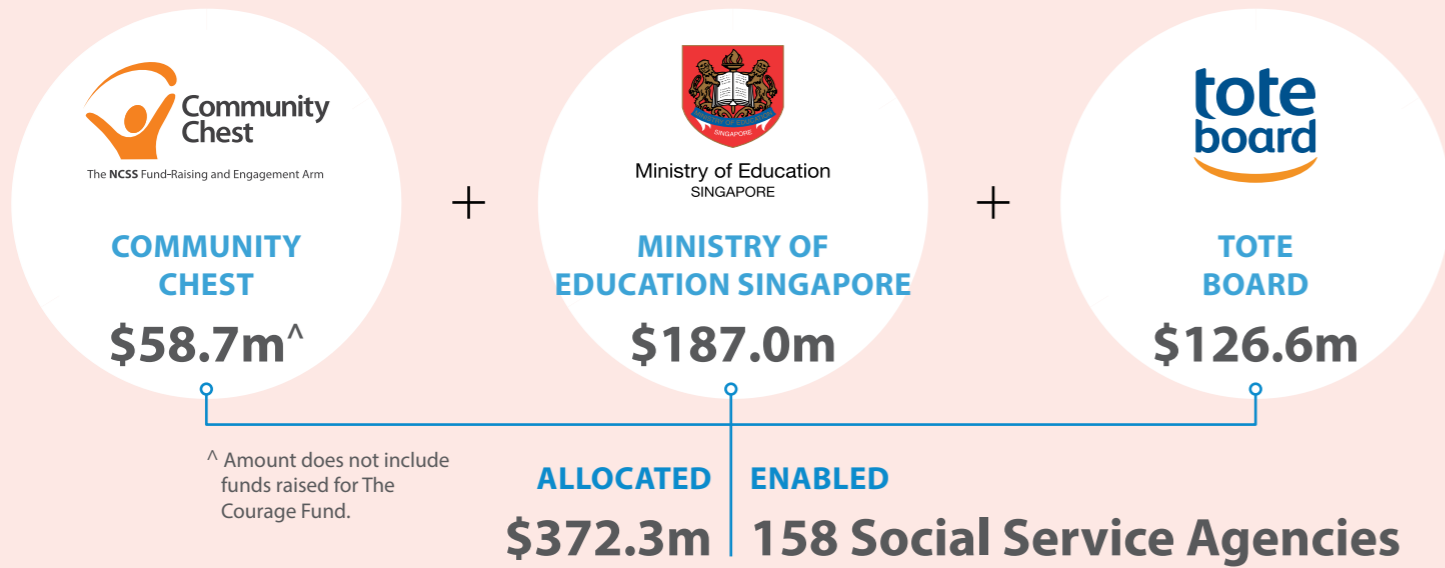
The COVID-19 crisis brought tremendous uncertainty, but also opportunity, to the social service sector. The past year highlighted the role that NCSS plays in supporting SSAs so that they can continue providing critical services to their users. Balancing short-term requirements and long-term opportunities, NCSS worked closely with SSAs in the past year to ensure that the sector continued to serve individuals and families needing support, while putting in place measures that will enable the sector to emerge stronger from the crisis.

To understand the impact of COVID-19 on our service users, NCSS conducted a 2-wave analysis on the Quality of Life (QOL) of Singaporeans, including specific groups like seniors, persons with disabilities, persons with mental health conditions and lower-income households in 2020, with a third wave currently being conducted. The findings on service user well-being and sentiments across the phases of COVID-19 enabled NCSS and our partners to address challenges faced by service users, and bridge gaps in the sector. In the past year, we also completed several studies including the 'Public Attitudes Towards Persons with Disabilities', 'QOL Study on Caregivers', and the 'Early Life Disturbances and Mental Health' studies, among others. These studies shed light on issues that require the greatest attention, reinforced the importance of research and evidence-based strategies, and informed NCSS' service and funding priorities.

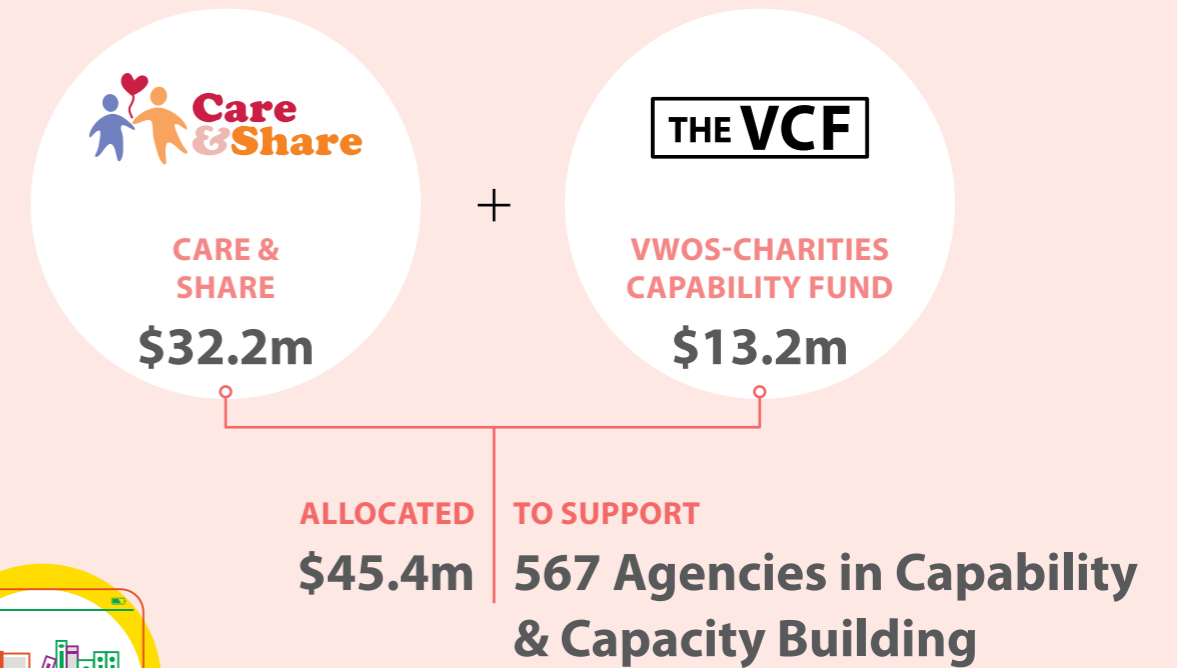
The pandemic provided the impetus to adopt technology and accelerate the digitalisation of SSAs to improve operations and better serve users. NCSS rolled out programmes to encourage technology adoption and build capability, so that digital transformation may be sustained for the longer term. To date, more than 180 SSAs have taken advantage of our technology grants and initiatives. During this time, we also worked closely with 28

The Year in Numbers

OUTCOME OF FUNDING for Social Service Programmes



CAPABILITY & CAPACITY Building



SUPPORTING				
Persons with Disabilities	At-Risk Families	Seniors	At-Risk Children & Youth	Persons with Mental Health Conditions
		WITH (millions)		
\$293.3m	\$42.0m*	\$11.6m	\$15.8m	\$9.6m
		THROUGH (programmes)		
176	113	78	82	20
		EMPOWERING (individuals)		
22k	62k	24k (seniors)	10k	6k
TOWARDS				

Individual Potential, Social Inclusion and Access to Opportunities

* Funds also went towards supporting migrant workers in Singapore.

Data on the number of individuals empowered are correct as at June 2021. Figures may not add up due to rounding.



Building a Skilled Sector

- 19,097** Training places filled
- 543** Training programmes delivered
- 88.03%** of learners who are able to apply competencies from training to workplace



16 New unique online/blended courses developed



603 individuals supported through various leadership schemes like Sun Ray, Social Service Scholarships and Awards

Developing Strong People Practices

- 101** participating agencies
- 227** HR consultancy projects
- 27** HR-related workshops



Emerging Stronger From The COVID-19 Pandemic

Rallying The Community In Times Of Crisis

At the onset of the pandemic, **Community Chest rallied the community to give generously towards at-risk groups**—whether in the form of monetary donations towards The Courage Fund and The Invictus Fund, or donations of essential items like masks and hand sanitisers at a time when such items were in short supply around the world.



The Courage Fund (TCF) was first set up in April 2003 to help victims of Severe Acute Respiratory Syndrome (SARS), healthcare workers and their families, as well as the wider community affected by widespread infectious diseases.

In 2020, TCF was extended to support groups affected by the pandemic such as healthcare workers in the line of duty, frontline workers and community volunteers, with NCSS being the administrator of the COVID-19 relief schemes and Community Chest being the receptacle for donations to TCF COVID-19.

The Courage Fund

2,254 households supported

105 healthcare and frontline workers supported

28 families of victims supported

\$18.4M collected

\$2.52M disbursed

(as of 31 March 2021)





The Invictus Fund (TIF) by Community Chest was set up to support NCSS member agencies that provided critical services to at-risk groups in our community during the COVID-19 pandemic.

Funds were used to support member agencies' operating expenditures, development of digital solutions, business continuity incorporating safe management practices, and service continuity.

As part of the Fortitude Budget announced in June 2020, the Government provided a top-up of \$18.3 million to the Fund to drive transformation efforts for effective service delivery in the new normal.

The Invictus Fund

90 SSAs
supported in TIF1.0 to date

\$10.1M
collected

\$18.3M
top-up from the Fortitude Budget for TIF2.0
(as of 31 March 2021)

The ComChest Emergency Fund offers immediate, short-term assistance in a nimble and responsive manner to NCSS member agencies in the event of national emergencies. At the onset of the pandemic, the ComChest Emergency Fund was activated to provide support to member agencies for expenses incurred in the following areas:

- Professional cleaning and disinfection work for premises.
- Purchase of necessary equipment to ensure safety of staff and service users.
- Strengthening of business continuity measures.



ComChest Emergency Fund

348
SSAs supported with
\$1.24M
(as of 31 March 2021)



Received donations-in-kind (DIK)
amounting to
> \$8M

Including 5 million masks donated by Perennial and Shun Tak Holdings Limited for distribution to homes including Senior Group Homes, Welfare Homes and Disability Homes run by social service agencies (SSAs).

Supported 350 SSAs with DIK items

DIK items	Quantity
Masks (surgical, KN95, N95, child, reusable, kitchen)	> 1.1 million
Hand sanitisers, disinfectants	> 4,800 litres
Gloves	> 62,000
Face shields	> 5,000
Others (aprons, hairnets, gowns, thermometers, mask suspenders)	> 15,000

(as of 31 March 2021)

The Circuit Breaker restrictions affected the continuity of essential aid distribution. Various agencies, including government agencies, SSAs and community groups, collaborated closely to meet the essential needs of the service users.

NCSS also facilitated the distribution of donations-in-kind, such as such as masks and hand sanitisers, from the public sector and private sector to SSAs.



NCSS also curated a Re-opening E-Guide in July 2020 with resources and case studies of how SSAs had adapted their services effectively to overcome challenges and meet the needs of its service users amidst prevailing restrictions. The E-Guide was refreshed in December 2020 with updated guidance as Singapore transited into Phase 3 (Safe Nation).

Engaging Seniors With Tele-befriending

Filos Community Services (Filos) started their Waves of Blessing project which distributed essential items during the Circuit Breaker period. As befriending and other activities were restricted due to safe management measures, Filos added health and activity info sheets into their care packs for the seniors.



These were subsequently followed up with phone calls by staff and volunteers, who encouraged and guided the seniors through some of these activities. This made it easier for volunteers to engage the seniors through tele-befriending, while providing practical visual aids for the seniors.



To support the huge volume of grant applications at the Ministry of Social and Family Development (MSF) Social Service Offices (SSO), many NCSS staff volunteered their time during the Circuit Breaker period to support the SSO staff in managing public queries, crowd control, and provide administrative support in the processing of the grants.



Accelerating Technology Adoption



Innovation And Productivity Grant (IPG): Pre-scoped Consultancy - Adoption of Video-Conferencing Technology Grant

A temporary grant was set up to help SSAs who faced severe challenges in the implementation of business continuity planning such as telecommuting arrangements.

Funds supported the procurement of video-conferencing tools (e.g. Webcams, speakers etc.), software subscription (e.g. Zoom), and hardware devices (e.g. laptops).

VCF Info-Communications Technology (ICT) Grant

Funds enabled charities/ Institutions of a Public Character (IPCs) to subscribe to video and audio-conferencing tools to facilitate remote working and accelerate their digitalisation efforts. An example includes procuring software to improve operations in areas such as Cyber Security, Document Management, etc.

Supported
>2,000
SSA employees with
>\$300,000
in grants

Supported
>105
charities/IPCs with
>\$223,000
in grants

Strengthening Resilience For The New Normal

NCSS set up the Beyond COVID-19 Taskforce in May 2020 to bring the sector and key stakeholders together to collectively respond to the COVID-19 crisis, and more importantly, to build resilience and emerge stronger.

The Taskforce was chaired by NCSS President Ms Anita Fam and comprised 21 other members from the people, private and public (3P) sectors. The Taskforce guided the development and roll out of various schemes and initiatives to support SSAs in addressing immediate challenges faced during the pandemic. These include Tech-and-GO! funding to increase the accessibility of digital solutions to support and enhance operations, and the development of several guides and learning platforms to share knowledge and good practices in areas such as continuity planning for volunteer management.



Emerging Stronger Together - A Guide Beyond COVID-19



Beyond COVID-19 Taskforce Members

Emerging Stronger Together – A Guide Beyond COVID-19 tapped on research and online engagement sessions to provide SSAs with recommendations and forward plans

The recommendations from the Taskforce include:

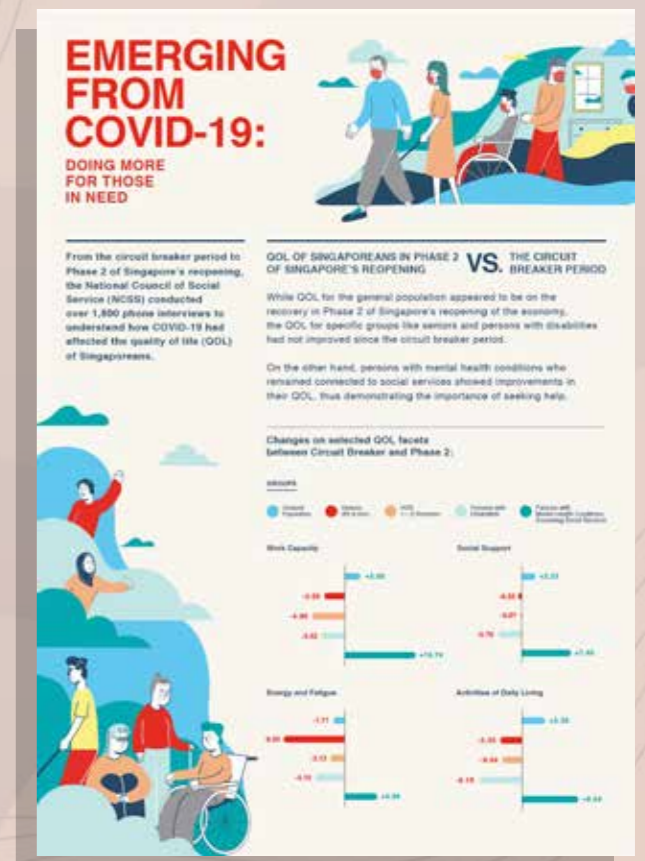
- 01 Advancing digital capabilities within the sector
- 02 Applying person-centred services
- 03 Growing future-proof manpower and volunteers
- 04 Developing resilient organisations and leaders

Quality of Life (QOL) of Singaporeans during the COVID-19 pandemic

Over 1,800 phone interviews were conducted from the Circuit Breaker period to Phase 2 of Singapore's reopening. While QOL for the general population appeared to be on the recovery in Phase 2 of Singapore's reopening of the economy, the **QOL for specific groups like seniors and persons with disabilities had not improved since the Circuit Breaker period.**

Persons with mental health conditions who remained connected to social services showed improvements in their QOL, thus demonstrating the importance of seeking help.

The awareness of COVID-19 related assistance schemes improved among persons with disabilities and Singaporeans living in 1-2 room flats during Phase 2 of Singapore's reopening as compared to the Circuit Breaker period. This may be a result of outreach efforts to these groups.



Empowering Individuals, Families And Communities

Empowering Persons Living With Mental Health Conditions

Perceptions on mental health conditions and inclusiveness have improved across the 3 years of the Beyond the Label (BTL) campaign, with a positive shift overall in terms of knowledge, affect and behaviour. Comparing the results from the pre-campaign in Financial Year (FY) 2018 and post-campaign in FY2020 amongst respondents exposed to the campaign, there is an increase of 7% in knowledge, an increase in 14% in affect (feelings towards persons with mental health conditions), and an increase of 27% in intended behaviour.



BTL Media Launch event

With the current socio-economic uncertainties as a result of COVID-19, the third edition of BTL focused on working adults undergoing mental distress, and encouraged them to overcome their self-stigma and seek mental health support early when needed. A series of activities were rolled out from September to November that reached approximately 2.59 million Singapore residents.



> 6 million views for "The Clock" short film and trailer

"The Clock" portrayed the experience of a breadwinner in the family facing the challenges of job loss due to COVID-19 and how it took a toll on his mental health.

The short film was amplified on digital channels, social media and digital display screens at HDB and condo lift lobbies, as well as through content partners.



Collaborated with > 60 partners to rally support for the cause

Partners for Beyond the Label movement spanned across the 3P sectors, including SSAs, non-profit organisations such as Pangdeonium and the Singapore Art Museum, and corporates such as Citibank, Coca-Cola, Guardian and Shopee.

Empowered youths as catalysts of change

40 students from Institutes of Higher Learning (IHLs) participated in a hackathon organised by NCSS and the Youth Alliance. Ideas from the hackathon contributed to the development of the BTL e-Escape Room game that saw over 450 registered players (as of 31 March 2021).

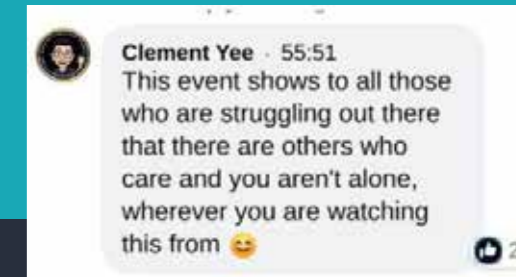


Engaged >100,000 individuals at Beyond the Label Virtual Fest 2020

Activities include online workshops, dialogue sessions and a virtual concert featuring popular local celebrities like Kit Chan, Stefanie Sun and Taufik Batisah.



BTL Fest 2020



> 6,000 users engaged with Belle, Beyond the Label helpbot

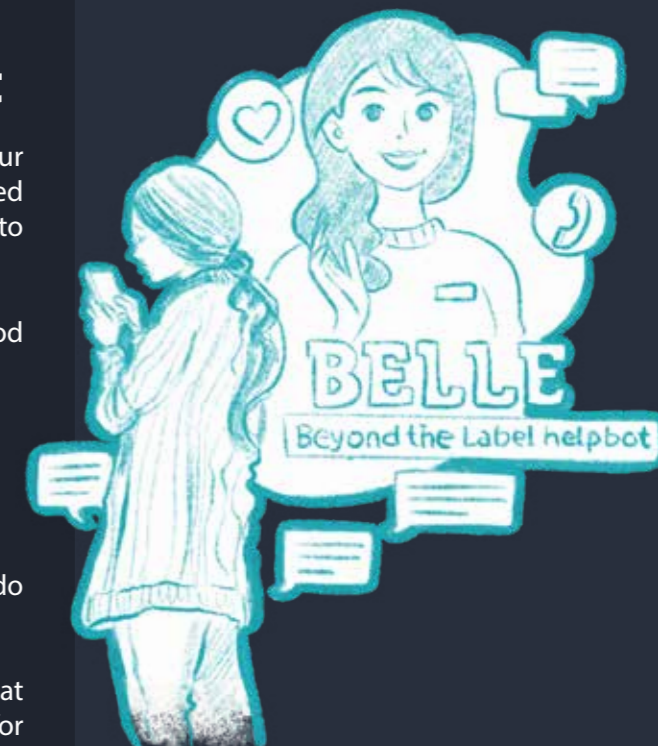
One notable partnership was with **Google**, in their "Be Kind to Your Mind" campaign that prompted users who included terms related to COVID-19 and mental health in their google search, with tips to improve mental well-being and a link to the helpbot.

4X increase in number of users during the Circuit Breaker period with **over 6,000 users**.

Enhanced features and accessibility to Belle

A **new web-based option** was introduced, allowing users who do not have Facebook or the Messenger App to access Belle.

Belle is also able to identify and direct users using keywords that allude to **suicidal tendencies** to **Samaritans of Singapore (SOS)** for immediate support.



As the media plays a crucial role in influencing the mindsets of the public, NCSS launched a BTL Media Guide that was co-created with persons in recovery, SSAs and media professionals. The guide encourages journalists and editors to avoid stigmatising language and negative stereotyping when reporting about persons with mental health conditions. To date, the guide has been accessed more than 1,000 times on the NCSS website.

To support the working adult population who might be facing stressors such as job and income loss due to COVID-19, NCSS also **partnered with SkillsFuture Singapore (SSG) and various SSAs to conduct webinars and provided complimentary online emotional support sessions** during the SkillsFuture Month.

In FY2020, NCSS also **supported 5 ground-up initiatives** by SSAs, social enterprises and IHLs, through the **Mental Health Public Education Grant Call**. One example of such a project is the Photo Story Exhibition—“Darkness to Light” by Resilience Collective. Through this project, persons in recovery from mental health conditions were able to visually tell their stories through guided photography workshops and narrative-building.

To support persons in recovery, the **Peer Support Specialist Programme** completed its 5th run in 2020 to enable persons with mental health conditions to provide formalised and structured support to others on their recovery journey.



Graduation ceremony for the 5th run of the Peer Support Specialist Programme



BTL Media Guide



Photo Story Exhibition—“Darkness to Light” by Resilience Collective

As of FY2020,
98 peer support specialists
 have been trained and
45 employed
 as peer support specialists and/or for peer-related work

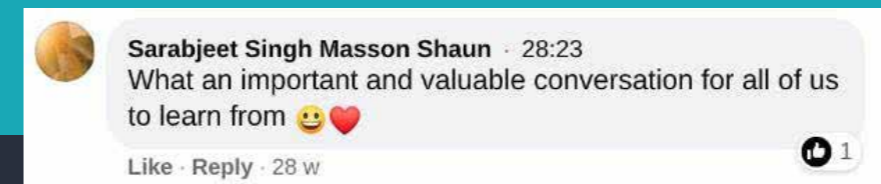
Empowering Persons With Disabilities



Purple Conversations Live Chats with Yip Pin Xiu and Judy Wee

Garnered close to **13,000 participants via 9 Live Chats** at the **2020 Purple Parade**

Live Chats featured profiles from all walks of life such as 3-time Paralympian Yip Pin Xiu, and Judy Wee, Executive Director of the Muscular Dystrophy Association (Singapore).



President's Challenge 2020 (PC2020) focused on supporting persons with disabilities



PC Appreciation Event 2020



PC2020 launch



Supported **72** benefitting agencies

spanning a wide range of sectors, including children, youth and family, eldercare, healthcare, disability and rehabilitation of ex-offenders, and 6 programmes supported under the Empowering for Life Fund.

Raised **\$16.1 million** and rallied **> 4,600 volunteers** from 35 organisations

143 employers signed the **Enabling Employment Pledge** to commit to hiring persons with disabilities

The Pledge affirmed employers' commitment to:

- 01 Adopt a progressive mindset towards employees with disabilities.
- 02 Create barrier-free workplace environments.
- 03 Implement supportive employment policies for employees with disabilities.

Strengthening Support For Caregivers



With increasing focus on strengthening support to caregivers, NCSS, together with SG Enable and community partners, formed the SG Together Alliance for Action (AfA) for Caregivers of Persons with Disabilities to tackle issues on support and care for caregivers.

The SG Together AfA approach collectively seeks to achieve sustainable and effective partnerships with organisations such as Very Special Arts Ltd and the Autism Association (Singapore) etc. SG Enable and the Coalition, comprising 25 community partners, SSAs and hospitals have also co-created a Caregiver Action Map, with more than 60 ideas, to guide and inspire organisations in developing solutions to support caregivers of persons with disabilities. The ideas generated were based on feedback from the ground, including caregivers themselves.

Service And Funding Priorities In The Years Ahead

NCSS introduced 3 service and funding priorities to guide and optimise fund allocation and decisions in the next 3 years:

- 01 Support for families to break out of the cycle of intergenerational social disadvantages.
- 02 Support for caregivers to manage their caregiving responsibilities and care for themselves.
- 03 Support for persons with mental health conditions to attain employment and be socially included.

These service and funding priority areas will help to address service gaps and guide the SSAs to develop solutions that are aligned to national strategic directions and identified needs on the ground.



Research To Inform Policies And Guide Future Services

In the move towards data-driven policy-making and service planning, NCSS embarked on various research programmes as well as leveraged Whole-of-Government initiatives to enhance our understanding of needs and trends. This includes collaborations with agencies such as MSF, the Ministry of Home Affairs (MHA) and the Ministry of Health (MOH) to compile a set of data to analyse at-risk groups. NCSS will leverage the Government Data Architecture, which encourages secure data sharing and usage across the public sector, to bring in core Government data from the Singapore Department of Statistics and educational indicators from the Ministry of Education (MOE) and the Early Childhood Development Agency (ECDA) to expand and supplement the current research programmes. This will allow us to better plan programmes to meet today's needs, and also anticipate issues of tomorrow.



Intergenerational Transmission Of Criminality and Social Disadvantages (INTRACS) Research Programme

In June 2020, NCSS and MSF jointly published an occasional paper titled "Understanding the Intergenerational Transmission of Criminality in Singapore". The INTRACS study provided supportive evidence showing the impact of parental criminality on children and youths, such as increasing the likelihood of them offending in the future. This backs up critical prevention and early intervention efforts in the sector, suggesting the need to disrupt offending cycles that may cut across generations. Key findings were also shared with SSAs and sector professionals at a sharing session in January 2021. Over time, INTRACS can provide policymakers, service planners and researchers with a sandbox environment to generate multigenerational analyses, and support policy and service planning.

Research On Family Violence



As families are spending more time indoors due to COVID-19, this may lead to more stressful situations and a higher likelihood of family violence. Given the importance of this issue, NCSS (in collaboration with MSF) embarked on a study, analysing the profiles and outcomes of individuals who applied for a Personal Protection Order and individuals against whom an application was made. Findings were reported to stakeholders such as the National Family Violence Network System, and an inter-agency Taskforce on Family Violence, comprising representatives from Government agencies, community partners and SSAs to better combat family violence. The study increased the awareness of services for victims and perpetrators significantly and highlighted the need to improve cross-agency coordination and collaboration to better manage the issue.

Longitudinal Research Programmes:

- (1) Enhancing Positive Outcomes In Youth And The Community
- (2) Resilience And Empowerment Amidst Adversities Of Childhood



In FY2020, the topic of youth mental health was brought to the fore, which brought about many conversations on mental health. NCSS proactively shared relevant findings from the longitudinal research on mental health with Government stakeholders such as the National Committee on Prevention, Rehabilitation and Recidivism (NCPR), as well as published peer-reviewed papers on youth offending and child maltreatment issues, so as to improve services for the young and at-risk individuals.

These studies contribute significantly to the Government's efforts to promote mental wellness for every child and investigate potential factors experienced by persons in difficult circumstances.

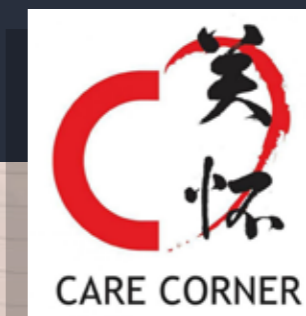
Effective Social Purpose Entities That Deliver Quality, Innovative And Sustainable Solutions

Transforming And Strengthening SSAs to Propel Towards SSA 3.0

At the launch of the Second Tranche of The Invictus Fund in September 2020, Minister Masagos shared about the vision of SSA 3.0, where SSAs are driven by committed social service professionals, augmented by volunteers, and enabled by technology, to serve the needs of their service users. With the COVID-19 pandemic bringing new challenges to the social service sector, the leap to SSA 3.0 is necessary to ensure that the sector remains agile and effective in coping with future demands.

Accelerating Digitalisation And Innovation

To support and accelerate SSAs in their digital transformation journey, NCSS launched Tech-and-GO!, a one-stop technology hub that provides funding for IT solutions, advisory and consultancy, as well as capability building workshops for SSAs to develop digital knowledge.



With the onset of COVID-19, Care Corner had to respond quickly and effectively to changes brought about by the pandemic. Since early 2020, the organisation has been digitalising its processes and

workflows, taking an agile approach focusing on using and connecting solutions instead of building systems from scratch. Care Corner also fostered a culture of innovation among staff through design thinking workshops.

Leveraging on support from NCSS, Care Corner is working on an automated and blended triaging system, leveraging chatbots, live agents and Robotic Process Automation, to provide timely intervention and follow-ups to persons seeking help and counselling outside of working hours.

>130 SSAs have benefited from Tech-and-GO! in FY2020

Reached out to **>1000** unique participants through **13** virtual events

Partnered with **ThunderQuote** to build platforms, develop resources and organise webinars to support SSAs in their technology implementation.

NCSS partnered with the MOH Office for Healthcare Transformation to organise **Design4Impact (D4I)**, a virtual health, social and design initiative that brought together partners from the 3P sectors to co-create new and innovative solutions to address some of the challenges amplified by the COVID-19 pandemic. The D4I programme was met with enthusiastic response and was many times oversubscribed. After taking into consideration the diversity and range of participants' interest and experience, over 180 participants were selected and grouped in teams to go through a design sprint over 4 weeks. 8 shortlisted teams pitched their ideas to a panel of judges and the 3 winning teams received seed grants of \$12,000 each to pilot their ideas.



To facilitate, influence and inspire the sector to recognise the value of innovation in tackling complex social challenges, NCSS organised a virtual **Innovation Learning Journey** where over 120 participants learnt from the Sector Design Challenge 2019 seed grant awardees on their experiences of implementing pilot solutions in the sector. The Sector Design Challenge is an innovation platform organised by NCSS, for participants from the 3P organisations to forge new partnerships, build human-centered design mindsets and skill sets, as well as develop innovative solutions to address the needs of our service users.



Design4Impact



Innovation Learning Journey

80% of participants agreed that they are **more aware of innovation tools and frameworks** from the learning journey

>75% of participants will **likely/very likely use** the innovation tools shared in the Social Innovation Starter Kit.

Surveyed amongst participants from the Innovation Learning Journey

A **Social Innovation Starter Kit**, comprising design thinking tools and frameworks contextualised to the social service sector, was also launched at the Innovation Learning Journey to encourage others to embark on their own innovation journeys. The Starter Kit was co-created by NCSS and the Institute of Systems Science at the National University of Singapore (NUS), together with Sector Design Challenge 2019 participants.



Social Innovation Starter Kit

Strengthening Organisational Resilience

To support SSAs to advance towards SSA3.0, the **Transformation Support Scheme** provides manpower support for the sector to hire up to 360 positions to manage transformation projects that will build organisational resilience.

Another area of building organisational resilience for SSAs is leveraging volunteer resources to overcome manpower constraints. Volunteer Managers play a key role in recruiting and harnessing the skills and talents of volunteers. The **Enhanced Volunteer Manager Funding Scheme (EVMFS)** aims to strengthen SSAs' volunteer management capacity and capability by providing funding for SSAs to hire professionals, managers and executives from outside the sector to take on the role of volunteer managers. NCSS facilitated the hiring of 50 dedicated volunteer managers under this scheme.



EVMFS Welcome Session

The continuity of volunteer resources is key to a resilient organisation so that there will be minimal service disruption and the agency can achieve quick recovery during times of crisis. NCSS launched the **Volunteer Continuity Planning (VCP) Guide** with inputs from the Ministry of Culture, Community & Youth (MCCY) and National Volunteer Philanthropy Centre (NVPC) in the early months of the COVID-19 pandemic in 2020 to guide SSAs in reviewing and evaluating their crisis response readiness. A more comprehensive VCP Guide that helps SSAs develop a customised volunteer continuity plan according to their organisational needs is targeted to be launched in 2022.



Volunteer Continuity Planning Guide



Volunteer Management Network webinar

Regular **Volunteer Management Network** sessions were held throughout the year for volunteer management practitioners to learn, share and collaborate. The webinars held in FY2020 included curated content like how to manage the challenges of volunteering during the pandemic.

Almost twice as many participants attended the virtual Volunteer Management Network sessions as compared to the physical sessions, with an average of **> 300 participants per session.**

To continue supporting SSAs in building capabilities within their organisations, **HR workshops, sharing sessions like the Capability Circles, and training programmes were held virtually** throughout FY2020, with targeted contents to address issues that emerged from the COVID-19 pandemic, such as managing flexible work arrangements, staff well-being and performance management. A telegram channel was also set up to proactively share relevant updates and information related to organisational manpower.

Capability Circles Webinar – The Value of Flex



Sharing by Ms Judith Alagirisamy, Manager in TAFEP's Programme and Capability Development team, on leveraging Flexible Work Arrangements for Organisational Effectiveness.

Capability Circles Webinar

Engaged > 1,500 participants from 255 SSAs

with 41 workshops and sharing sessions.

> 450 Managers

completed the Workplace Learning Programme conducted virtually in efforts to strengthen their skills in engaging and developing staff, strategy implementation and resource management.

"Very comprehensive and deep sharing by TAFEP on Flexible Work Arrangements and findings."

Julie Joseph
HRM Executive
EN Community Services Society
Attended "The Value of Flex" Webinar



Strengthening Leadership And Human Capital In The Sector

Supported >400 opportunities from SSAs

through SGUnited Traineeships (SGUT) for fresh graduates and SGUnited Mid-Career Pathways Programme for mid-career individuals.

Developed 3 programmes for the SGUnited Skills Programme,

which offers train-and-place opportunities that will equip trainees with industry-relevant and work-ready skills, which will in turn enhance their employability.



In line with the national agenda to scale up job opportunities and expand traineeships to support Singaporeans affected by the economic impact of COVID-19, NCSS organised virtual career fairs and dialogues that provided job opportunities for fresh graduates and mid-careerists under the SGUnited Jobs and Skills Package.

Complementing these efforts were also public education campaigns under the Social Service Tribe branding that raised awareness of job roles and career opportunities in the social service sector.

"NexLeader training constitutes an important part of our blended approach to leadership development. The sharing that we have after the online lessons will allow us to share our own experiences, which will in turn reinforce what we have learned."

Mr Eddy Neo
Deputy Executive Director
NewLife Community Services



The Social Service Institute (SSI), in collaboration with Meta Consulting, launched the **NexLeaders programme**, a 1-year pilot that provides mobile-based learning for the social service sector in the areas of leadership development and management.

The programme offered online materials such as videos and quizzes tailored to the Asian context, and the convenience of learning at one's pace.

Close to 500 subscribers to the NexLeaders programme

since its launch in October 2020

Increasing Capacity And Capability Of Social Service Professionals



NCSS 40-Under-40

After a successful inaugural run in FY2019, NCSS' signature leadership programme **40-Under-40** was oversubscribed in FY2020, with more than 150 applications from 102 organisations.

This initiative aims to build a community of young and promising leaders, to collectively be more aware, and empowered to co-create and drive solutions to address social issues. Over a 3-day event in August 2020, 40 young leaders interacted and gained valuable insights from esteemed speakers, including President Halimah Yacob, Mr Tan Chuan-Jin, Speaker of Parliament, Mr Desmond Lee, Minister-in-charge of Social Services Integration, Mr Piyush Gupta, Chief Executive Officer and Director of DBS Group, and Dr Tan Lai Yong, Associate Professor and Director, Outreach and Community Engagement at the College of Alice and Peter Tan at NUS.

This programme also provided the opportunity for the young leaders to collaborate with DBS to explore future learning journeys and mentorship to drive innovation within the sector.





Sun Ray Appreciation Lunch in FY2020

Another key initiative to develop leaders in the sector is the **Sun Ray Leadership scheme**. Since its launch in 2014, the scheme has built a community of more than 120 individuals with strong leadership qualities to head professional practices and organisations. With the first tranche of funding coming to an end, an independent review was conducted on the scheme to strengthen its operations and administration, which would then support the application of a second tranche of funding. Boards and management of the SSAs had positive views of the Sun Ray community, and shared that they showed great impact and productivity in service delivery and implemented good corporate governance practices.

The **Social Service Fellowship (SSF)** aims to recognise the top echelon of social service professionals, build a community of sector leaders to drive changes in the sector, mentor and inspire the next generation of sector leaders. 15 Social Service Fellows were appointed in July 2020 via an Awards Ceremony.

The Fellows have increased their support in NCSS' projects, such as taking on the roles of moderators at the Social Service Tribe Virtual Career Dialogue.

With the disruption of classroom learning as a result of safe distancing measures, there was a need to pivot quickly to online modes of learning. The SSI **adapted the delivery of the entire suite of courses from face-to-face classroom training to online**. This included seeking alignment with MSF and SSG, reviewing the feasibility of the courses, as well as developing materials and conducting workshops for its internal and external stakeholders and partners to facilitate the transition to the online platform.



Skills Framework for Social Service

Following up on the recommendations from the Training Gaps Analysis to determine the skills gaps in the social service sector, there was also a need to re-examine the gaps in light of the many new challenges posed by the COVID-19 pandemic. SSI conducted a dipstick study and virtual focus group discussions, which identified key priorities to upgrade and upskill social service professionals in the sector. With these priorities determined, SSI reconstituted the Social Service Skills Framework Sub Team, with representatives from various IHLs—a major step forward in a **concerted effort to address the skills gaps in the social service sector collectively**.

NCSS will be embarking on a journey to **strengthen SSA Board leadership** through an intervention framework towards improved Board effectiveness in strategic planning and increased governance. Collaborating with other sector administrators such as MSF, Centre for Non-Profit Leadership (CNPL), Singapore Institute of Directors (SID) and Charity Council, NCSS will advance a pipeline of high-calibre individuals with diverse capabilities to join the sector as Board members. NCSS will also source for relevant Board training programmes to enhance the capabilities and competencies of Board members, identify suitable Board diagnostic tools, jointly develop a succession planning tool with CNPL and provide assistance for Board Chairman/member placements.



A Caring, Collaborative, And Impactful Social Service Ecosystem

Augmenting Fundraising And Engagement Efforts



One Heart, One People, ComChest Night

With physical fundraising events put on hold as a result of the COVID-19 safe management measures, there was a need to look for new means of fundraising and engagement throughout FY2020.

Community Chest stepped up on its fundraising efforts to support many SSAs whose funding streams were hit hard by the pandemic. A series of digital fundraising initiatives were launched in FY2020 to encourage public donations towards more than 80 SSAs and 200 programmes supported by Community Chest, so that at-risk groups could continue to receive the support they need.

One Heart, One People, ComChest Night

For the first time, Community Chest launched a digital fundraising initiative, "Hearts as One", in support of the charity concert, One Heart, One People, ComChest Night 2021. This 14-week initiative saw 19 local influencers, chefs and celebrities, including food blogger Ms Tam Chiak and Mark Lee, raising funds through live streaming sessions.

**> 130,000
viewership**
for live-streaming
sessions

Raised
>\$2.7M

**You'll Never Walk Alone
#YNWAbbyComchest
campaign**

Speaker of Parliament and Advisor to NCSS, Mr Tan Chuan-Jin, together with Official Liverpool Supporters Club Singapore, Official Liverpool Supporters Club Singapore East and other community groups and individuals, came together to rally the community to donate to Community Chest through various live-streaming sessions and an auction of Liverpool memorabilia and collectors' items.

>\$360,000
was raised in
2 months



#YNWAbbyComchest campaign



Despite a challenging 2020, Community Chest's corporate partners remained steadfast in their support of those in need through giving generously, organising virtual volunteering activities and amplifying publicity efforts of Community Chest on their platforms. These giving efforts of 272 organisations and individuals were recognised at the Community Chest Awards 2020.

For its support of the sustainable progress, development and inclusion of vulnerable groups in society, Singapore Telecommunications Limited (Singtel) received the highest accolade, the Pinnacle Award. This Award recognises organisations that have donated, volunteered or made non-monetary contributions, and embraced inclusive employment practices.

A series of digital fundraising initiatives was launched in conjunction with the **Christmas on A Great Street Light-up**, through partnerships with major retailers such as CapitaLand malls, ION Orchard and Takashimaya. These retailers encouraged their shoppers to donate to Community Chest by rewarding them with e-vouchers and promo codes.

Another key partner was DBS, who committed to matching up to \$100,000 for donations made via the PayNow or DBS PayLah! QR code under the various "With Love" initiatives.

**Christmas on
A Great Street Light-up**
raised
>\$1.6M



Christmas Light-up

In FY2020, Community Chest raised over \$87 million in total donations. The funds supported the community, including Community Chest's five causes—children with special needs and youth-at-risk, adults with disabilities, persons with mental health conditions, seniors and families in need, as well as SSAs and individuals affected by the pandemic.

New Platforms To Facilitate Giving

In FY2020, the Giving Week—a week-long event organised annually by NVPC since 2015—was elevated to a national level platform and rebranded as “SG Cares Giving week (SCGW)”.



SCGW 2020

Other **long-term efforts to pursue new streams of donations** include the Change for Charity grant by Community Chest, which enables companies to weave giving into their business models. This increases opportunities for consumption-based giving at various touchpoints in Singapore. Another initiative is the extension of the SHARE as ONE scheme to FY2023, which encourages corporates, employees and individuals to commit to regular giving.

NCSS is also exploring how to harness data and leverage technology for better outreach and more effective fundraising. One area is in enhancing the IT infrastructure for better stakeholder relationship management and donation processing, which would facilitate more giving opportunities with organisations with large databases of customers (e.g. Lazada).

SCGW aims to celebrate the spirit of giving, providing opportunities for corporates, non-profit organisations and the public to come together to support and contribute to causes that they care about. As a co-partner in the SG Cares Movement together with NVPC and MCCY, NCSS supported efforts in SCGW via the development of the publicity campaign, as well as rallied SSAs to provide donation and volunteering opportunities during SCGW.

NCSS will continue to leverage SCGW as a strategic platform to increase opportunities for fundraising and volunteering amongst our SSAs, as well as build new partnerships and strengthen the relationship with existing partners in the giving ecosystem.



Charting Future Priorities of the Social Service Sector

SSI signed **Memoranda of Understanding** with several IHLs and training institutes, both local and international, to develop sector capabilities in areas such as leadership, digitalisation and volunteer management. These include institutes such as INSEAD (Singapore), Tamarack Institute (Canada), University of California, Berkeley (United States) and more.



Memorandum of Understanding (MOU) signing



The current Social Service Sector Strategic Thrusts (4ST) roadmap will draw to a close in 2021. For the last 5 years, the 4ST has served as a guiding post for the sector, inspiring social service agencies and other community partners to build up their capabilities, improve their service delivery, and collaborate through partnerships, in order to further improve the quality of life of those they serve. As a masterplan, the 4ST has laid out a common vision and set of strategic directions for the sector to work towards.

Moving forward, NCSS has begun the conceptualisation and development of the next phase of the roadmap – 4ST (2022-2026). We will be taking stock of the current landscape, including the shifts brought about by COVID-19, collating inputs and ideas from representatives across the sector, and looking at global best practices and innovations that can be applied to our local ecosystem. The refreshed roadmap will provide guidance on outcomes, initiatives, and measurements, and continue to be a document that will point the way forward for the sector.

Building A Future-Ready NCSS For The Sector

Building A Future-Ready NCSS



Amidst efforts to transform the social service sector, NCSS has also embarked on its own **transformation journey** towards building a resilient and future-ready organisation to respond more efficiently to the needs of the sector.

In FY2020, a series of conversations with the Board, leadership and management were conducted to review, discuss and align NCSS' strategic vision ahead. The new NCSS transformation vision will be shared in FY2021, following initiatives to foster cultural and behavioural changes, review KPIs for strategic outcomes, and explore ways to strengthen collaborative work across teams.

NCSS Digitalisation And Transformation

NCSS has embarked on the journey towards digitalising our processes and leveraging technology to transform operations. One example is the Sun Ray Portal—a one-stop portal for sector professionals under the Sun Ray scheme to access all essential HR services anywhere and anytime, through devices like laptops, tablets and mobile phones.

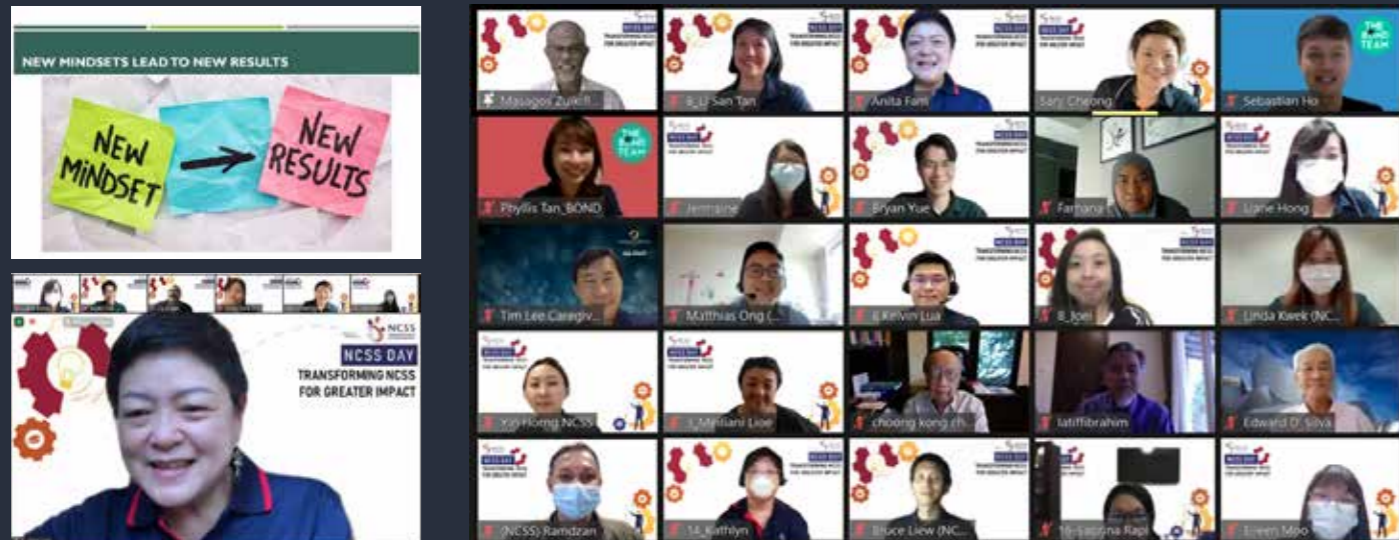
NCSS is also developing a roadmap of digital initiatives that aligns to strategic developments in the wider MSF family and the Digital Government Blueprint. The roadmap will include an overview landscape of digital initiatives for NCSS, identify opportunities for budding projects and new relevant technology that can be tapped on, to allow for effective resource allocation and prioritisation.



Sun Ray Portal

Transforming Our Workforce

We engaged our workforce on the NCSS transformation journey through various platforms.



Key Efforts To Support Well-being Of NCSS Staff

- Supported work-from-home arrangements with Telecommuting Subsidy and Stay Connected Subsidy
- Augmented staff manpower via SGUnited Traineeships
- Provided Physical health screening and flu vaccination
- Maintained overall staff engagement at 80% despite a challenging work-from-home year
 - Regular check-ins with staff through virtual mass events such as NCSS Family Fun Day, NCSS Get-Together, a Virtual Escape Room and a Lucky Draw
 - Distributed both virtual and physical care packs



To help staff prepare for organisational changes and demands of the future technology-driven workspace, a training roadmap was developed to build staff capabilities.

DIGITALISATION	CHANGE MANAGEMENT	OUR CORE COMPETENCIES
<p>Executives • Managers Middle Managers • Senior Management</p> <p>Brown Bag Sessions</p> <p>In-house DiGiLearn Series</p> <p>Robotic Process Automation Courses</p> <p>For All Officers</p> <p>Digital Connect Series @ Management Meeting and Townhall</p>	<p>Executives • Managers Middle Managers • Senior Management</p> <p>Brown Bag Sessions</p> <p>Change Management Courses & Workshops</p> <p>Middle Managers • Senior Management</p> <p>Change Management Certification Programme</p>	<p>Executives • Managers</p> <p>Taking Ownership of My Performance at Work Using Our Core Competencies Course</p> <p>Middle Managers • Senior Management</p> <p>Managing Staff Performance Using Our Core Competencies for Supervisors Course</p>

Transforming Our Workspace

The NCSS workspace at Ghim Moh is undergoing a revamp to create a modern workspace that is ready for the future of work. This new workspace not only takes into account new health and safety norms, it will also incorporate digital technology and space design that will foster greater collaboration among staff.



Code of Governance

Code of Governance for Charities & IPCs: Governance Evaluation Checklist for NCSS (1 Apr 2020 – 31 Mar 2021)

Key Code Guidelines	Code Guideline ID	NCSS Compliance	Remarks/ Explanation	
S/ No	Board Governance			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	A Board Orientation was conducted for incoming Board members at the beginning of their term in August 2020. A Board Kit with details on the roles and responsibilities of Board members was provided to all Board members at the beginning of the term. A series of Deep Dive Sessions were also organised to orientate the Board to the work of the respective Groups in NCSS.
	Are there Board members holding staff' appointments? (Skip items 2 and 3 if "No")		No	
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for re-nomination and reappointment , at least once every three years.	1.1.8	Complied	
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	Complied	
	Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")		Yes	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years .	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
	Conflict of Interest			
9	There are documented procedures for Board members and staff' are to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
	Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	

Key Code Guidelines	Code Guideline ID	NCSS Compliance	Remarks/Explanation
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.	3.2.4	Complied
Human Resource and Volunteer² Management			
13	The Board approves documented human resource policies for staff ¹ .	5.1	Complied
14	There is a documented Code of Conduct for Board members, staff ¹ and volunteers ² (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff ¹ .	5.5	Complied
Are there volunteers serving in the charity? (Skip item 16 if "No")			Yes
16	There are volunteer management policies in place for volunteers ² .	5.7	Complied
Financial Management and Internal Controls			
17	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied
18	The Board ensures internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied
19	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks .	6.1.4	Complied
			The Senior Management Team identifies key risks and monitors them every three months. The EXCO – and subsequently the Board – is apprised of NCSS' key risks and endorses the risk mitigation plans every six months.
21	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
Does the charity invest its reserves, including fixed deposits? (Skip item 22 if "No")			Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 23 if "No")			Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
Did the charity receive donations-in-kind during the year? (Skip item 24 if "No")			Yes
24	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
25	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance.	8.2	Complied
			Refer to Note 1

Key Code Guidelines	Code Guideline ID	NCSS Compliance	Remarks/Explanation
Are Board members remunerated for their Board services? (Skip items 26 and 27 if "No")			No
Does the charity employ paid staff? (Skip items 28, 29 and 30 if "No")			Yes
28	No staff ¹ is involved in setting his or her own remuneration.	2.2	Complied
29	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff¹ , who each receives remuneration exceeding \$100,000 , in bands of \$100,000; and ii) If any of the three highest paid staff ¹ also serves on the Board of the charity. OR The charity discloses that none of its staff ¹ receives more than \$100,000 in annual remuneration each.	8.4	Complied
			i) The annual remuneration of all NCSS staff, in salary bands, is disclosed in the Annual Report. ii) NCSS staff does not serve on the Board.
30	The charity discloses the number of paid staff ¹ who are close members of the family ³ of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff ¹ who are close members of the family ³ of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied
			a. There is 1 staff who is a family member of a Board member, whose remuneration is between \$100,000 - \$200,000. b. There is 1 staff who is a family member of a Board member, whose remuneration is between \$50,000 - \$100,000. The Board member has since ended his Board term on 31 July 2020.
Public Image			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

Staff Remuneration

In compliance with item 29 of the Code of Governance, in terms of remuneration band, the breakdown below shows a two-year comparison by headcount.

Annual Remuneration*		
Remuneration Band	FY2019	FY2020
<\$100,000	198	226
\$100,000 to \$200,000	86	94
\$200,001 to \$300,000	12	13
\$300,001 to \$400,000	1	2
\$400,001 to \$500,000	1	1
\$500,001 to \$600,000	1	
\$600,001 to \$700,000		
Total	299	336

* Please note that 'Annual Remuneration' includes salary and bonus, and employer's CPF contribution. This list excludes Sun Ray staff, and NCSS staff who are on secondment to other agencies but includes staff who are seconded to NCSS.

References:

- Staff: Paid or unpaid individuals who are involved in the day-to-day operations of the charity, e.g. an Executive Director of Administrative Personnel.
- Volunteer: Persons who willingly give up time for charitable purposes, without expectation of any remuneration. For volunteers who are involved in the day-to-day operations of the charity, they should also abide by the best practices set out in the Code applicable to 'staff'.
- Close members of the family: Those family members who may be expected to influence, or be influenced by, that person in their dealings with the charity. In most cases, they would include:
 - That person's children and spouse;
 - Children of that person's spouse; and
 - Dependants of that person or that person's spouse.

Board Attendance and Reasons:

In compliance with items 7 and 25 of the Code of Governance, information below states the reasons for retaining Board member(s) who have served for more than 10 consecutive years, as well as the number of Board meetings and Board members' attendance.

	Period	Number of meetings in FY2020	Total number of Board members	Remarks
NCSS Board of Council 2018/2020	1 April to 31 July 2019	1	22	All 22 attended the meeting.
NCSS Board of Council 2020/2022	1 August 2020 to 31 March 2021	3	23	19 attended all 3 meetings. The remaining 4, namely, Mr Phillip Tan, Assoc Prof Kenneth Poon, Dr Lee Tung Jean, attended 2 out of the 3 meetings Mr Lim Cheng Teck attended 1 out of the 3 meetings.

MR PHILLIP TAN was reappointed as the Chairman of the Community Chest and Member of the NCSS Board for the NCSS Board Term 2020/2022, by the Minister for Social and Family Development. Mr Tan has served on the NCSS Board since 2002, and in various capacities as Appointed Board member, Honorary Treasurer and Vice-President Appointed (2006-2018). He has been the Chairman of Community Chest since 2013.

Under Mr Tan's leadership, Community Chest raised a total donation sum of approximately \$87.3 million for FY2020, a record-high in Community Chest's history in the midst of the COVID-19 pandemic. With his foresight, Mr Tan had earlier championed the set-up of the ComChest Emergency Fund to support social service agencies during times of crisis. When COVID-19 first hit, NCSS made this fund available to social service agencies who were able to tap on the Fund to purchase essential items and ensure business continuity. With his ability to mobilise reputable business and community leaders, Mr Tan has been and is a valuable asset to Community Chest. Attention has been given to succession planning for the role of Chairman of Community Chest to ensure a smooth transition for the next term.

Mr Tan's various appointments on the NCSS Board are in compliance with the requirements and term limits set out in the NCSS Act, which requires a review of the Board appointments every term of two years.

MR ROBERT CHEW was re-elected, uncontested, as NCSS Vice President at NCSS AGM 2020, returning to the NCSS Board as Vice President Elected for the 2nd term. Mr Chew has been with the NCSS Board since 2010. He was elected as Member (2010 – 2014) and was subsequently appointed as the Honorary Treasurer (2014 – 2018), a role that he held for two consequent terms, and relinquished it in compliance with the requirements stipulated in the NCSS Act. Mr Chew was also appointed as a member of Community Chest Committee since 2014, and the Chairperson of Services Committee since 2018.

Mr Chew was part of the Board that brought forth the Strategic Reviews of NCSS in 2013, and he contributed to the review in 2015 of NCSS' Vision, Mission and Strategy Map. This experience was useful for NCSS as it embarks on its current transformation effort. Under Mr Chew's chairmanship and with the benefit of his extensive volunteering experience, the Services Committee is helping NCSS to strengthen its service focus and fund allocation policies, directing funds to meet clients' needs.

Mr Chew's various appointments on the NCSS Board are in compliance with the requirements and term limits set out in the NCSS Act, which requires a review of the Board appointments every term of two years.

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Statement by the Members of the Board

In our opinion,

- (a) the accompanying financial statements of the National Council of Social Service (the "Council"), set out on pages 57 to 103 are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "PSG" Act), the National Council of Social Service Act, Chapter 195A (the "Act"), the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Statutory Board Financial Reporting Standards ("SB-FRSs") so as to present fairly, in all material respects, the state of affairs of the Council as at 31 March 2021 and the results, changes in statutory funds and reserve and cash flows of the Council for the year ended on that date;
- (b) 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 PSG Act, the Act, and the requirements of any other written law applicable to moneys of or managed by the Council; and
- (c) proper accounting and other records have been kept, including records of all assets of the Council whether purchased, donated or otherwise.

The members of the Board have, on the date of this statement, authorised these financial statements for issue.

On behalf of the Board



Anita Fam
President



Tan Khiaw Ngoh
Honorary Treasurer

8 June 2021

Independent Auditors' Report

Members of the Council

National Council of Social Service

Established in Singapore under the National Council of Social Service Act

Report on the 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 as at 31 March 2021, the 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, as set out on pages 57 to 103.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "PSG" Act), the National Council of Social Service Act, Chapter 195A (the "Act"), the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Statutory Board Financial Reporting Standards ("SB-FRSs") so as to present fairly, in all material respects, the state of affairs of the Council as at 31 March 2021 and the results, 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 *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 contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

We have obtained the List of Board of Council, List of Management and List of Committees and Code of Governance prior to the date of this auditors' report.

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

A statutory board is constituted based on its constitutional act and its dissolution requires Parliament's approval. In preparing the financial statements, management 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 there is intention to wind up the Council or for the Council to cease operations.

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

Independent Auditors' Report

Report on the Audit of the Financial Statements (cont'd)

Auditors' 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 auditors' 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 controls.
- Obtain an understanding of internal controls 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 controls.
- 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 auditors' 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 auditors' 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 controls 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 PSG Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Council; and
- (b) proper accounting and other records have been kept, including records of all assets of the Council whether purchased, donated or otherwise.

Independent Auditors' Report

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 'Auditors' 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 PSG Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Council. This responsibility includes monitoring related compliance requirements relevant to the Council, and implementing internal controls as management determines are necessary to enable compliance with the requirements.

Auditors' 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 PSG Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Council.

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 Council's internal control. Because of the inherent limitations in any 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 Council has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Council has not complied with the requirements of Regulation 15 (fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.



KPMG LLP
Public Accountants and
Chartered Accountants

Singapore
8 June 2021

Statement of Financial Position

As at 31 March 2021

	Note	2021 \$'000	2020 \$'000
Non-current assets			
Property, plant and equipment	4	7,705	8,874
Right-of-use assets	5	2,507	4,594
Intangible assets	6	54	374
Debt investments at amortised cost	7	22,423	44,254
Equity investments at fair value through other comprehensive income	8	–	593
Investments at fair value through profit or loss	9	299	324
Total non-current assets		32,988	59,013
Current assets			
Debt investments at amortised cost	7	28,233	5,709
Investments at fair value through profit or loss	9	178,398	165,914
Debtors, grant receivables and prepayments	10	33,161	36,810
Cash and bank balances	11	159,118	105,087
Total current assets		398,910	313,520
Total assets		431,898	372,533
Funds of the Council			
Statutory funds:			
- Endowment fund	13	191,884	191,884
- General fund	14	64,545	39,705
- ComChest fund	15	90,127	74,431
Fair value reserve		–	(7)
Total funds		346,556	306,013
Non-current liabilities			
Lease liabilities	5	654	2,518
Deferred capital grants	16	5,181	5,420
Provision for reinstatement cost	17	142	142
Sundry creditors and accruals	18	2,695	1,966
Total non-current liabilities		8,672	10,046
Current liabilities			
Derivative liabilities	20	361	1,137
Lease liabilities	5	1,864	2,044
Sundry creditors and accruals	18	74,445	53,293
		76,670	56,474
Total liabilities		85,342	66,520
Total funds, reserve and liabilities		431,898	372,533
Net assets of trust funds	12	283,272	151,438

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

Statement of Comprehensive Income

Year ended 31 March 2021

	Note	2021 \$'000	2020 \$'000
Operating and investment income:			
Interest income from bank balances		1,035	1,785
Interest income from debt investments at amortised cost		2,997	1,893
Dividend income from investments at fair value through profit or loss		449	391
Net fair value gain/(loss) on investments at fair value through profit or loss:			
- funds managed by fund managers	9	17,252	3,114
- derivatives		837	(2,071)
Gain on redemption of debt investments at amortised cost		–	6
Amortisation of premium on debt investments at amortised cost		(121)	(106)
Accretion income on debt investments at amortised cost		176	195
Miscellaneous income		12,674	13,734
Total operating and investment income		35,299	18,941
Operating and investment expenditure:			
Staff costs - salaries and related costs	23	(21,633)	(18,813)
Contributions to defined contribution plan	23	(2,720)	(2,505)
Operating lease expenses			
- Temporary Occupation Licence fee		(95)	(60)
- Other operating lease expenses		(860)	(408)
Depreciation of property, plant and equipment	4	(1,523)	(1,410)
Depreciation of right-of-use assets	5	(1,004)	(942)
Amortisation of intangible assets	6	(303)	(369)
Property, plant and equipment written off		–	(1)
Funding of Community Chest operating expenses ⁽¹⁾		–	(1,657)
Building and system maintenance expenses		(3,990)	(3,707)
Project expenses		(51,287)	(35,634)
Utilities expenses		(60)	(120)
Other expenses		(5,140)	(4,442)
Finance costs		(40)	(63)
Total operating and investment expenditure		(88,655)	(70,131)
Operating deficit before government and other grants		(53,356)	(51,190)
Government and other grants:			
Operating Grants		62,436	46,472
MSF Capital Grant	16	473	449
Grants for Temporary Occupation Licence fee		947	911
Care & Share Grant		14,577	9,209
Total government and other grants		78,433	57,041
Operating surplus before SSI and Community Chest Operations		25,077	5,851

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

Statement of Comprehensive Income

Year ended 31 March 2021

	Note	2021 \$'000	2020 \$'000
Social Service Institute ("SSI")			
Proceeds and claims from SSI courses		5,349	7,110
Operating Grant		3,205	3,859
MSF Capital Grant	16	474	469
Care & Share Grant		778	529
Tote Board Grant		589	1,631
Other Income		510	130
Less: Direct SSI course expenditure		(1,595)	(2,579)
Staff costs – salaries and related costs	23	(4,475)	(5,320)
Contributions to defined contribution plan	23	(505)	(654)
Other administrative expenses		(2,977)	(3,014)
Operating lease expenses			
- Temporary Occupation Licence fee		(153)	(158)
Depreciation of property, plant and equipment	4	(426)	(463)
Depreciation of right-of-use assets	5	(953)	(1,039)
Amortisation of intangible assets	6	–	(2)
Finance costs		(47)	(75)
Net (deficit)/surplus from SSI		(226)	424
Operating surplus for the year before Community Chest Operations		24,851	6,275
NCSS Charitable Fund (Community Chest Only)			
Funding from NCSS operating income ⁽¹⁾		–	1,657
Direct donations for fund-raising operating expenses ⁽¹⁾		9,228	7,401
Other Income ⁽¹⁾		76	–
Transfer of excess in direct donations for fund-raising operating expenses to NCSS operating grants		(1,285)	–
Less: Staff costs - salaries and related costs	23	(4,454)	(4,064)
Contributions to defined contribution plan	23	(762)	(675)
Depreciation of property, plant and equipment	4	(80)	(69)
Depreciation of right-of-use assets	5	(130)	(106)
Amortisation of intangible assets	6	(17)	(26)
Indirect fund-raising expenses		(2,572)	(4,111)
Finance costs		(4)	(7)
		–	–
Fund-raising proceeds from Community Chest	27	87,347	58,662
Less: Service allocations to Charitable activities	19	(71,651)	(59,140)
Surplus/(Deficit) from Community Chest		15,696	(478)
Surplus for the year	14	40,547	5,797
Transferred to statement of changes in statutory funds and reserve on disposal of equity investments at FVOCI		(11)	–
Total comprehensive surplus for the year attributable to Council funds		40,536	5,797

(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 these financial statements.

Statement of Changes in Statutory Funds and Reserve

Year ended 31 March 2021

	Note	Statutory Funds			Fair value reserve \$'000	Total \$'000
		Endowment Fund \$'000	General Fund \$'000	ComChest Fund \$'000		
Balance as at 1 April 2019		191,884	33,430	74,909	–	300,223
Surplus for the financial year		–	5,797	–	–	5,797
Transfer	14,15	–	478	(478)	–	–
Net change in fair value – Equity investments at FVOCI		–	–	–	(7)	(7)
Balance as at 31 March 2020		191,884	39,705	74,431	(7)	306,013
Balance as at 1 April 2020		191,884	39,705	74,431	(7)	306,013
Surplus for the financial year		–	40,547	–	–	40,547
Transfer	14,15	–	(15,696)	15,696	–	–
Net change in fair value – Equity investments at FVOCI		–	–	–	(4)	(4)
Transferred to statement of changes in statutory funds and reserve on disposal of equity investments at FVOCI		–	(11)	–	11	–
Balance as at 31 March 2021		191,884	64,545	90,127	–	346,556

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

Statement of Cash Flows

Year ended 31 March 2021

	Note	2021 \$'000	2020 \$'000
Cash flows from operating activities			
Surplus for the year		40,547	5,797
Less: Grant income		(91,497)	(70,930)
Deficit before grant		(50,950)	(65,133)
Adjustments for:			
Depreciation of property, plant and equipment	4	2,029	1,942
Depreciation of right-of-use assets	5	2,087	2,087
Amortisation of intangible assets	6	320	397
Property, plant and equipment written off		–	1
Interest income from bank balances		(1,035)	(1,785)
Interest income from debt investments at amortised cost		(2,997)	(1,893)
Dividend income from investments at fair value through profit or loss	9	(449)	(391)
Gain on redemption of debt investments at amortised cost		–	(6)
Unrealised gain on investments at fair value through profit or loss	9	(11,400)	(1,876)
Unrealised loss on derivatives		361	1,137
Realised gain on sale of fair value through profit or loss		(5,852)	(1,238)
Realised (gains)/ loss on derivatives		(1,198)	934
Accretion income on debt investments at amortised cost		(176)	(195)
Amortisation of premium on debt investments at amortised cost		121	106
Finance cost	5	91	145
Reversal of impairment loss on debtors	25	–	(4)
Operating loss before working capital changes		(69,048)	(65,772)
Decrease/(Increase) in debtors, grant receivables and prepayments		8,191	(11,506)
Increase in sundry creditors and accruals		13,579	31,867
Decrease in provision for reinstatement		–	(129)
Net cash used in operating activities		(47,278)	(45,540)
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(860)	(2,832)
Expenditure on software development	6	–	(9)
Interest received on bank balances		1,392	2,199
Proceeds from disposal of debt investments at amortised cost		3,000	–
Withdrawal from investments at fair value through profit or loss	9	5,242	563
Net cash generated from/(used in) investing activities		8,774	(79)

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

Statement of Cash Flows (cont'd)

Year ended 31 March 2021

	Note	2021 \$'000	2020 \$'000
Cash flows from financing activities			
Government and other grants received	18	94,670	65,816
Payment of lease liabilities	5	(2,044)	(2,119)
Interest paid	5	(91)	(145)
Net cash generated from financing activities		92,535	63,552
Net increase in cash and cash equivalents			
Cash and cash equivalents at beginning of financial year		105,087	87,154
Cash and cash equivalents at end of financial year	11	159,118	105,087

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

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of the Council on 8 June 2021.

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. The NCSS Charitable Fund consist of Community Chest, President's Challenge and The Wan Boo Sow Charity Fund.

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.

The current financial year of the Council is from 1 April 2020 to 31 March 2021.

2. Summary of significant accounting policies

2.1 Statement of compliance

The financial statements have been prepared in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "PSG" Act), the National Council of Social Service Act (Chapter 195A amended in September 2000) (the "Act"), the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") 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.

2.2 Basis of measurement

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

2.3 Functional and presentation currency

The financial statements are presented in Singapore Dollar (S\$) which is the functional currency of the Council. All financial information presented in Singapore Dollars have been rounded to the nearest thousand (S\$'000), except when otherwise stated.

2.4 Use of estimates and judgements

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

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

2. Summary of significant accounting policies (cont'd)

2.4 Use of estimates and judgements (cont'd)

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.

There are no critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements.

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year are included in the following notes:

- Note 25 – Impairment of financial assets
- Note 26 – Valuation of financial assets and financial liabilities

Measurement of fair values

A number of the Council's accounting policies and disclosures requires the measurement of fair values, for both financial and non-financial assets and liabilities.

The Council has an established control framework with respect to the measurement of fair values. This includes an investment team that has overall responsibility for all significant fair value measurements, including Level 3 fair values, and reports directly to the Finance Director.

The investment team regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the investment team assesses and documents the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of SB-FRS, including the level in the fair value hierarchy in which the valuations should be classified.

Significant valuation issues are reported to the Investment Committee.

When measuring the fair value of an asset or a liability, the Council uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

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

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level of input that is significant to the entire measurement (with Level 3 being the lowest).

The Council recognises transfers between levels of the fair value hierarchy as of the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in note 26.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

2. Summary of significant accounting policies (cont'd)

2.5 Changes in significant accounting policies

The Council has applied the following amendments to SB-FRS for the first time for the annual period beginning on 1 April 2020:

- Amendments to Reference to Conceptual Framework in SB-FRSs
- Amendments to SB-FRS 103 *Definition of a Business*
- Amendments to SB-FRS 1-1 and SB-FRS 8 *Definition of Material*
- Amendments to SB-FRS 109, SB-FRS 39 and SB-FRS 107 *Interest Rate Benchmark Reform*

The application of these amendments to standards did not have a material effect on the financial statements.

3. Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

3.1 Foreign currency transactions

Transactions in foreign currencies are translated to the functional currency of Council at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the financial year, adjusted for effective interest and payments during the year, and the amortised cost in foreign currency translated at the exchange rate at the end of the financial year.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are recognised in statement of comprehensive income.

3.2 Financial instruments

(i) Recognition and initial measurement

Non-derivative financial assets and financial liabilities

Debtors and other receivables and debt investments issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Council becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Classification and subsequent measurement

Non-derivative financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI) – debt investment; FVOCI – equity investment; or fair value through profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Council changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

3. Significant accounting policies (cont'd)

3.2 Financial instruments (cont'd)

(ii) Classification and subsequent measurement (cont'd)

Non-derivative financial assets (cont'd)

Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Equity investments at FVOCI

On initial recognition of an equity investment that is not held-for-trading, the Council may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

Financial assets at FVTPL

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. On initial recognition, the Council may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets: Business model assessment

The Council makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Council's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Council's continuing recognition of the assets.

Financial assets that are held-for-trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

3. Significant accounting policies (cont'd)

3.2 Financial instruments (cont'd)

(ii) Classification and subsequent measurement (cont'd)

Non-derivative financial assets: Assessment whether contractual cash flows are solely payments of principal and interest

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Council considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Council considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable rate features;
- prepayment and extension features; and
- terms that limit the Council's claim to cash flows from specified assets (e.g. non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a significant discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

Non-derivative financial assets: Subsequent measurement and gains and losses

Financial assets at FVTPL

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in statement of comprehensive income.

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in statement of comprehensive income. Any gain or loss on derecognition is recognised in statement of comprehensive income.

Equity investments at FVOCI

These assets are subsequently measured at fair value. Dividends are recognised as income in statement of comprehensive income unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to statement of comprehensive income.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

3. Significant accounting policies (cont'd)

3.2 Financial instruments (cont'd)

(ii) Classification and subsequent measurement (cont'd)

Non-derivative financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in statement of comprehensive income. Directly attributable transaction costs are recognised in statement of comprehensive income as incurred.

Other financial liabilities are initially measured at fair value less directly attributable transaction costs. They are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in the statement of comprehensive income.

(iii) Derivative financial instruments

The Council holds derivative financial instruments to hedge its foreign currency risk exposures.

Derivatives are recognised initially at fair value, attributable transaction costs are recognised as an expense when incurred.

Subsequent to initial recognition, derivatives are measured at fair value, and the changes are recognised in the statement of comprehensive income.

(iv) Derecognition

Financial assets

The Council derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Council neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Council enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities

The Council derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Council also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in statement of comprehensive income.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

3. Significant accounting policies (cont'd)

3.2 Financial instruments (cont'd)

(v) Offsetting

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

(vi) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and fixed bank deposits with maturities of six months or less from the date of acquisition that are subject to an insignificant risk of changes in value and are used by Council in the management of its short-term commitments.

3.3 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. Assets classified as construction-in-progress are not depreciated, as these assets are not available for use.

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

Computer equipment	33 ^{1/3} %
Furniture and equipment	10% to 25%
Leasehold improvements	10% to 20%
Motor vehicles	20%
Other leasehold building	3 ^{1/3} %

Property, plant and equipment costing less than \$5,000 are charged to the 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 the statement of comprehensive income in the year the asset is derecognised.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

3. Significant accounting policies (cont'd)

3.4 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.

3.5 Impairment

(i) Non-derivative financial assets

The Council recognises loss allowances for expected credit losses ("ECLs") on financial assets measured at amortised costs.

Loss allowances of the Council are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument or contract asset.

Simplified approach

The Council applies the simplified approach to provide for ECLs for all debtors. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

General approach

The Council applies the general approach to provide for ECLs on all other financial instruments. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Council assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Council's historical experience and informed credit assessment and includes forward-looking information.

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

3. Significant accounting policies (cont'd)

3.5 Impairment (cont'd)

(i) Non-derivative financial assets (cont'd)

General approach (cont'd)

The Council considers a financial asset to be in default when the debtor is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held).

The maximum period considered when estimating ECLs is the maximum contractual period over which the Council is exposed to credit risk.

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Council expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Council assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the debtor;
- a breach of contract such as a default;
- the restructuring of a loan or advance by the Council on terms that the Council would not consider otherwise;
- it is probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECLs in the statement of financial position

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of these assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Council determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Council's procedures for recovery of amounts due.

(ii) Non-financial assets

The carrying amounts of the Council's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit ("CGU") exceeds its estimated recoverable amount.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

3. Significant accounting policies (cont'd)

3.5 Impairment (cont'd)

(ii) Non-financial assets (cont'd)

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs.

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

3.6 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.

3.7 Provisions

A provision is recognised if, as a result of a past event, the Council has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

3.8 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 statement of financial position and is amortised to 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.

3.9 Revenue recognition

Revenue from rendering of service is recognised when the Council satisfies a performance obligation ("PO") by transferring control of a promised service. The amount of revenue recognised is the amount of the transaction price allocated to the satisfied PO.

The transaction price is allocated to each PO in the contract on the basis of the relative stand-alone selling prices of the promised services.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

3. Significant accounting policies (cont'd)

3.9 Revenue recognition (cont'd)

Transaction price is the amount of consideration in the contract to which the Council expects to be entitled in exchange for transferring the promised services.

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 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 comprehensive income when the right to receive the dividend has been established.
- (c) *Interest income*
Interest income from bank deposits and bonds is recognised using the effective interest 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 comprehensive income.
- (e) *Sun Ray income*
Sun Ray income refers to revenue generated from secondment of employees to respective Social Service Agencies. The income is recognised when services are rendered to Social Service Agencies and recorded as part of the subscriptions and miscellaneous income in the statement of comprehensive income.

3.10 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 remeasurement of the liability are recognised in the statement of comprehensive income.

3.11 Leases

At inception of a contract, the Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

3. Significant accounting policies (cont'd)

3.11 Leases (cont'd)

As a lessee

At commencement or on modification of a contract that contains a lease component, the Council allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices.

The Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Council by the end of the lease term or the cost of the right-of-use asset reflects that the Council will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment.

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

Buildings	Remaining lease term of 2 - 3 years
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In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. Generally, the Council uses the lessee's incremental borrowing rate as the discount rate.

The Council determines the lessee's incremental borrowing rate by obtaining interest rates from external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Council is reasonably certain to exercise, lease payments in an optional renewal period if the Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Council is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Council's estimate of the amount expected to be payable under a residual value guarantee, if the Council changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

3. Significant accounting policies (cont'd)

3.11 Leases (cont'd)

As a lessee (cont'd)

Short-term leases and leases of low-value assets

The Council has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases. The Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

3.12 Standards issued but not yet effective

The following amendments to SB-FRSs have been issued but are not yet effective for the reporting period ended 31 March 2021:

Description	Effective for annual periods beginning on or after
Amendments to SB-FRS 116: <i>Covid-19-Related Rent Concessions</i>	1 June 2020
Amendments to SB-FRS 103: <i>Reference to the Conceptual Framework</i>	1 January 2022
Amendments to SB-FRS 16: <i>Property, Plant and Equipment – Proceeds before Intended Use</i>	1 January 2022
Amendments to SB-FRS 37: <i>Onerous Contracts – Cost of Fulfilling a Contract</i>	1 January 2022
Annual Improvements to SB-FRSs 2018 – 2020 (<i>Amendments to SB-FRS 101, SB-FRS 109, Illustrative Examples Accompanying SB-FRS 116, and SB-FRS 41</i>)	1 January 2022
Amendments to SB-FRS 1: <i>Classification of Liabilities as Current or Non-current</i>	1 January 2023

The Council does not expect that the adoption of the amendments to SB-FRSs above to have any significant impact on the financial statements.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

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
Cost							
At 1 April 2019	1,932	2,728	3,779	65	10,552	–	19,056
Additions	1,667	–	217	–	–	960	2,844
Write-off	–	(5)	–	–	–	–	(5)
Adjustments	–	(12)	–	–	–	–	(12)
At 31 March 2020	3,599	2,711	3,996	65	10,552	960	21,883
Additions	119	–	–	–	–	741	860
Write-off	–	–	–	–	–	–	–
Adjustments	–	–	–	–	–	–	–
At 31 March 2021	3,718	2,711	3,996	65	10,552	1,701	22,743
Accumulated depreciation							
At 1 April 2019	1,464	1,725	1,333	65	6,484	–	11,071
Depreciation charge for the year	642	313	638	–	349	–	1,942
Write-off	–	(4)	–	–	–	–	(4)
At 31 March 2020	2,106	2,034	1,971	65	6,833	–	13,009
Depreciation charge for the year	715	297	668	–	349	–	2,029
Write-off	–	–	–	–	–	–	–
At 31 March 2021	2,821	2,331	2,639	65	7,182	–	15,038
Carrying amount							
At 1 April 2019	468	1,003	2,446	–	4,068	–	7,985
At 31 March 2020	1,493	677	2,025	–	3,719	960	8,874
At 31 March 2021	897	380	1,357	–	3,370	1,701	7,705

Included within cost of leasehold improvements as at 31 March 2021 is a provision for reinstatement cost of \$142,000 (2020: \$142,000). See note 17.

	2021 \$'000	2020 \$'000
Depreciation expense charged to statement of comprehensive income:		
- Operating and investment expenditure	1,523	1,410
- SSI	426	463
- NCSS Charitable Fund (Community Chest Only)	80	69
	2,029	1,942

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

5. Leases

Leases as lessee

The Council leases buildings and office equipment. The leases typically run for a period of 1 to 4 years, with an option to renew the lease after that date. Lease payments are renegotiated to reflect market rentals.

The Council leases office equipment with contract terms of one to four years. These leases are of low-value items. The Council has elected not to recognise right-of-use assets and lease liabilities for these leases.

Right-of-use assets

	Buildings \$'000
Cost	
At 1 April 2019	–
Recognition of right-of-use asset on initial application of SB-FRS 116	6,681
Adjusted balance at 1 April 2019 and 31 March 2020	6,681
Additions	–
At 31 March 2021	6,681
Accumulated depreciation	
At 1 April 2019	–
Recognition of right-of-use asset on initial application of SB-FRS 116	–
Adjusted balance 1 April 2019	–
Depreciation	2,087
At 31 March 2020	2,087
At 1 April 2020	2,087
Depreciation	2,087
At 31 March 2021	4,174
Carrying amounts	
At 1 April 2019	6,681
At 31 March 2020	4,594
At 31 March 2021	2,507

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

5. Leases (cont'd)

Leases as lessee (cont'd)

Right-of-use assets (cont'd)

	2021 \$'000	2020 \$'000
Depreciation expense charged to statement of comprehensive income:		
- Operating and investment expenditure	1,004	942
- SSI	953	1,039
- NCSS Charitable Fund (Community Chest Only)	130	106
	2,087	2,087
Lease liabilities		
Current	1,864	2,044
Non-current	654	2,518
	2,518	4,562

Terms and conditions of outstanding lease liabilities are as follows:

	Effective interest rate	Year of maturity	Face value \$'000	Carrying amount \$'000
2021				
Lease liabilities	2.66%	2021 - 2022	2,558	2,518
2020				
Lease liabilities	2.66%	2021 - 2022	4,694	4,562

Amounts recognised in profit or loss

	2021 \$'000	2020 \$'000
Interest on lease liabilities	91	145
Expenses relating to leases of low-value assets	227	206

Amounts recognised in statement of cash flows

	2021 \$'000	2020 \$'000
Total cash outflow for leases	2,135	2,264

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

5. Leases (cont'd)

Leases as lessee (cont'd)

Right-of-use assets (cont'd)

Reconciliation of movements of liabilities to cash flows arising from financing activities

	Lease liabilities
	\$'000
Balance as at 1 April 2019	–
Adjustment on initial application of SB-FRS 116	6,681
Adjusted balance as at 1 April 2019	6,681
Changes from financing cash flows	
Payment of lease liabilities	(2,119)
Interest paid	(145)
Total changes from financing cash flows	(2,264)
Other changes	
Interest expense	145
Total liability-related other changes	145
Balance as at 31 March 2020	4,562
Balance as at 1 April 2020	4,562
Changes from financing cash flows	
Payment of lease liabilities	(2,044)
Interest paid	(91)
Total changes from financing cash flows	(2,135)
Other changes	
Interest expense	91
Total liability-related other changes	91
Balance as at 31 March 2021	2,518

Extension options

Some building leases contain extension options exercisable by the Council up to three years before the end of the non-cancellable contract period. Where practicable, the Council seeks to include extension options in new leases to provide operational flexibility. The extension option is subject to the availability of a similar extension option by the head tenant to renew the head tenancy with the landlord. The Council assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Council reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

In 2020, the Council has estimated that the potential future lease payments, should it exercise the extension option, would result in an increase in lease liability of \$1,592,000.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

6. Intangible assets

	2021	2020
	\$'000	\$'000
Cost		
At 1 April	6,551	6,542
Additions	–	9
At 31 March	6,551	6,551
Amortisation		
At 1 April	6,177	5,780
Amortisation for the year	320	397
At 31 March	6,497	6,177
Net carrying amount	54	374
Amortisation expense charged to statement of comprehensive income:		
- Operating and investment expenditure	303	369
- SSI	–	2
- NCSS Charitable Fund (Community Chest Only)	17	26
	320	397

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

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

7. Debt investments at amortised cost

	2021 \$'000	2020 \$'000
Current :		
Unquoted bonds, at amortised cost	24,419	5,709
Quoted bonds, at amortised cost	3,814	–
Total current	28,233	5,709
Non-current :		
Quoted bonds, at amortised cost maturing:		
- Within 2 to 5 years	2,577	5,301
- More than 5 years	798	1,000
	3,375	6,301
Unquoted bonds, at amortised cost maturing:		
- Within 2 to 5 years	13,247	32,023
- More than 5 years	5,801	5,930
	19,048	37,953
Total non-current	22,423	44,254
Total debt investments at amortised cost	50,656	49,963
Fair value of quoted bonds	7,261	6,742
Fair value of unquoted bonds	44,236	43,662
	51,497	50,404

In 2021, the bonds have fixed coupon rates ranging from 2.125% to 7.25% (2020: 2.125% to 7.25%) per annum. The maturity dates range from April 2021 to September 2076 (2020: April 2020 to September 2076).

The Council's debt investments at amortised cost are denominated in the following currencies:

	2021 \$'000	2020 \$'000
Singapore Dollars	14,799	14,816
United States Dollars	35,857	35,147
	50,656	49,963

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

8. Equity investments designated at fair value through other comprehensive income

	2021 \$'000	2020 \$'000
Equity investments at FVOCI	–	593

The Council designated the equity investments shown below as FVOCI because these equity investments were intended to be held for long-term for strategic purposes.

	Fair value as at 31 March 2021 \$'000	Interest income recognised during 2021 \$'000
Equity investments		
Singapore Real Estate Investment Trusts (S-REIT)	–	34

	Fair value as at 31 March 2020 \$'000	Interest income recognised during 2020 \$'000
Equity investments		
Singapore Real Estate Investment Trusts (S-REIT)	593	28

The equity investment (perpetual bond) with a fair value of \$589,000 was redeemed by the issuer during the year. The corresponding cumulative loss of \$11,000 in the fair value reserves was transferred to the general fund upon redemption of the equity investment.

9. Investments at fair value through profit or loss

	2021 \$'000	2020 \$'000
Current:		
Funds managed by fund managers	178,398	165,914
Non-current:		
Debt investments	299	324
Total investments at fair value through profit or loss	178,697	166,238

The investments comprise groups of financial assets that are managed and designated as financial assets at fair value through profit or loss because this designation eliminates or significantly reduces the accounting mismatch that would otherwise arise from measuring assets or recognising the gains and losses on them on different bases.

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.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

9. Investments at fair value through profit or loss (cont'd)

The Council's investments at fair value through profit or loss are denominated in the following currencies:

	2021 \$'000	2020 \$'000
United States Dollars	114,618	97,832
Singapore Dollars	58,491	57,161
Korean Won	1,025	3,062
Hong Kong Dollars	1,627	5,804
Thai Baht	385	1,576
Others	2,551	803
	178,697	166,238

	2021 \$'000	2020 \$'000
Net fair value gain for the financial year ended is as follows:		
- Realised gain	5,852	1,238
- Unrealised gain	11,400	1,876
	17,252	3,114

Notional principal of the financial derivatives entered into to hedge the foreign currency risk on USD-denominated investments are as follows:

	2021 \$'000	2020 \$'000
Forward foreign exchange contracts	157,291	101,541

The unrealised fair value loss from financial derivatives of \$1,300,000 (2020: \$3,207,000) is included in the net fair value gain on investment at fair value through profit or loss - funds managed by fund managers.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

9. Investments at fair value through profit or loss (cont'd)

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

	Cost of investment at end of the year \$'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 during the year \$'000	Unrealised gain/ (loss) during the year \$'000	Dividend income during the year \$'000	Withdrawal from investment during the year \$'000	Carrying value of investment at end of the year \$'000
2021									
Current:									
Non principal guaranteed or capital protected funds	138,195	165,914	-	-	5,852	11,425	449	(5,242)	178,398
Non-current:									
Debt investments	312	324	-	-	-	(25)	-	-	299
	138,507	166,238	-	-	5,852	11,400	449	(5,242)	178,697
2020									
Current:									
Non principal guaranteed or capital protected funds	143,437	162,984	-	-	1,238	1,864	391	(563)	165,914
Non-current:									
Debt investments	312	-	312	-	-	12	-	-	324
	143,749	162,984	312	-	1,238	1,876	391	(563)	166,238

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

10. Debtors, grant receivables and prepayments

	2021 \$'000	2020 \$'000
Debtors	717	380
Grant and other receivables	30,440	34,436
Interest receivable on bank balances	214	571
Interest receivable on debt instruments at amortised cost	451	505
Sundry deposits	702	702
Prepaid operating expenses	637	216
	33,161	36,810

Grant and other receivables

The grant and other receivables mainly consist of grant receivables from the Ministry of Social and Family Development (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.

11. Cash and bank balances

	2021 \$'000	2020 \$'000
Cash at banks	159,118	79,793
Fixed bank deposits	–	25,294
Cash and cash equivalents	159,118	105,087

The Council participates in the Accountant General's Department's (AGD) Centralised Liquidity Management (CLM) Scheme whereby the Council's cash is pooled together and managed centrally by AGD, a related party. This balance with AGD is placed on overnight basis and does not affect the daily liquidity of the Council. AGD pays interest on the Council's cash with AGD.

There is no fixed bank deposit as of 31 March 2021. In 2020, fixed bank deposits bore interest at an average rate of 2% per annum and for tenure of approximately 185 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 2021

12. Trust Funds

	2021 \$'000	2020 \$'000
VWOs - Charities Capability Fund:		
- VWO Capability Fund 1	56	56
- VWO Capability Fund 2	675	675
- VWO Capability Fund 3	9,191	9,993
- VWO Capability Fund 4	15,471	5,906
Charities Fund	600	600
Charities Fund 2	2,779	2,783
Charities Fund 3	2,248	274
	31,020	20,287
MOE Special Education Fund	4,476	48,709
Tote Board Social Service Fund	5,716	3,224
Lee Wee Kheng Fund	28,612	26,648
Care & Share	13,919	12,455
IDA Digital Inclusion Fund	1,849	2,498
Wing Tai Foundation	10,959	10,722
SHARE as One	10,521	8,184
Community Capability Trust	150,000	–
Tote Board Mental Health Strategic Initiative	110	179
	257,182	132,906
NCSS Charitable Fund		
The Wan Boo Sow Charity Fund	57	57
President's Challenge	26,033	18,475
	26,090	18,532
Total	283,272	151,438

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

12. Trust Funds (cont'd)

	2021 \$'000	2020 \$'000
Represented by:		
Bank balances – Trust Funds	223,842	106,680
Bank balances – NCSS Charitable Fund	23,449	16,663
	247,291	123,343
Sundry receivables – Trust Funds	516	1,139
Sundry receivables – NCSS Charitable Fund	2,640	1,872
	3,156	3,011
Investments – Trust Funds	32,938	27,921
	283,385	154,275
Less: Sundry creditors and accruals – Trust Funds	(9)	(2,521)
Sundry creditors and accruals – NCSS Charitable Fund	–	(2)
	(9)	(2,523)
Less: Derivatives – Trust Funds	(104)	(314)
	283,272	151,438

	Trust Funds \$'000	NCSS Charitable Fund \$'000	Total \$'000
Balance as at 1 April 2019	168,384	19,147	187,531
Incoming resources	346,543	17,627	364,170
Outgoing resources	(381,994)	(18,242)	(400,236)
Net movement for the financial year	(35,451)	(615)	(36,066)
Fair value reserve	(27)	–	(27)
Balance as at 31 March 2020	132,906	18,532	151,438
Balance as at 1 April 2020	132,906	18,532	151,438
Incoming resources	470,928	20,667	491,595
Outgoing resources	(346,681)	(13,109)	(359,790)
Net movement for the financial year	124,247	7,558	131,805
Fair value reserve	29	–	29
Balance as at 31 March 2021	257,182	26,090	283,272

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

13. Endowment Fund

	2021 \$'000	2020 \$'000
At beginning and end of the financial 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 Agencies 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 financial year.

14. General Fund

	Note	2021 \$'000	2020 \$'000
At 1 April		39,705	33,430
Surplus for the financial year		40,547	5,797
Transferred to statement of changes in statutory funds and reserve on disposal of equity investments at FVOCI		(11)	–
Transfer (to)/from ComChest Fund	15	(15,696)	478
At 31 March		64,545	39,705

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

Reserve position:

	2021 \$'000	2020 \$'000
General fund	64,545	39,705
Total operating expenditure	180,741	151,633
Ratio of general fund to total operating expenditure	0.4	0.3

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

15. ComChest Fund

	Note	2021 \$'000	2020 \$'000
At 1 April		74,431	74,909
Transfer from/(to) General Fund	14	15,696	(478)
At 31 March		90,127	74,431

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.

16. Deferred capital grants

	2021 \$'000	2020 \$'000
Capital grant received	23,822	23,114
Accumulated amortisation:		
At 1 April	17,694	16,776
Amortisation for the year	947	918
At 31 March	18,641	17,694
Net carrying amount	5,181	5,420
Amortisation charged to statement of comprehensive income:		
<i>Government and other grants:</i>		
- MSF Capital Grant	473	449
<i>SSI</i>		
- MSF Capital Grant	474	469
	947	918

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

17. Provision for reinstatement cost

	2021 \$'000	2020 \$'000
At 1 April	142	271
Provision used during the year	-	(129)
At 31 March	142	142

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.

18. Sundry creditors and accruals

	2021 \$'000	2020 \$'000
Non-current		
Accrued operating expenses	2,695	1,966
Current		
Sundry creditors	4,937	3,948
Accrued operating expenses	19,842	22,401
Advances held for designated projects	23,532	23,191
Grant income received in advance	26,134	3,753
	74,445	53,293

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

18. Sundry creditors and accruals (cont'd)

Reconciliation of movements of assets and liabilities to cash flows arising from financing activities

	Assets		Liabilities			Total \$'000
	Debtors (Note 10) \$'000	Grant and other receivables (Note 10) \$'000	Deferred capital grants (Note 16) \$'000	Advances held for designated projects (Note 18) \$'000	Grant income received in advance (Note 18) \$'000	
Balance as at 1 April 2019	(712)	(32,658)	5,631	1,745	7,863	(18,131)
Changes from financing cash flows						
Grant and other grants received	632	52,969	707	–	11,508	65,816
Total changes from financing cash flows	632	52,969	707	–	11,508	65,816
Other changes						
Decrease/(Increase) in debtors, grant receivables and other receivables	414	(11,820)	–	–	–	(11,406)
Increase in sundry creditors and accruals	–	–	–	31,184	1,015	32,199
Grant income	(714)	(42,927)	(918)	(9,738)	(16,633)	(70,930)
Total other changes	(300)	(54,747)	(918)	21,446	(15,618)	(50,137)
Balance as at 31 March 2020	(380)	(34,436)	5,420	23,191	3,753	(2,452)
Balance as at 1 April 2020	(380)	(34,436)	5,420	23,191	3,753	(2,452)
Changes from financing cash flows						
Grant and other grants received	321	49,115	708	–	44,526	94,670
Total changes from financing cash flows	321	49,115	708	–	44,526	94,670
Other changes						
Decrease/(Increase) in debtors, grant receivables and other receivables	180	8,196	–	–	–	8,376
Increase in sundry creditors and accruals	–	–	–	15,773	(1,180)	14,593
Grant income	(838)	(53,315)	(947)	(15,432)	(20,965)	(91,497)
Total other changes	(658)	(45,119)	(947)	341	(22,145)	(68,528)
Balance as at 31 March 2021	(717)	(30,440)	5,181	23,532	26,134	23,690

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

19. Service allocations to Charitable activities

	2021 \$'000	2020 \$'000
Allocation to programmes/projects	71,651	56,647
Other allocations	–	2,493
Service allocations to Charitable activities charged as an expense to proceeds from Community Chest	71,651	59,140
Service allocations to Charitable activities	71,651	59,140

Allocation to programmes and projects includes disbursements to member Social Service Agencies, project expenditure to build capability of Social Service Agencies, 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.

20. Derivatives

	Contract/ notional amount \$'000	Liabilities \$'000
2021		
Forward contracts	28,184	361
Total financial liabilities at fair value through profit or loss	28,184	361
2020		
Forward contracts	38,121	1,137
Total financial liabilities at fair value through profit or loss	38,121	1,137

The Council classifies derivative financial instruments as financial assets/liabilities at fair value through profit or loss. The Council does not apply hedge accounting.

21. 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.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

21. Significant related party transactions (cont'd)

(a) Compensation of key management personnel

Key management personnel of the Council are those individuals having the authority and responsibility for planning, directing and controlling the activities at the Council. The CEO, Directors (senior management) and the Board of Council are considered key management personnel of the Council. The Board of Council do not receive any remuneration, benefits and allowances.

The remuneration of the CEO and Directors (senior management) during the year was as follows:

	2021 \$'000	2020 \$'000
Salaries and other employee benefits	4,813	5,232
Contributions to defined contribution plan	394	351
	5,207	5,583
Number of key management personnel	22	21

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:

	2021 \$'000	2020 \$'000
Ministry of Social and Family Development		
Grant income and income on provision of services received and recognised	49,195	47,381
Secondment fee, funding for service and training courses fees paid/payable	(5,092)	(7,973)
Singapore Totalisator Board		
Donation and grant income received and recognised	14,891	10,288
Other Ministries		
Grant income and income on provision of services received and recognised	9,232	1,026
Service fee, Licence fee paid/payable	(1,183)	(1,038)
Other Public Agencies		
Grant income and income on provision of services received and recognised	1,412	1,577
Service fee, Training courses fee paid/payable	(11,036)	(6,048)

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 2021

22. Commitments and contingent assets

	2021 \$'000	2020 \$'000
(a) Approved funding to members	45,415	45,095

The Council has budgeted an approved funding of \$45,415,000 (2020: \$45,095,000) for disbursements to its Social Service Agencies for the subsequent financial year.

(b) Operating leases

Future minimum lease payments under low-value asset leases are as follows:

	2021 \$'000	2020 \$'000
Within one year	150	191
Two to five years	115	185
	265	376

(c) Contingent assets

The Care & Share Movement 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 2023, for eligible projects which were approved by the Board and the Ministry of Social and Family Development. The eligible donations raised (\$118.8 million) by Community Chest during the matching period (1 December 2013 to 31 March 2016) were capped at \$100 million. At the end of the reporting period, approved projects amounted to \$95.33 million (2020: \$66.2 million), of which the Council has received \$76.99 million cumulative as at 31 March 2021 (2020: \$61.6 million).

23. Number of employees

The number of employees in the Council at the end of the year was 336 (2020: 299). Total staff costs of the Council amounted to \$34,549,000 (2020: \$32,031,000).

	2021 \$'000	2020 \$'000
Operating and Investment expenditure:		
Staff costs – Salaries and related costs	21,633	18,813
Contributions to defined contribution plan	2,720	2,505
SSI:		
Staff costs – Salaries and related costs	4,475	5,320
Contributions to defined contribution plan	505	654
NCSS Charitable Fund (Community Chest Only):		
Staff costs – Salaries and related costs	4,454	4,064
Contributions to defined contribution plan	762	675
	34,549	32,031

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

24. Taxation

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

25. 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 a counterparty to a financial instrument fails to meet its contractual obligations.

The carrying amount of financial assets represent the Council's maximum exposure to credit risk, before taking into account any collateral held. The Council does not require any collateral in respect of their financial assets.

Debtors that are neither past due nor impaired are with creditworthy debtors with good payment record with the Council.

Impairment losses on financial assets recognised in statement of comprehensive income were as follows:

	2021 \$'000	2020 \$'000
Reversal of impairment losses on debtors	-	(4)

Debtors

Exposure to credit risk

A summary of the Council's exposures to credit risk for debtors is as follows:

	2021		2020	
	Not credit-impaired \$'000	Credit-impaired \$'000	Not credit-impaired \$'000	Credit-impaired \$'000
Not past due	297	-	269	-
Past due 1 – 30 days	276	-	61	-
Past due 31 – 90 days	73	-	42	-
Past due more than 90 days	71	-	8	5
Total gross carrying amount	717	-	380	5
Loss allowance	-	-	-	(5)
	717	-	380	-

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

25. Financial risk management objectives and policies (cont'd)

Credit risk (cont'd)

Expected credit loss assessment for debtors

The Council uses an allowance matrix to measure the ECLs of debtors which comprise a very large number of small balances.

The allowance matrix is based on actual credit loss experience over the past three years. The ECL computed is purely derived from historical data which management is of the view that the historical conditions are representative of the conditions prevailing at the reporting date.

The following table provides information about the exposure to credit risk and ECLs for debtors.

	Weighted average loss rate %	Gross carrying amount \$'000	Impairment loss allowance \$'000	Credit impaired
2021				
Not past due	0%	297	-	No
Past due 1 – 30 days	0%	276	-	No
Past due 31 – 90 days	0%	73	-	No
Past due more than 90 days	0%	71	-	No
		717	-	
2020				
Not past due	0%	269	-	No
Past due 1 – 30 days	0%	61	-	No
Past due 31 – 90 days	0%	42	-	No
Past due more than 90 days	38%	13	(5)	Yes
		385	(5)	

Movements in allowance for impairment in respect of debtors

The movement in the allowance for impairment losses in respect of debtors during the year was as follows:

	Lifetime ECL	
	2021 \$'000	2020 \$'000
At 1 April	5	9
Impairment loss/(Reversal of impairment loss) recognised	-	(4)
Written off	(5)	-
At 31 March	-	5

The Council has performed an analysis on the credit risk exposure on other receivables based on general approach and assessed that no impairment loss was required to be recognised.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

25. Financial risk management objectives and policies (cont'd)

Credit risk (cont'd)

Debt investments

The Council limits its exposure to credit risk on investments held by investing only in liquid debt securities and only with counterparties that have a credit rating of at least BBB- from Standard & Poor's and Fitch and Baa3 from Moody's.

The Council monitors changes in credit risk by tracking published external credit ratings provided by the custodian and the fund managers. To determine whether published ratings remain up to date and to assess whether there has been a significant increase in credit risk at the reporting date that has not been reflected in published ratings, the Council supplements this by reviewing changes in bond yields and, where available, credit default swap ("CDS") prices together with available press and regulatory information about issuers.

The following table presents an analysis of the credit quality of debt investments at amortised cost. It indicates whether assets measured at amortised cost were subject to a 12-month ECL or lifetime ECL allowance and, in latter case, whether they were credit-impaired.

	At amortised cost	
	12-month ECL	
	2021	2020
	\$'000	\$'000
No credit rating	5,074	7,851
Aa3 to Aaa	2,399	1,267
A3 to A1	31,346	30,159
Baa3 to Baa1	11,837	10,686
Gross carrying amounts	50,656	49,963
Less: Loss allowance	-	-
Carrying amount	50,656	49,963

The Council did not have any debt investments that were past due but not impaired as at 31 March 2021 and 31 March 2020.

Cash and cash equivalents

The Council held cash and cash equivalents of \$159,118,000 (2020: \$105,087,000). The cash and cash equivalents are held with bank and financial institution counterparties, which are rated Aa1 to Aa2 (2020: Aa1 to Aa2) based on Moody's ratings.

Impairment on cash and cash equivalents has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. The Council considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties. The amount of the allowance on cash and cash equivalents was negligible.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

25. 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 Council's financial assets and liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

	Cash flows				
	Carrying amount \$'000	Contractual cash flows \$'000	One year or less \$'000	More than one and less than five years \$'000	Total \$'000
2021					
Debtors, grant and other receivables*	32,524	32,524	32,524	-	32,524
Cash and bank balances	159,118	159,118	159,118	-	159,118
Total undiscounted financial assets	191,642	191,642	191,642	-	191,642
Sundry creditors and accruals#	(51,006)	(51,006)	(48,311)	(2,695)	(51,006)
Lease liabilities	(2,518)	(2,558)	(1,902)	(656)	(2,558)
Total undiscounted financial liabilities	(53,524)	(53,564)	(50,213)	(3,351)	(53,564)
Total net undiscounted financial assets/(liabilities)	138,118	138,078	141,429	(3,351)	138,078
2020					
Debtors, grant and other receivables*	36,594	36,594	36,594	-	36,594
Cash and bank balances	105,087	105,087	105,087	-	105,087
Total undiscounted financial assets	141,681	141,681	141,681	-	141,681
Sundry creditors and accruals#	(51,506)	(51,506)	(49,540)	(1,966)	(51,506)
Lease liabilities	(4,562)	(4,694)	(2,135)	(2,559)	(4,694)
Total undiscounted financial liabilities	(56,068)	(56,200)	(51,675)	(4,525)	(56,200)
Total net undiscounted financial assets/(liabilities)	85,613	85,481	90,006	(4,525)	85,481

* Exclude prepaid operating expenses

Exclude grant income received in advance

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

25. Financial risk management objectives and policies (cont'd)

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 Agencies 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 financial year. The Council is not subject to externally imposed capital reserve requirements.

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 at fair value through profit or loss and equity investments designated at fair value through other comprehensive income had declined by 10%, assuming all other variables remain constant, the Council's surplus/ reserve for the financial year would decrease by approximately \$17,870,000 and Nil, respectively (2020: \$16,624,000 and \$59,000 respectively). An increase in 10% of the equity prices would have an equal but opposite effect. The above sensitivity analysis is inclusive of decrease/increase in the net fair value loss/gains for financial derivatives.

Derivatives are financial contracts whose values are derived from the value of underlying assets. Forwards contracts used for hedging purposes to manage portfolio risk and for efficient portfolio management to improve risk-adjusted performance.

Approved guidelines detail the permissible derivative instruments and their risk limits. Ongoing monitoring and reporting are undertaken at various levels to ensure that investment activities are in accordance with the investment guidelines.

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.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

26. Fair value of assets and liabilities

Assets and liabilities measured at fair value

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

	Fair value measurements at the end of the reporting period using			
	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	Total \$'000
2021				
Financial assets measured at fair value				
Investments at FVTPL:				
- Funds managed by fund managers	170,775	7,623	-	178,398
- Debt investments	299	-	-	299
Financial assets as at 31 March 2021	171,074	7,623	-	178,697
Financial liabilities measured at fair value				
Derivative	-	361	-	361
Financial liabilities as at 31 March 2021	-	361	-	361
2020				
Financial assets measured at fair value				
Investments at FVTPL:				
- Funds managed by fund managers	160,186	5,728	-	165,914
Debt investments	324	-	-	324
Equity investments at FVOCI	593	-	-	593
Financial assets as at 31 March 2020	161,103	5,728	-	166,831
Financial liabilities measured at fair value				
Derivative	-	1,137	-	1,137
Financial liabilities as at 31 March 2020	-	1,137	-	1,137

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

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

26. Fair value of assets and liabilities (cont'd)

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 reporting date and unquoted funds based on the net asset value of the investees provided by non-related fund managers.

Equity investments designated at fair value through other comprehensive income

The fair value of the unquoted perpetual bonds are valued using the valuation techniques that reflect market participants' assumptions, maximising the use of relevant observable data including quoted prices for similar assets, benchmark yield curves and market corroborated inputs. To reflect current market conditions, the evaluated pricing applications incorporate market information obtained throughout the trading day from market sources and integrated relative credit rating information, observed market movements, and sector news.

Derivatives – Forward contracts

Where available, quoted market prices are used as a measure of fair value for the outstanding contracts. Where the quoted market prices are not available, the fair value are based on management's best estimate and are arrived at by reference to the market price of another contract that is substantially similar or the latest available rate.

Non-derivative financial assets and liabilities

The carrying amounts of financial assets and liabilities with a maturity of less than one year (including debtors and grant receivables, cash and cash equivalents, and sundry creditors) or those which reprice within six months are assumed to approximate their fair value because of the short period to maturity or repricing. All other financial assets and liabilities are discounted using the discounted cash flow valuation technique to determine their fair values.

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

27. Fund-raising proceeds and operating expenses for NCSS Charitable Fund

	Community Chest		The Wan Boo Sow Charity Fund		President's Challenge		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Tax deductible donations	61,979	31,466	–	–	14,034	11,539	76,013	43,005
Tax non-deductible donations	25,368	27,196	–	–	1,370	3,441	26,738	30,637
	87,347	58,662	–	–	15,404	14,980	102,751	73,642
Funding from NCSS operating income	–	1,657	–	–	–	–	–	1,657
Operating Grant	–	–	–	–	5,194	2,496	5,194	2,496
Direct donations for fund-raising operating expenses	9,228	7,401	–	–	–	–	9,228	7,401
Other income	76	–	–	–	68	150	144	150
Transfer of excess in direct donations for fund-raising operating expenses to NCSS operating grants	(1,285)	–	–	–	–	–	(1,285)	–
Less: Direct fund raising expenses	(932)	(2,002)	–	–	(1)	(1)	(933)	(2,003)
Indirect fund raising expenses	(7,087)	(7,056)	–	–	–	–	(7,087)	(7,056)
Service allocations to Charitable activities	(71,651)	(59,140)	–	–	(13,108)	(18,240)	(84,759)	(77,380)
Net (deficit)/surplus	15,696	(478)	–	–	7,557	(615)	23,253	(1,093)

Notes to the Financial Statements

For the Financial Year ended 31 March 2021

28. Fund-raising activities

In accordance with the Charities (Institution of a Public Character) Regulations, the Council is required to disclose fund-raising appeals with gross receipts of more than \$1million.

	Fund-raising proceeds \$'000	Fund-raising expenses \$'000	Net fund-raising proceeds \$'000
2021			
SGX Bull Charge – Outright donation	3,744	255	3,489
	3,744	255	3,489
2020			
SGX Bull Charge – Outright donation	3,451	918	2,533
UOB Heartbeat Run/Walk 2019	1,252	1	1,251
	4,703	919	3,784

29. Subsequent event

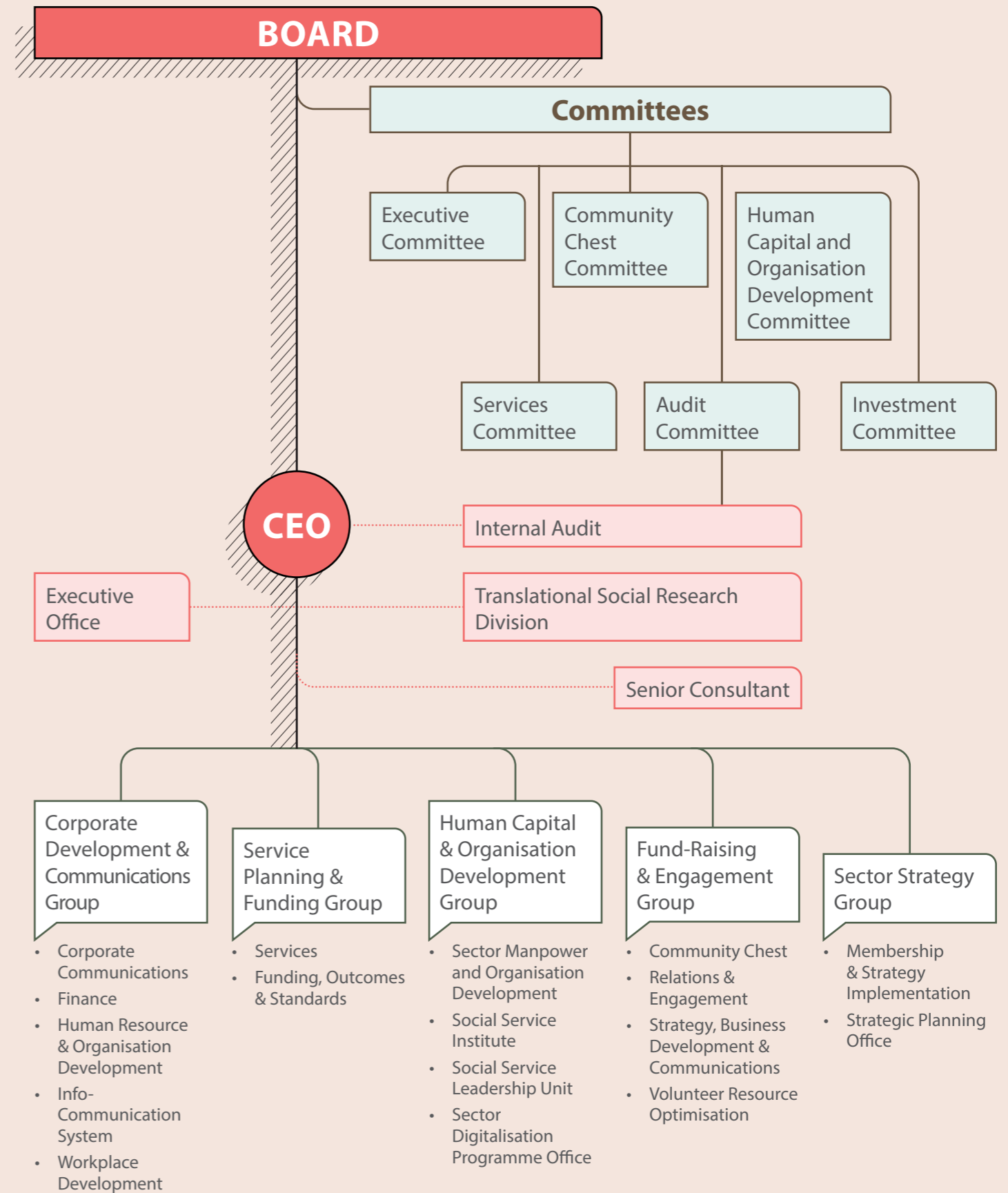
Community Capability Trust (“CCT”) is a dedicated and long-term fund that is set up to advance and improve the capabilities and capacities of Social Service Agencies (“SSAs”). The fund aims to build stronger SSAs that are able to adapt to manpower and funding constraints to run social service effectively and to support the service plans for the sector as well as improve community involvement in funding capabilities and capacity-building with better education of donors on the importance of supporting the needs for the sector. Ministry of Finance (“MOF”) has provided a sum of \$150m for CCT (Note 12) whereas Tote Board and Community Chest will contribute \$50m and \$30m, respectively. The Council will manage the investment of these funding received given that the fund has an investment horizon of 4 to 5 years. Any returns generated will be ring-fenced for CCT’s use.

30. Authorisation of financial statements for issue

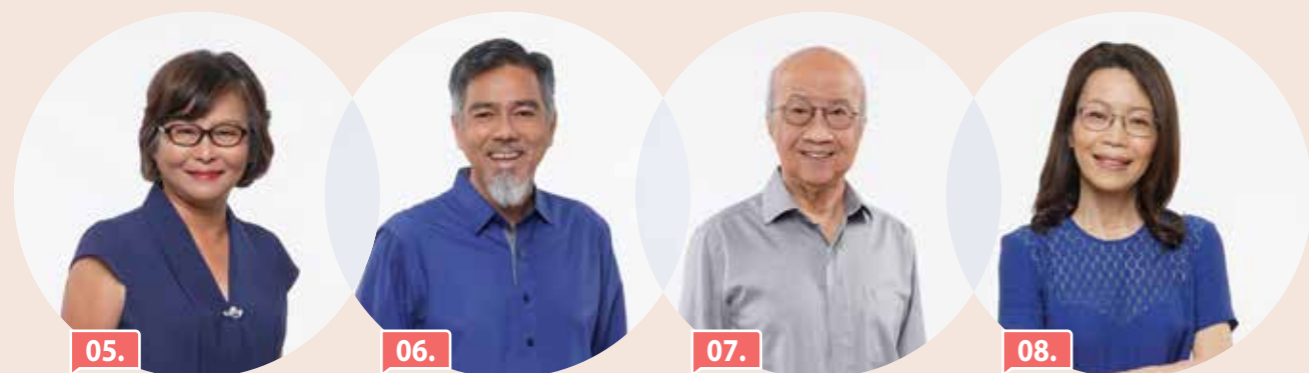
The financial statements for the financial year ended 31 March 2021 were authorised for issue by the Board of the Council on 8 June 2021.

Board of Council, Management, Committees, and Listings

Organisational Chart



NCSS Board of Council



01. ANITA FAM SIU PING

JP, BBM, PBM
President

02. CHAN CHIA LIN

Vice President

03. ROBERT CHEW

BBM, PBM
Vice President

04. PHILLIP TAN

PJG, JP, BBM(L), BBM, PBM
Chairman of Community Chest

05. TAN KHIAW NGOH

JP
Honorary Treasurer

06. LATIFF BIN IBRAHIM

BBM, PBM
Honorary General Secretary

07. DR CHEONG CHOONG KONG

BBM
Member

08. CHUNG WEI HAN

Member

09. EDWARD D'SILVA

JP, BBM, PBM
Member

10. EUGENE SEOW

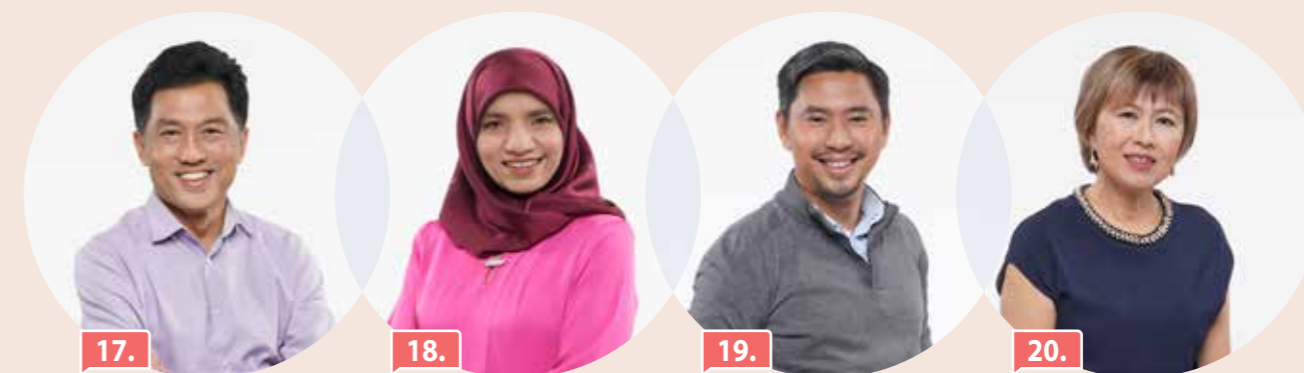
BBM, PBM
Member

11. GREGORY VIJAYENDRAN

Member

12. JANET YOUNG

Member



13. ASSOC PROF KENNETH POON

Member

14. KEVIN GERARD WONG

Member

15. CLINICAL ASSOC PROF KEVIN LIM

BBM, PBM
Member

16. DR LEE TUNG JEAN

PPA(P)
Ministry of Social and Family
Development Representative

17. LIM CHENG TECK

Member

18. ADJ ASSOC PROF MARIAM ALJUNIED

PPA(P), PBS, PPA(G)
Member

19. MARTIN TAN

Member

20. OOI CHEE KAR

Member

21. PUVAN ARIARATNAM

PPA(P), PBS, PPA(G)
Member

22. TAN KWANG CHEAK

Ministry of Health Representative

23. THERESA SIM

Member

NCSS Senior Management



01. SIM GIM GUAN

PPA(P), PPA(P)(T)
Chief Executive Officer
(until 31 May 2020)
Group Director, Corporate
Development & Communications
(until 31 May 2020)

02. TAN LI SAN

PPA(P)
Chief Executive Officer
(Designate) (until 31 May 2020)
Chief Executive Officer
(from 1 June 2020)
Group Director, Corporate
Development & Communications
(from 1 June 2020)

03. TINA HUNG

PPA(P)
Senior Consultant, CEO Office
(from 1 April 2020)

04. DR FERMIN DIEZ

Deputy Chief Executive Officer
Group Director, Human Capital &
Organisation Development
Director, Social Service Leadership
Unit (from 1 September 2020)

05. SEAH YANG HEE

Deputy Chief Executive Officer
(from 1 April 2020)
Group Director, Service Planning &
Funding (from 1 April 2020)

06. DAPHNE KOH

Chief Information Officer
(from 1 August 2020)

07. ANGELA YAK

PPA(G)
Group Director, Sector Strategy

08. CHARMAINE LEUNG

Group Director, Fundraising &
Engagement
Managing Director, Community Chest

09. DR ANDREW LIM

Director, Workplace Development
(from 1 September 2020)
Director, Volunteer Resource
Optimisation (until 8 October 2020)

10. ANJAN GHOSH

Director, Sector Manpower &
Organisation Development

11. DR CHU CHI MENG

Director, Translational Social Research
Division

12. BELINDA TAN

Director, Funding, Outcomes and
Standards



13. BRUCE LIEW

Director, Sector Digitalisation
Programme Office
(from 1 September 2020)
Director, Corporate Services
(until 31 August 2020)

14. CHAN WHEE PENG

Director, Services

15. ELAINE LOO

Director, Membership & Strategy
Implementation

16. NG HERK LOW

Director, Strategic Planning Office
(from 11 August 2020)

17. YONG SIOW YIN

Director, Human Resource &
Organisation Development
(from 1 August 2020)
Director, Social Service Leadership
Unit (until 31 August 2020)

18. LOW WAN VE

Director, Human Resource
and Planning & Organisation
Development (until 2 August 2020)

19. PEARLYN TSENG

Director, Corporate Communications
Head, Marketing Communications &
Engagement, MSF

20. PRISCILLA GAN

Director, Volunteer Resource
Optimisation (from 9 October 2020)
Director, Relations & Engagement
(until 8 October 2020)

21. MARIE CHOO

Director, Relations & Engagement
(from 9 October 2020)

22. JESTINE CHOO

Director, Finance

23. RAE LEE

Director, Strategy, Business
Development & Communications

24. DR VICTOR GOH

Director, Social Service Institute

25. TAN SUAN EE

Head, Internal Audit

NCSS Committees

AUDIT COMMITTEE

Chairperson

Ms Ooi Chee Kar

Vice Chairperson

Mr Gerard Tan PBM

Members

Mr Danny Koh

Mr Gregory Vijayendran

Ms Kavitha Rajan

COMMUNITY CHEST COMMITTEE

Advisor

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

Chairperson

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

Vice Chairpersons

Mr Chew Kwee San PBM

Mr Chew Sutat (Member until August 2020, Vice Chairperson from August 2020)

Mr Eric Ang BBM, PBM (until 31 July 2020)

Mr Guy Daniel Harvey-Samuel JP (until 31 July 2020)

Ms Pearlyn Phau (Member until August 2020, Vice Chairperson from August 2020)

Mr Tan Puay Kern PBM, PPA(P), AMBCI

Honorary General Secretary

Mr Latiff Bin Ibrahim BBM, PBM (from August 2020)

Ms Ooi Chee Kar (until 31 July 2020)

Honorary Treasurer

Ms Tan Khiaw Ngoh, JP

Members

Mr Andrew da Roza

Ms Audrey Tan PPA(G)

Mr Chris Chong

Mr Danny Koh (from 1 March 2021)

Mr Foo Say Thye

COL Koh Ee Wen PPA(G)(T) (from 1 January 2021)

Ms Lee Mui Ling

Mr Mark Shaw BBM, PBM (from August 2020)

Ms Ng Ling Ling PPA(P)

Mr Nicholas Kong PPA(P) (until 31 July 2020)

Mr Peter Wee PPA(G)(T), PBS(T) (until 31 July 2020)

Mr Puvan Ariaratnam PPA(P), PBS, PPA(G)

Mr Richard Sim Hwee Cher (until 31 July 2020)

Mr Robert Chew BBM, PBM

AC Serene Chiu (from August 2020)

Mr Sim Gim Guan PPA(P), PPA(P)(T) (from August 2020)

Ms Suree Rohan (until 31 July 2020)

Mr Tan Kwang Hwee

COL Tan Tiong Keat PP(G)(T) (until 31 December 2020)

Mr Wilson Lim PBS (until 31 July 2020)

Mr Yang Tse Pin

Mr Yek Boon Seng

Ms Yeoh Chee Yan PBS, PPAE, PPA(G) (from August 2020)

Ms Young Jin Yee

HUMAN CAPITAL AND ORGANISATION DEVELOPMENT COMMITTEE

Chairperson

Dr Cheong Choong Kong BBM

Vice Chairperson

Mr Tan Kwang Cheak

Members

Ms Dominique Choy

Mr Edward D'Silva JP, BBM, PBM

Mr Eric Teng BBM, PBM

Ms Janet Young

Mr Martin Tan

Mr Robert Chew BBM, PBM

INVESTMENT COMMITTEE

Chairperson

Ms Chan Chia Lin

Vice Chairperson

Mr Lee Ming San

Members

Mr Bryan Yeo

Mr Ng Yong Ngee

Ms Theresa Sim

SERVICES COMMITTEE (FROM 1 AUGUST 2020)

Chairperson

Mr Robert Chew BBM, PBM

Vice Chairperson and Service Advisor, Disability Services

Adj Assoc Prof Mariam Aljunied PPA(P), PBS, PPA(G)

Service Advisor, Children, Youth & Family Services

Mr Abdul Rohim Sarip PBM

Service Advisor, Mental Health Services and Community Chest Representative

Mr Andrew da Roza

Service Advisor, Caregiver & ElderCare Services and AIC Representative

Mr Chern Siang Jye PPA(G)

Service Advisor, Caregiver & ElderCare Services and Community Chest Representative

Mr Chew Kwee San PBM

Service Advisor, Mental Health Services and Community Chest Representative

Mr Chew Sutat

Service Advisor, Children, Youth & Family Services

Ms Chung Wei Han

Service Advisor, Disability Services

Assoc Prof Kenneth Poon

Adj Assoc Prof Kevin Lim BBM, PBM

Service Advisor, Caregiver & ElderCare Services

Mr Lim Cheng Teck

Service Advisor, Mental Health Services

Ms Vivienne Ng PBS, P.Kepujian

Service Advisor, Children, Youth & Family Services

Mr Sallim Abdul Kadir JP, BBM, PBM

Members

Mrs Boon-Ngee Sebastian PPA(P), PBS Tote Board Representative

Dr Jeannie Tey P.Kepujian

MOH Representative

Mr Lim Teck Kiat

MSF Representative

Mr Lim Yu Kee

MOE Representative

4ST STRATEGIC REVIEW PANEL (UNTIL JULY 2020)

Chairperson

Ms Anita Fam Siu Ping JP, BBM, PBM

Members

Mr Andrew Buay

Ms Ang Bee Lian PPA(P), PPA(E)

Ms Chan Chia Lin

Ms Chew Seow Chien

Mr Eugene Seow BBM, PBM

Mr Girija Pande PBM

Mr Martin Tan

Mr Nicholas Lee

Mr Robert Chew BBM, PBM

LEADERSHIP SELECTION PANEL

Chairpersons

Dr Fermin Diez

Ms Seah Yang Hee

Ms Tan Li San PPA(P)

Ms Tina Hung PPA(P) (Chairperson until 31 July 2020, Member from 1 August 2020)

Members

Mr Abhimanyau Pal

Ms Adrienne Sng Hwi Cheng

Ms Agnes Chia

Ms Ang Bee Lian PPA(P), PPA(E)

Dr Ang Seng Bin PBM

Mr Anjan Ghosh

Ms Audrey Tan PPA(G)

Mr Chew Sutat

Assoc Prof Ms Clare Yeo P.Kepujian (until March 2020)

Mr Eugene Seow PBM, BBM

Ms Han Yah Yee

Mr Ho Siew Cheong

Mr James Tan

Ms Jennifer Teoh P.Kepujian, PBS

Mr John Ang PBM, BBM

Mrs June Tham-Toh Syn Yuen

Ms Junie Foo

Ms Kang Poh Sim

Ms Karen Sik P.Kepujian

Mr Karthikeyan J R

Assoc Prof Kenneth Poon

Adj Assoc Prof Kevin Lim BBM, PBM

Mr Koh Chi Wee Kelvin PPA(G)

Mr Lee Seng Meng

Ms Lee Yean Wun

Mr Leng Chin Fai

Ms Lim Zran Ai Lois

Ms Long Chey May P Kepujian, PBS

Ms Low Ching Voon Geraldine

Ms Nancy Ng

Ms Ngo Lee Yian

Ms Nur Hilyah Saporin

Mr Pathnapuram Manoj

Ms Peng Hai Ying

Mr Peter Tan

Ms Porsche Poh

Dr Roland Yeow Theng Nam

Ms Ruth Chua

Ms Ruth Tan

Mr Shekhar S Sinha

Dr Soon Su-Chuin

Mrs Stephenie Khoo

Ms Tan Sze Wee

Dr Terence Yow

Mr Tim Oei

Dr Vincent Ng

Ms Vivienne Ng PBS, P.Kepujian

Mr Yap Poh Kheng

VCF EVALUATION PANEL

Chairpersons

Ms Ang Bee Lian PPA(P), PPA(E)

Prof Ho Lai Yun JP, BBM, PBM, PBS

Members

Mr Eugene Seah

Dr Mathew Mathews

Dr Soon Su-Chuin

Ms Seah Yang Hee

Ms Tan Li San PPA(P)

Dr Victor Tong

BEYOND COVID-19 TASKFORCE MEMBERS

Chairperson

Ms Anita Fam Siu Ping JP, BBM, PBM

Members

Ms Angie Chew

Mr Augustin Lee

Mr Bernard Menon

Mr Chern Siang Jye PPA(G)

Ms Chew Seow-Chien

Mr Eugene Seow BBM, PBM

Mr Gasper Tan

Dr Goh Wei-Leong

Ms Janet Young

Ms Ku Geok Boon

Dr Lee Tung Jean PPA(P)

Mr Mark Wee

Dr Md Badrun Nafis Saion

Ms Melissa Kwee

Mr Mohamad Helmy Mohd Isa

Mr Robert Chew BBM, PBM

Ms Sim Bee Hia

Ms Tan Li San PPA(P)

Ms Theresa Goh

Dr Vincent Ng

Mr Yap Poh Kheng

Listings

FULL MEMBERS

*SCAPE CO., LTD.

365 Cancer Prevention Society
Abilities Beyond Limitations And Expectations Limited
Action For AIDS (Singapore)
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)
Ascending Hope Community Services Ltd.
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)
Awwful Grace Ltd.
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 Limited
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
Brahm Centre Ltd.
Brain Tumour Society (Singapore) Limited
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
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 Family Life Limited
Catholic Welfare Services, Singapore
Centre For Fathering Limited
Centre for Seniors
Cerebral Palsy Alliance Singapore
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
CHILDREN'S WISHING WELL
Chinese Counselling Society (Singapore)
Chinese Development Assistance Council
Chinese Women's Association
Chong Hua Tong Tou Teck Hwee
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
Cycling Without Age Singapore Ltd.
DAS Academy Ltd.
Daughters Of Tomorrow Limited
Deaf and Hard-of-Hearing Federation (Singapore)
Deaf Sports Association (Singapore)
Diabetes Singapore
Disabled People's Association
Dover Park Hospice
Down Syndrome Association (Singapore)
Dyslexia Association Of Singapore
Eagles Mediation & Counselling Centre Ltd. (EMCC)
Empower Ageing Limited
EN Community Services Society
Epilepsy Care Group (Singapore)
Epworth Community Services
EQUAL-ARK Singapore Ltd.
Equestrian Federation of Singapore (E.F.S)
Eurasian Association, The
Extraordinary People Limited
FaithActs
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
Guide Dogs Singapore Ltd.
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
Home Nursing Foundation
Hope Centre (Singapore)
Hope Community Services Centre
HOPE Worldwide (Singapore)
HUG Community Services Limited
Humanitarian Organization for Migration Economics
IC@RE HUB LTD.
IC2 Prehouse Limited
Image Mission Ltd.
Industrial and Services Co-operative Society Limited
Infant Jesus Homes And Children's Centres
Inmates' Families Support Fund
Jewish Welfare Board, Singapore, The
Jia Ying Community Services Society
Ju Eng Home for Senior Citizens
Kampung Kapor Community Services
Kampung Senang Charity and Education Foundation
Kang Ming Free Clinic
Kheng Chiu Loke Tin Kee Home
Kidney Dialysis Foundation Limited
Kwan-In Welfare Society
Kwong Wai Shiu Hospital
Lakeside Family Services
Law Society Pro Bono Services
Lawn Bowls Association for the Disabled (Singapore)
Lejia Society

Lembaga Biasiswa Kenangan Maulud (Prophet Muhammad's Birthday Memorial Scholarship Fund Board)
Leukemia and Lymphoma Foundation
Life Community Services Society
Light and Love Charity
Ling Kwang Home for Senior Citizens
Lions Befrienders Service Association (Singapore)
Lions Community Service Foundation (Singapore)
Lions Home For The Elders
Lotus Light Charity Society (Singapore)
LOVE, NILS LTD
Loving Heart Multi-Service Centre
Loving Heart Multi-Service Centre (Jurong)
Lutheran Community Care Services Limited
Majlis Pusat Singapura
Make-A-Wish Foundation (Singapore) Limited
Mamre Oaks Limited
Man Fut Tong Nursing Home
Man Fut Tong Welfare Society
Marine Parade Leadership Foundation
Marymount Centre
Methodist Welfare Services
Metropolitan Young Men's Christian Association Of Singapore
Metta Welfare Association
MILK (Mainly I Love Kids) Fund
Montfort Care
Moral Home For The Aged Sick Limited
Morning Star Community Services Ltd.
Mount Alvernia Hospital
Movement for the Intellectually Disabled of Singapore (MINDS)
Muhammadiyah Welfare Home
Muscular Dystrophy Association (Singapore)
Muslim Kidney Action Association (MKAC Association)
Muslim Missionary Society, Singapore, The
Muslimin Trust Fund Association
Nam Hong Welfare Service Society
National Volunteer And Philanthropy Centre
Neighbour Ring Community Services
New Charis Mission, The
New Hope Community Services
New Life Community Services
New Life Stories Limited
New Redeemer's Fellowship Society
NTUC Health Co-Operative Ltd.
NTUC-U Care Fund

NuLife Care & Counselling Services Limited
Oikos.Community@Sengkang Ltd.
O'Joy Care Services
O'Joy Limited
One Hope Centre
Operation Renewal (Singapore)
Parkinson Society Singapore
Pasir Panjang Hill Community Services Centre
PAVE
Persatuan Pemudi Islam Singapura (PPIS)
Persatuan Persuratan Pemuda Pemudi Melayu (Malay Youth Literary Association)
PERTAPIS Education and Welfare Centre
Philippine Bayanihan Society (Singapore)
PLAYEUM LTD.
Potter's Place Community Services Society
Presbyterian Community Services
Prison Fellowship Singapore Limited
Project SMILE Limited
Promisedland Community Services
Providence Care Limited
PSALT CARE LIMITED
Pu Ti Lian She
Quantedge Foundation (Singapore) Ltd.
Queenstown Multi-Service Centre
Rainbow Centre, Singapore
Ramakrishna Mission, The
REACH Community Services Society
Realm of Tranquility
Red Swastika Charity Foundation
Ren Ci Hospital
Resilience Collective Ltd.
Riding For The Disabled Association Of Singapore
RiverLife Community Services Limited
Ronald McDonald House Charities Singapore
RSVP Singapore The Organisation of Senior Volunteers
SAGE Counselling Centre
Salem Welfare Services Ltd.
Salvation Army, The
Samaritans Of Singapore
SASCO Senior Citizens' Home
SATA CommHealth
Sathya Sai Social Service (Singapore)
Self Help Groups Student Care Limited
Sembawang Family Service Centre
Sembawang Tamils' Association
Serangoon Moral Family Service Centre
SG Enable Ltd.
SG Serve Ltd.
Shan You
Shared Services for Charities Limited

SHINE Children And Youth Services
 Sian Chay Medical Institution
 Sikh Welfare Council
 Silver Ribbon (Singapore)
 Singapore After-Care Association
 Singapore Anglican Community Services
 Singapore Anti-Narcotics Association
 Singapore Association For Counselling
 Singapore Association for Mental Health,
 The
 Singapore Association For The Deaf, The
 Singapore Association Of Social Workers
 Singapore Association Of The Visually
 Handicapped
 Singapore Buddhist Free Clinic
 Singapore Buddhist Lodge Welfare
 Foundation
 Singapore Buddhist Welfare Services
 Singapore Cancer Society
 Singapore Children's Society
 Singapore Christian Home
 Singapore Chung Hwa Medical Institution
 Singapore Council Of Women's
 Organisations
 Singapore Disability Sports Council
 Singapore Heart Foundation
 Singapore Hospice Council
 Singapore Indian Development
 Association (SINDA)
 Singapore Indian Education Trust
 Singapore Leprosy Relief Association
 Singapore Life Saving Society, The
 Singapore National Stroke Association
 Singapore Planned Families Association
 Singapore Psychological Society
 Singapore Red Cross Society
 Singapore Tenkasi Muslim Welfare Society,
 The
 Singapore Thong Chai Medical Institution
 Singapore Women's Association (Persatuan
 Wanita Singapura)
 SMA Charity Fund
 Social Health Growth Ltd.
 Society For Continence (Singapore)
 Society For The Aged Sick
 Society for the Promotion of Attention
 Deficit Hyperactivity Disorder Research
 and Knowledge
 Society for WINGS
 Society Of Sheng Hong Welfare Services
 Society of St. Vincent De Paul (National
 Council of Singapore)
 South Central Community Family Service
 Centre Limited
 SPD
 Special Needs Trust Company Limited
 Special Olympics Asia Pacific, Ltd.
 Special Olympics, Singapore
 Speech And Language Therapy Singapore
 (SALTS)

Sree Narayana Mission (Singapore)
 Sri Krishna Mandir Welfare Society
 St Andrew's Cathedral Home For The Aged
 St Andrew's Mission Hospital
 St Gabriel's Foundation
 St Luke's ElderCare Ltd.
 St Luke's Hospital
 St. Hilda's Community Services Centre
 St. John Singapore
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