



NCSS
National Council
of Social Service



STRENGTHENING CONNECTIONS, PARTNERING FOR IMPACT

Annual Report FY2022

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VISION, MISSION AND CORE VALUES

VISION

Compassionate Society
Impactful Sector
Dignified Lives

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.

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.

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.

Collaboration

We collaborate internally and externally because we achieve more together.

We reach across boundaries to help each other progress.

COVER ILLUSTRATION



Wei Lun putting the finishing touches on his artwork

This year's cover illustration comes from the heart of Ang Wei Lun. A collage of colours and shapes come together to reveal the big picture, capturing the essence of our annual report theme, "Strengthening connections, partnering for impact".

The vibrant composite symbolises the symbiosis of Singapore's social service ecosystem, one where resources are shared and everyone looks out for the interest of others. A growing network of many strengths where diverse experience and expertise are leveraged by all stakeholders to provide the community with holistic, people-centric solutions.

Wei Lun's artwork depicts the care, compassion, passion and spirit that binds us as we work together towards a more caring and inclusive society.

About the Artist

34-year-old Ang Wei Lun, the creator of this year's cover illustration, has Spastic Diplegia and severe hearing impairment. Multiple disabilities have never stopped him from learning and improving his skills.

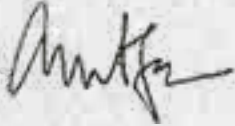
Artists like Wei Lun get a boost from Cerebral Palsy Alliance Singapore's (CPAS) Goodwill, Rehabilitation and Occupational Workshop (GROW) programme, which turns their art into merchandise for charity. An accomplished talent at GROW, Wei Lun's works have been exhibited at the Marina Bay Sands ArtScience Museum, while many have sold at auctions.

Those who know Wei Lun know that he is constantly on his trusted iPad expressing his passion and ideas. This dedication to his craft is evident on his social media pages, which are filled with numerous works. An impressive collection that showcases his creativity, personality and artistic talent.

For more information on the CPAS Art Gallery, visit cpas.org.sg/our-work/art-gallery/



PRESIDENT'S MESSAGE



ANITA FAM
President



This year's annual report focuses on "Strengthening Connections, Partnering for Impact". Indeed, FY22 was a time for our social service sector to re-establish connections and foster new partnerships with others in the sector. In this past year, one could feel the renewed energy and palpable sense of purpose in our sector to work more closely together towards our goal of "every person to live with dignity in a caring and inclusive society".

Indeed, this is the vision set out in the Social Service Sector Strategic Thrusts (4ST), which was refreshed in 2022 and will guide our sector through to 2026. The newly added fourth thrust on "developing a future-directed social service sector" emphasises the importance of constantly learning, unlearning and relearning, so that we can be ready to respond to emerging issues and new needs.

Doing this well requires us to collaborate and leverage on the strengths of partners. To encourage such collaboration, NCSS launched the 4ST Partnership Fund, to encourage like-minded partners to come together and develop impactful and innovative programmes that empower our service users, and better meet their needs.

In NCSS, we are committed to supporting our social service agencies (SSAs) in their capability building so that they can in turn better serve those in need. Last year, we started accepting applications to the Community Capability Trust (CCT), a fund that supports SSAs to build their organisational capabilities. SSAs can do a self-diagnosis using the Organisational Health Framework for Social Services and tap on the CCT to invest in capability areas that will make the biggest impact in their organisational effectiveness.

To support SSAs in carrying out evidence-based evaluation of their programmes and interventions, NCSS' Sector Evaluation Framework provides SSAs, funders and the Government with a common language to measure and articulate impact. In FY22, NCSS introduced and used this Framework on 42 programmes which has benefited more than 3,000 service users. Going forward, this will be expanded to include programmes funded by the Ministry of Social and Family Development (MSF) and in doing so, we will have a common language for programme evaluation across MSF.

In October 2022, NCSS held the Beyond the Label (BTL) Fest, with over 16,000 showing support for the cause. I am heartened to see how BTL, started by NCSS five

years ago to address the issue of mental health stigma, has grown into a nation-wide movement to enhance acceptance of persons with mental health conditions. NCSS will continue to survey the landscape and drive initiatives to create positive impact on emerging needs in our community.

This year we celebrate the 40th anniversary of Community Chest and the 20th anniversary of Social Service Institute (SSI). We are proud of the achievements of Community Chest and how it has galvanised the community in times of need, especially in its response to the COVID-19 pandemic, raising an unprecedented \$87 million. The focus for Community Chest in its 40th anniversary centres around building sustainable philanthropy. In February 2023, 25 corporates across 8 industries took a pledge to weave giving opportunities into their customer touch points under the Change for Charity initiative, paving the way to establish giving as a part of everyday living in the community. In the spirit of collaboration, SSI also successfully partnered seven social service agencies in 2022 to offer wider and deeper training opportunities for the sector under its Training Network Model initiative.

CEO'S MESSAGE



TAN LI SAN
Chief Executive Officer



In 2022, NCSS celebrated its 30th anniversary. It was a year of reflection of how far NCSS has come, as well as a year of recommitment to our mission of improving lives of social service users, to create a caring and inclusive society.

To address emerging social needs, NCSS has been actively co-creating programmes with insights from studies such as the Quality of Life (QOL) studies of various population groups. In FY2022, NCSS released two QOL studies on Caregivers and Children & Youth. Besides publishing our findings and presenting them at various platforms, we also made online dashboards available for SSAs to “play with the data” and analyse specific needs of their target service user groups. We will continue to adopt a data-driven approach in service planning for the sector to provide more targeted assistance to those in need, including families, caregivers and persons with mental health conditions.

We have also continued to build capability and capacity in our SSAs in the past year. We held the inaugural Transformation Showcase for Non-Profits that showcased best practices among SSAs, and highlighted the need for cross-sector partnerships in driving sustainable transformation. At the Showcase, we signed three MOUs with Singapore Institute of Technology, Nanyang Polytechnic and Singapore Polytechnic – we are grateful to the commitment of partners like these, who have been working with NCSS to uplift the capability of SSAs.

With the refresh of the Social Service Sector Strategic Thrusts (4ST), we announced the move towards more sustainable philanthropy. We want to work with our corporates to take a longer-term view towards philanthropy and to forge partnerships with SSAs in a way that is aligned with their own business goals. We have begun work on designing a Sustainable Philanthropy Framework, aligned to NVPC's Corporate Purpose Framework, to guide corporates in measuring and monitoring the impact of their donations, volunteerism and inclusive hiring practices.

To better position ourselves and the sector for the future, NCSS is also committed to learning and relearning. A study trip to Sydney, Australia gave us the opportunity to hear new ideas which may lead

to new initiatives or new ways to refresh current ones; it also validated some of the work we had embarked on, and gave us confidence that we are heading in the right direction. Besides learning from others, NCSS is also growing futures capability internally, to keep abreast of emerging issues and how we might best be prepared for them.

NCSS' internal transformation is a continuing journey. We have made some progress in our efforts to be more data literate, with two NCSS teams garnering top spots at the DATxOneMSF Data Arcade Tournament. We have also implemented various digital systems to simplify and streamline processes for our staff and also SSA partners, such as the OurSG Grants Portal for grant administration.

OUR APPRECIATION

We would like to express our heartfelt appreciation to Mr Phillip Tan, for his invaluable guidance in various capacities including Board member, Honorary Treasurer, Board Vice President and, most recently, Chairman of Community Chest for almost three decades. We also wish to thank the outgoing members of the previous NCSS Board for their counsel and support these past years: Adj Assoc Prof Mariam Aljunied, Ms Chan Chia Lin, Mr Robert Chew, Dr Cheong Choong Kong, Mr Edward D'Silva, Mr Latiff Bin Ibrahim, Dr Lee Tung Jean, Mr Lim Cheng Teck, Ms Tan Khiaw Ngoh and Mr Kevin Gerald Wong

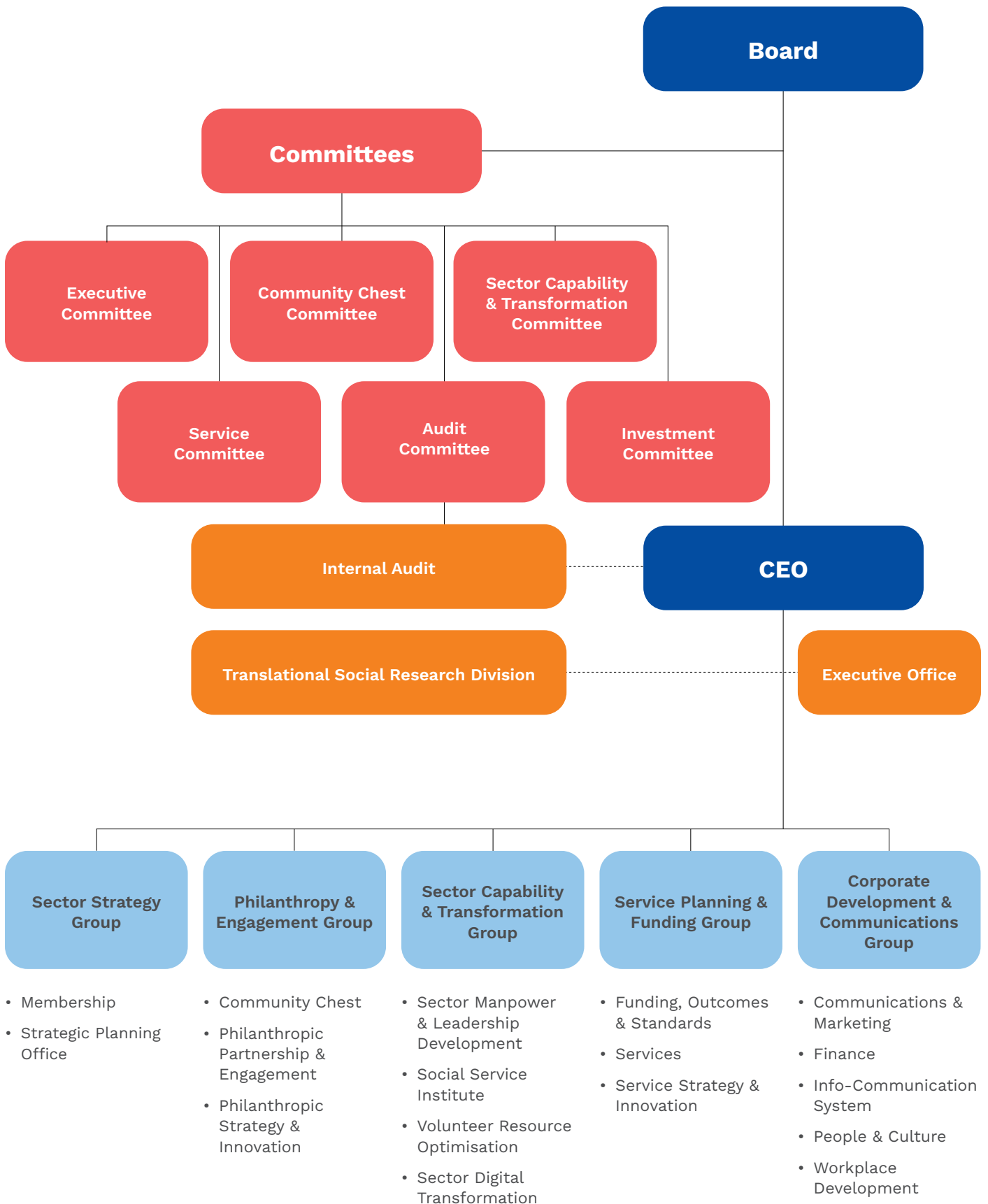
We warmly welcome and look forward to working with the incoming Board members who have joined us from August 2022 and look forward to working together: Mr Muhammad Azri Bin Azman, Mr Chew Sutat, Ms Cho Pei Lin, Ms Theresa Goh, Dr Lee Kwok Cheong, Mr Vincent Lim, Assoc Prof Cuthbert Teo, Dr Teo-Koh Sock Miang, Mr William Toh and Mr Eric Tseng,

A big thank you to the Board, management and all NCSS staff for your dedication and support over the past year! Let's continue to work as one to build a caring and inclusive society for all.



BOARD OF
**COUNCIL AND
MANAGEMENT**

ORGANISATIONAL CHART



NCSS BOARD OF COUNCIL



1. **Ms Anita FaM,**
JP, BBM, PBM, BBM(Covid-19)
President
2. **Mr Eugene Seow,**
BBM, PBM
Vice President
3. **Clinical Assoc Prof Kevin Lim,**
BBM, PBM, PBS
Vice President
4. **Mr Chew Sutat**
Community Chest Chairman

5. **Mr Gregory Vijayendran**
Honorary General Secretary
6. **Ms Theresa Sim**
Honorary Treasurer
7. **Ms Cho Pei Lin**
Member
8. **Ms Chung Wei Han**
Member

9. **Assoc Prof Cuthbert Teo,**
PPA(G), PBS
Member
10. **Mr Eric Tseng**
Member
11. **Ms Janet Young**
Member
12. **Prof Kenneth Poon**
Member

NCSS BOARD OF COUNCIL



13. Dr Lee Kwok Cheong,
BBM, PBM
Member

14. Mr Martin Tan
Member

15. Mr Muhammad Azri Bin Azman
Member

16. Ms Ooi Chee Kar
Member

17. Mr Puvan Ariaratnam,
PPA(P), PBS, PPA(G)
Member

18. Dr Teo-Koh Sock Miang,
JP, BBM, PBM, PBS
Member

19. Ms Theresa Goh
Member

20. Mr Vincent Lim
Member

21. Mr William Toh
Member

22. Mr Esa Masood
MSF Representative

23. Mr Tan Kwang Cheak
MOH Representative

NCSS SENIOR MANAGEMENT



1. Ms Tan Li San
Chief Executive Officer

2. Dr Fermin Diez
Deputy Chief Executive Officer
Group Director, Sector Capability
& Transformation Group
(until 16 March 2023)
Senior Consultant
(from 20 March 2023)

3. Ms Seah Yang Hee
Deputy Chief Executive Officer
and Group Director, Service
Planning & Funding Group
(until 31 March 2023)

4. Ms Tina Hung
Senior Consultant

5. Mr Anjan Ghosh
Director, Sector Manpower —
Strategy & Leadership
(until 31 March 2023)
Group Director,
Sector Capability & Transformation
(from 17 March 2023)

6. Ms Charmaine Leung
Group Director,
Philanthropy & Engagement
and Managing Director,
Community Chest

7. Mr Yong Fook Chyi
Group Director, Corporate
Development & Communications
(from 11 July 2022)
Director, People & Culture
(covering from 9 February 2023)

8. Ms Aileen Tan
Director, Sector Digitalisation &
Transformation
(from 1 April 2023)

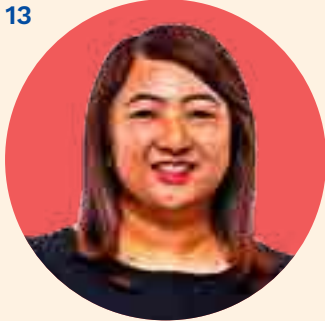
9. Dr Andrew Lim
Director, Workplace Development

10. Ms Belinda Tan
Director, Funding, Outcomes and
Standards

11. Mr Bruce Liew
Director, Sector Digitalisation &
Transformation
(until 31 March 2023)
Director, Sector Manpower &
Leadership Development
(from 1 April 2023)

12. Dr Chu Chi Meng
Director, Translational Social
Research Division
Director, Strategic Planning
(from 1 September 2022)

NCSS SENIOR MANAGEMENT



13. Ms Daphne Koh
Chief Information Officer

14. Ms Elaine Loo
Director, Capability Funding
(until 31 March 2023)
Director, Service Strategy &
Innovation

15. Ms Jestine Choo
Director, Finance

16. Mr Lee Wee Chee
Director, Social Service Institute

17. Ms Lorriane Chue
Director, Membership

18. Ms Pearlyn Tseng
Director, Communications &
Marketing

19. Ms Priscilla Gan
Director, Volunteer Resource
Optimisation

20. Ms Rae Lee
Director, Philanthropic
Partnership & Engagement

21. Ms Sim Hui Ting
Director, Services
(from 6 June 2022)

22. Ms Tan Suan Ee
Head, Internal Audit

23. Dr Tan Wei Lin
Director, Philanthropic Strategy
& Innovation
(from 15 November 2022)

Thank you **Ms Angela Yak** (Group Director, Sector Strategy Group and Corporate Development & Communications Group - until 31 August 2022; secondment to AIC from 1 September 2022), **Mr Ng Herk Low** (Director, Strategic Planning - until 1 August 2022) and **Ms Joyce Lek** (Director, People & Culture - until 8 February 2023) for their contributions to NCSS.

NCSS CELEBRATES 30 YEARS OF SERVICE TO THE COMMUNITY

NCSS celebrated its 30th Anniversary in 2022 by launching "Stories from the Heart", a series of 30 heartwarming stories of social service professionals, leaders, volunteers and caregivers who have journeyed alongside us to build a culture of care and compassion, as well as strengthen the capabilities and capacities of our SSAs. Stories were shared through articles, videos, and social media posts, reaching a large audience across multiple platforms, such as national print media, major digital media platforms, content publishers, roving exhibition at multiple locations island-wide and radio interviews.

A post-campaign survey of 600 people aged between 18 and 64 showed that over 90% felt that the stories had increased their awareness of the work done to support those in need.



Over 2.2 million

views on social media



Estimated
774,000

footfall at our roving exhibition





**IMPROVING USER
OUTCOMES AND
QUALITY OF LIFE**

IMPROVING USER OUTCOMES AND QUALITY OF LIFE

In FY2022, NCSS reviewed the sector landscape and social service needs in the community. Three key service and funding priorities were identified – families in need, mental health and caregivers.

Adopting the principles of Collective Impact and Empowerment, NCSS partnered with social service agencies to provide person-centric solutions to support our communities in need. Some of these projects include the WIN Caregivers network to support caregivers and the Beyond the Label Collective to address stigma towards persons with mental health conditions.

NCSS also conducted and published several research studies such as the Quality-of-Life (QOL) studies to provide deeper insights to support our work and inform government policies and planning.

As social needs get more complex, NCSS has championed innovation and design thinking in developing service delivery and programmes in the sector. The Design4Impact Innovators' Ecosystem and Community of Practice, for example, facilitate networking, peer support, and partnerships with industry players from the healthcare, social services, technology, and design sectors. With ongoing capability-building opportunities and resources for social purpose entities and social innovators, there has since been at least nine successful pilots.

The 4ST Partnership Fund was also launched to consolidate resources from different like-minded funders to support larger, more impactful projects that embrace innovation and collaboration, and empower service users.



IMPROVING USER OUTCOMES AND QUALITY OF LIFE

BTL 2.0 and BTL Collective

Rallying like-minded partners to better support and include persons with mental health conditions

Since 2018, the Beyond the Label (BTL) Movement has been actively promoting awareness and acceptance of persons with mental health conditions. In FY22, the launch of BTL 2.0 and the BTL Collective focuses on fostering an empowering environment for persons with mental health conditions through partnerships across the public, people and private sectors.

Led by NCSS and TOUCH Community Services, the BTL Collective collaboratively develops strategies, initiatives, and metrics to inspire action in schools, workplaces and community groups, beyond raising awareness.



The BTL Movement also continued to combat stigma and foster support for mental well-being. The concept train was launched providing tips on how to support persons with mental health conditions and encouraging more to seek professional help when needed.



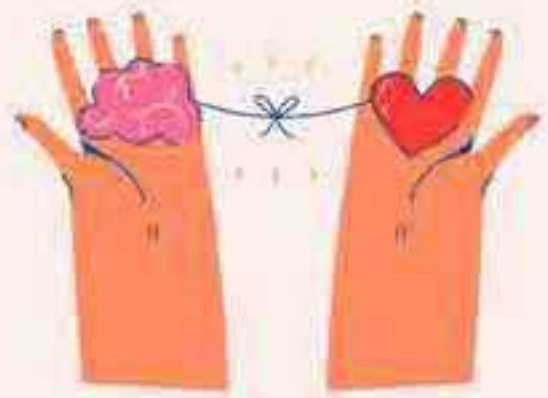
IMPROVING USER OUTCOMES AND QUALITY OF LIFE

WIN Caregiver Network

Minister of State for Culture, Community and Youth & Trade and Industry, Ms Low Yen Ling, highlighted three caregiver support initiatives during the Motion on Singapore Women's Development. These initiatives prioritise creating a comprehensive support system for caregivers and improving their access to community resources.

The WIN Caregivers Network programme, a community-based peer support network, launched by NCSS in collaboration with People's Association and Caregivers Alliance Limited was one of these initiatives. The programme targeted caregivers of persons with mental health conditions at six pilot sites (Henderson Dawson, Bukit Gombak, Hong Kah North, Tampines Central, Nee Soon East and Fengshan), with plans to expand to other caregiver groups and regions.

The WIN Caregivers Network will proactively engage caregivers, train, and connect them to a network of caregivers and volunteers. The initiative also aims to bridge the gap between caregivers and service providers, reduce barriers to essential services, and establish a sustainable support system for caregivers in the community.



Empowerment Movement

Driving Positive Change in Social Service Delivery

Empowerment of service users has been a key principle mooted by NCSS since the first 4ST roadmap was launched in 2017. In the past year, NCSS grew the Empowerment movement so that SSAs could share resources, co-create ideas and develop capability building initiatives to support the adoption of empowerment principles in service delivery.

NCSS worked with Empowerment Circle champions to organise four Learning Journeys, reaching more than 100 participants from 57 organisations. Participants were given opportunities to ideate how they could increase service user participation in their programmes, learn the benefits of empowering volunteers to deliver services alongside staff, and mobilise their communities.

Most participants shared that they had gained insights that they could put into practice and had been inspired to grow empowerment within their own organisations.



IMPROVING USER OUTCOMES AND QUALITY OF LIFE

Sector Evaluation Framework and Research Resources

Building the sector's research and evaluation capabilities, and ensuring effective and validated programmes

The Sector Evaluation Framework (SEF) provides a common language for SSAs, funders and the Government to measure and articulate impact. This supports SSAs in carrying out evidence-based evaluation to assess the effectiveness of their programmes and interventions, building trust with stakeholders and creating more opportunities for collaboration. In FY2022, NCSS has onboarded 42 programmes, serving more than 3,000 service users, onto the SEF.



To support SSAs in strengthening their research capabilities and adopting evidence-based practices, NCSS has provided a series of research resources that builds up evaluation and research capabilities in areas such as conducting needs analysis, service planning and evaluating programme outcomes.

Member SSAs can access the NCSS' Social Service Sector Repository, a first-of-its-kind database containing local research from SSAs and public service agencies. They can tap on NCSS' subscription to the EBSCO worldwide database of research and scholarly journals, as well as glean relevant research from NCSS' studies through regular bite-sized Research Pulse articles.



SSAs who require assistance for research projects or volunteer researchers from universities and the public sector can access the Volunteer Research Consultant Matching service launched in 2022. The NCSS Ethics Review Committee set up in the same year provides accessible, timely and robust ethics reviews of proposed studies.

NCSS also holds regular engagement sessions to share best practices in evaluation & research for SSAs and NCSS partners. Held on 1 August 2022, the NCSS Evaluation & Research webinar had gathered around 300 participants online to discuss the opportunities and challenges of embarking on evaluation and research. It provided insights into the strategies and resources that SSAs can utilise, as well as discussed evaluation tips for SSAs to validate and improve their services, programmes and organisations.

IMPROVING USER OUTCOMES AND QUALITY OF LIFE

Quality of Life Studies

Providing insights through research

To enable the social sector to better understand and respond to the needs of those it serves through impactful insights, NCSS conducts nationwide research on various domains that are aligned with its strategic thrusts.

NCSS' Quality of Life (QOL) research studies seeks to understand what drives the well-being of identified service user groups and the areas of support that they need. By taking a whole-of-person approach to an individual's needs across all aspects of their lives, the insights from these studies inform government policies and service planning.

In FY2022, NCSS released two QOL studies on Caregivers and Children & Youth. Findings from both studies were presented as part of the NUS Social Service Research Centre's seminar series in September 2022 and January 2023 respectively. To further supplement the public reports, online dashboards on QOL research have also been released for SSAs to analyse specific needs of their target service user groups.



Design4Impact

Catalysing innovative solutions in the sector

Design4Impact (D4I) unites social-minded innovators to positively impact communities. The challenge theme, "Uplifting Vulnerable Families in the Community", empowers participants to access care, navigate support systems and develop supportive networks for self-management.

Launched in May 2023, the Design4Impact Ecosystem and Community of Practice facilitate networking, peer support, and partnerships with industry players from the healthcare, social services, technology, and design sectors. It offers ongoing capability-building opportunities and resources for social purpose entities and enables social innovators to create sustainable solutions and address community needs through collaboration and continuous learning.

Individuals from diverse sectors participated in D4I, embracing user-centred research and design thinking. 10 core team members from previous challenges drive the Design4Impact Community of Practice. This resulted in at least nine successful pilots from three design challenges. Post-participation surveys from Design4Impact 2020 and 2021 show increased problem-solving capabilities, with 80% of participants in 2021 recognising the programme's contribution.



IMPROVING USER OUTCOMES AND QUALITY OF LIFE

Feature Story

Caregivers Alliance Limited

At the young age of 19, Ms Vidya Nair was thrown into a secondary caregiving role for her mother who was diagnosed with depression.

“Her mood swings were pretty bad, but we just lived through it although it took a toll on my mental health and my dad’s.”

Things quickly changed when Vidya’s father, the primary caretaker, suffered a heart attack. Vidya had to care for both her parents while juggling work. Sadly, after suffering from pneumonia, heart issues and mild strokes for 10 years, Vidya’s father passed on.

Even while dealing with her grief, Vidya cared for her mother, who had depression. Working as a soft skills trainer for a more flexible freelance work schedule, the young caregiver struggled with finances and the added responsibility of being her mother’s sole caregiver. Vidya only realised she was experiencing burnout when her mother’s psychiatrist referred her to Caregivers Alliance Limited (CAL).

The Caregivers-to-Caregivers Training Programme (C2C) equipped Vidya with the relevant tools to support her mother’s condition. However, as time passed, she drifted away from her support network of classmates and slowly slipped into depression.

A phone call from a CAL staff changed all of that. She shared, “COVID-19 happened and freelance training work became hard to come by. I was formally diagnosed with situational depression.”

Vidya was introduced to CAL’s Caregiver for Caregiver (C4C), a part of NCSS WIN Caregiver Network Programme. It offers a platform for individuals to share their caregiving experiences, within a comfortable environment that promotes open dialogue.

As an only child with hardly any support from her extended family, Vidya found solace in fellow caregivers who understood her challenges. The programme also helped her discover her passion for helping others like her in the mental health arena. When a job opportunity arose within C4C, Vidya did not hesitate to apply.

She revealed that she is much happier these days. “I am grateful that CAL does what it does and at least this way, I am supporting them as best as I can, but I gain strength from my colleagues and caregivers too. I do love giving back,” she added.



IMPROVING USER OUTCOMES AND QUALITY OF LIFE

Feature Story

YMCA

The YMCA empowers Singaporean youths 14 to 21, a legacy that began in July 2011. Their programmes empower youth by equipping them with essential soft skills and vocational expertise, enhancing their employability and facilitating seamless integration into the workforce or further education.

Vocational and Soft Skills Programme (VaSSP) offers comprehensive training, including soft-skills development, vocational tracks in 14 areas, and dedicated caseworker support. Participants gain valuable knowledge, skills, and experience, along with a recognised vocational certificate. The initiative aims to ensure successful employment or education outcomes, focusing on sustaining engagement for at least six months.

Through providing tools and a supportive environment, VaSSP empowers youth for a brighter future.

Lii is a secondary school student whose academic difficulties were alleviated when she joined VaSSP. Although Lii knew many students at her mainstream secondary school, she felt disconnected from them as they could not relate to her lack of interest in her studies. However, after joining YMCA's VaSSP programme, Lii found peers who shared her interests in practical life skills and vocational training. She formed new friendships and bonds and became integrated into the programme's community, experiencing a level of support absent from her previous school.

Being part of this engaging community has positively impacted Lii's well-being and sense of belonging. As a service user of VaSSP, Lii's life has been transformed, with new opportunities and the support she needed to succeed.

Despite initial reservations about the programme, she approached it with an open mind, actively participating in talks, vocational training and soft skills development activities. During vocational training, she discovered her passion for hairdressing.

Encouraged by her adviser, Lii set a goal to become a hairdresser and bravely asked to work at a salon that provides training. Her initiative paid off. Lii is now an assistant at the salon and aspires to be a senior hairdresser.



IMPROVING USER OUTCOMES AND QUALITY OF LIFE

Social Service Programmes



\$127 million funds allocated

177 SSAs benefited

Three Service and Funding Priorities

Supporting families



More than 600

children supported

through mentoring/befriending, case management, counselling and academic guidance to mitigate the risk of intergenerational offending

Supporting caregivers



More than 700

caregivers supported

through training and peer support networks to reduce caregiving burden and improve caregivers' sense of self-efficacy

Supporting persons with mental health conditions



More than 4,000

service users supported

to reduce psychological and emotional distress

Sector Evaluation Framework



Guided SSAs

with evidence-based evaluation and decision-making and in programme outcome setting



42

programmes serving

more than 3,000

service users were onboarded on SEF

IMPROVING USER OUTCOMES AND QUALITY OF LIFE

Putting Service Users at the Core of what we do

NCSS Service Standards



Service Standards Playbook

launched



64

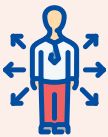
programmes adhered to quality practices



22

Social Service Champions contributed to the Playbook and Communities of Practice

Design4Impact



400

participants from diverse sectors



9

successful pilot programmes to date



80% of participants

recognised D4I contributed to the sector's improved problem-solving capabilities



IMPROVING SECTOR'S CAPABILITIES AND CAPACITY

IMPROVING SECTOR'S CAPABILITIES AND CAPACITY

A key part in strengthening our social compact and addressing increasingly complex social challenges is building the capabilities and capacities of SSAs. NCSS launched the Organisational Health Framework for Social Services (OHFSS) to help agencies evaluate their strengths and areas for development, and strategise their capability and capacity development, including guiding them on appropriate schemes to apply for.

Funding and resources, including pre-scoped consultancy services, through the Community Capability Trust, further support agencies in capability and capacity development for up to \$480 million over 10 years.

In 2022, NCSS launched the inaugural Transformation Showcase to encourage SSAs to adopt digitalisation and technology to innovate and be prepared to meet future challenges.

To build a sustainable learning ecosystem, Social Service institute, the human capital and development arm of NCSS, launched the Training Network Model 2.0 (TNM 2.0) in partnership with 7 SSAs to develop capabilities of social service professionals, volunteers and caregivers in the sector.

In addition to sector professionals, volunteers also play an important role to augment the manpower capacity and provide a stronger support system for those in need. NCSS has been working closely with non-profit organisations, especially SSAs in the social service sector, to build strong volunteer management processes and systems.



IMPROVING SECTOR’S CAPABILITIES AND CAPACITY

Community Capability Trust

Supporting SSAs to meet increasing demand for social services

The Community Capability Trust (CCT) seeks to enhance SSA capacity and capabilities for better service outcomes and encourage more community involvement and donor support.

The CCT started with schemes and initiatives focused on Organisational Development and Innovation & Digitalisation. Additional plans are in progress for other areas, including People Practice, Volunteer Management, Board Leadership, Financial Sustainability and Evaluation & Research etc. In its first year, CCT has provided funding to 84 SSAs, with \$6.56 million approved for 101 projects.

To further support SSAs in their strategic planning for capability and capacity building, the NCSS Organisational Health Diagnostic Scheme was also launched in April 2022. It provides additional support for SSAs to systematically assess and diagnose their organisational health, enabling them to make informed decisions on capability areas to invest in that would have greatest impact on their overall effectiveness. The scheme serves as a natural extension of previous initiatives that enhanced SSAs’ knowledge and comprehension of organisational health.

Supporting Organisational Health Diagnostic

Builds upon existing efforts

Relatively new capability areas that MSF/ NCSS will give more emphasis on

Innovation & Digitalisation

People Practice

Volunteer Management

Board Leadership

Financial Sustainability

Evaluation & Research

Open grant pot to support SSA-initiated projects

IMPROVING SECTOR'S CAPABILITIES AND CAPACITY

Volunteer Management Maturity Matrix

Enhancing Volunteer Management Capabilities

Volunteers provide a multiplier impact as they augment the sector's manpower and increase the SSAs' capabilities and capacities in serving the community. To help SSAs tap on volunteers in a more sustainable manner, it is necessary to adopt a data-driven approach to volunteer management (VM).

NCSS introduced the Volunteer Management Maturity Matrix (VMM Matrix) in November 2022 to enable agencies to evaluate their VM practices, identify strengths, pinpoint areas for improvement and receive customised recommendations for strategic volunteer planning. The VMM Matrix has been utilised by 68 NCSS member agencies that had received tailored reports and recommendations to enhance their VM practices.

Organisations across different sectors that are keen to improve their engagement with volunteers can access VM resources like VMM Matrix from the Volunteer Resource Hub, a one-stop portal created by NCSS in partnership with the SG Cares Office. Other resources include the Learning and Development Roadmap to facilitate the professional development of VM practitioners and the Volunteer Role Redesign Guide to guide agencies on how they can develop or modify volunteer roles to meet specific needs.

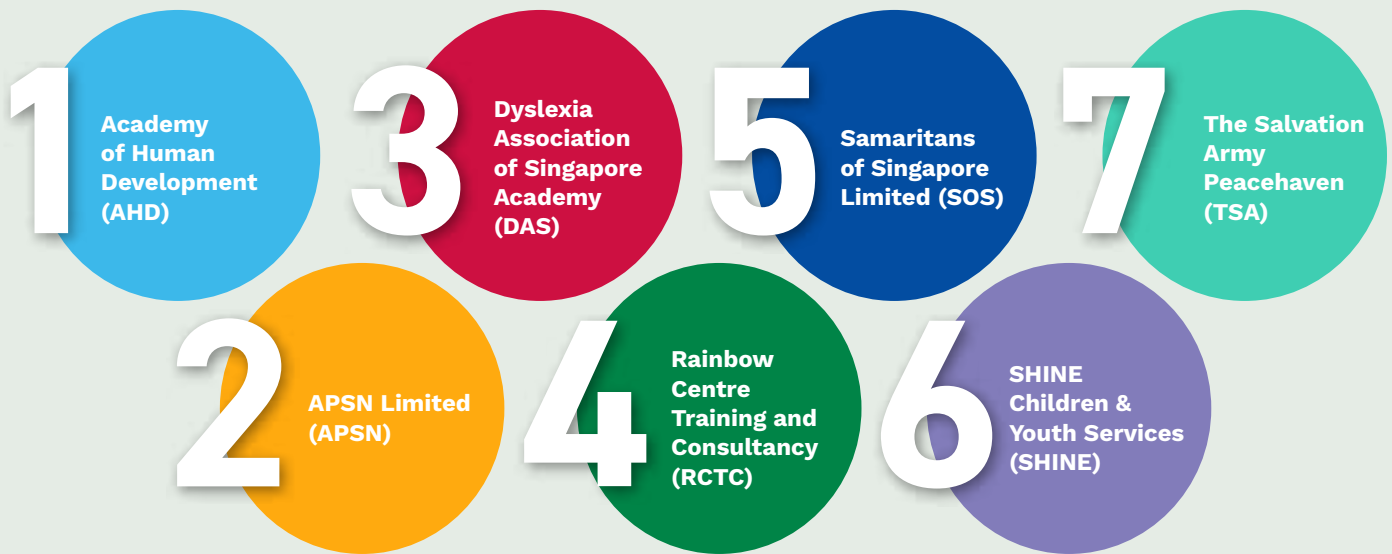


IMPROVING SECTOR'S CAPABILITIES AND CAPACITY

Training Network Model

Taking social service training to the next level

NCSS launched Training Network Model (TNM) project to transform seven SSAs into Centres of Excellence (CoEs) in response to evolving needs and changing socioeconomic conditions. TNM enhances the capacity and capability of these SSAs to offer training services in partnership with the SSI. By leveraging the deep domain expertise of these agencies and improving their training delivery methods, TNM aims to establish a sustainable learning ecosystem that efficiently serves the community. The seven organisations are:



TNM offers significant benefits to both TNM partners and sector professionals. TNM partners receive recognition as leading organisations in their respective fields, enabling them to showcase their expertise and enhance their organisational profile. They actively contribute to the sector by delivering high-quality training programmes, sharing best practices, and transferring knowledge to sector professionals. Individuals who undergo training through TNM receive valuable insights and knowledge tailored to their specific training needs, enhancing their skills and capacity to deliver better services.

The selected SSA partners specialise in the areas of children and youth, family, disability, mental health, and eldercare. They were chosen based on their demonstrated expertise, proven track record, buy-in from management and board, and readiness to conduct training.

As part of the TNM initiative, we aim to develop an additional training capacity of 3,500 places by FY2023. This expansion will build a comprehensive sector learning ecosystem that offers a wide range of training courses and multi-modal learning touchpoints, catering to the diverse needs of the social service sector.

IMPROVING SECTOR'S CAPABILITIES AND CAPACITY

Transformation Showcase for Non-Profits 2022

Building a future-ready sector together

The Transformation Showcase for Non-Profits 2022 revolved around the narrative of a future-directed non-profit sector, fostering a forward-looking trajectory within the ecosystem. This flagship event underscored the pivotal role of cross-sector partnerships in driving sustainable transformation. Attendees learned from experts on powering up tech-driven innovation while keeping service users at the heart of it all.

Three Memoranda of Understanding (MOU) were signed during the event. These MOUs solidified partnerships between NCSS, Singapore Institute of Technology (SIT), Nanyang Polytechnic (NYP), and Singapore Polytechnic (SP), underscoring the importance of innovation and collaboration between SSAs and them. Hosted by Mr Eric Chua, Senior Parliamentary Secretary in the Ministry of Social and Family Development, and the Ministry of Culture, Community and Youth, the event highlighted the importance of harnessing strengths of partners in the public, people and private sectors.

Participants provided feedback that they had gained a deeper understanding of sustainable transformation through the event and that the insights were valuable for their organisations, with many lauding the variety of speakers and topics presented. The presentations drew inspiration from real-life success stories such as St. John's Home for Elderly Persons and Persatuan Pemudi Islam Singapura (PPIS), which illustrated tangible examples of organisational transformation. Additionally, participants gained valuable knowledge about available funding and support to aid them on their transformation journey.



IMPROVING SECTOR'S CAPABILITIES AND CAPACITY

Feature Story

New Life Stories

New Life Stories (NLS) aims to break the cycle of intergenerational incarceration by providing holistic support to incarcerated persons and their families. Besides the focus on fostering educational and emotional stability for children and equipping them with the tools they need for a fair start in school, it also looks at ways to reintegrate ex-offenders into society and empower families to thrive in their communities.

Like-minded corporate partners and agencies such as Amazon and ST Logistics supported the Family Strengthening Programme, ensuring families gained access to resources. With help from the community, the SSA collaborated with One Kampong Gelam to distribute groceries to 28 families during Ramadan and worked with MMO Rehabilitation Network to provide korban meat to over 30 families.

To achieve more effective outcomes, NLS places emphasis on its VM practices. NLS also uses the Family Advocacy Support Tool to assess the reading skills of their children of incarcerated families service users. With this data in mind, volunteers can adjust their activities with the children to make a more meaningful impact. Their VM team organises regular Sharing Circle sessions for their volunteers to share best practices, provide feedback as well as suggestions on how they can better support children service users. These Sharing Circle sessions have helped develop a sense of community among the volunteers.

Their VM team organises regular check-ins with their volunteers and appreciates volunteers by designing personalised gifts and certificates of appreciation with their names.

These holistic efforts by NLS as part of their overall volunteer management strategy to curate meaningful volunteer journeys have led to high volunteer engagement and volunteer retention, which in turn led to most children from its befriending programmes reporting better literacy, self-confidence and self-esteem and over half noting improved relationships with their incarcerated parent.

The organisation also initiated support groups in collaboration with the Singapore Prison Service's Desistor Network initiative. At the first session held in May, fathers shared the experience of watching a football match with their children. NLS aims to provide a safe and supportive environment where participants can find comfort through open conversations and bonding activities, thereby growing together and assisting one another in their reintegration process.



IMPROVING SECTOR'S CAPABILITIES AND CAPACITY

Feature Story

Samaritans of Singapore Ltd (SOS)

While not everyone may consider social service a calling, Mr Phua Chun Yat saw it as a natural path that has enriched his worldview and perspective. Having a soft spot to support lower-income families, Chun Yat has grown from strength to strength in his career since he first joined the social service sector in 2007.

Now as Chief Operating Officer of SOS, Chun Yat takes a long-term view of strengthening organisational health and above all, has a vision of a strong, collaborative social service sector, with organisations readily exchanging best practices and information.

NCSS has played a key role in enabling SOS to realise this vision through targeted funding initiatives. A grant of \$100,000 was awarded to SOS to send staff and volunteers to the Advanced Certificate in Learning and Performance under Workforce Skills Qualifications (WSQ) to prepare itself to become an Approved Training Organisation under WSG.

Unlike other SSAs that only trained their own staff, SOS took a different approach by looking to build the capability and capabilities of their volunteer pool, who would then train other social service

professionals, allowing for broadening the exchange of best practices on a sector-wide level.

The grant also allowed SOS to buy new equipment to facilitate interactive learning.

NCSS played an enabling and empowering role, helping to create momentum and reduce information asymmetry to help SOS embark on this quickly. This gave SOS strong impetus to get started and with support from NCSS, to create a learning community with six other agencies.

The skills needed for capability building must continue to evolve and Chun Yat envisions the need for openness to share knowledge with other agencies.

There is also a need to work together and focus on a collaborative advantage for service users to master transitions and to collectively plan ahead as a value-chain to continually improve and do better together.



IMPROVING SECTOR'S CAPABILITIES AND CAPACITY

Community Capability Trust



\$6.56 million
approved for over 100 projects



84
SSAs received funding

Capability Circles

A platform for SSAs to gain knowledge on topics aligned to OHFSS



1,923
participants engaged from 283 unique SSAs



90%
of participants claimed they would apply the knowledge gained

1 Innovation & Digitalisation

Tech-and-GO!



\$15.2 million
committed to benefit 83 SSAs through tech subsidies and consultancy services



More than 80%
of SSAs were satisfied with the Tech Hub, reporting improved productivity, service delivery, and adoption of foundational solutions and data analysis tools

2 People Practice

Employee Assistance Programme



280
Social service professionals received over 560 counselling sessions



89%
of SSA employees surveyed reported that they were able to better access mental health support, while 61% attributed the programme with their improved ability to cope with work-related stress

Social Service Tribe Study Award



15 awardees from **10** SSAs received the Award to further their education in specialised fields



IMPROVING SECTOR'S CAPABILITIES AND CAPACITY

3 Volunteer Management

Volunteer Management Maturity Matrix (VMMM)



72 Agencies **completed** the self-assessment tool and received practice improvement recommendations.

Volunteer Management Leadership Series



over 120 participants from SSAs and NPOs engaged

Volunteer Role Redesign (VRR) Guide

Equips organisations with the knowledge to reconfigure their volunteer roles to better augment staff manpower and expand organisational capacity,



More than 180 Volunteer Management Practitioners attended our VRR session



98% of respondents gained a deeper understanding of VRR



80% committed to implementing VRR



**BUILDING SUSTAINABLE
PARTNERSHIPS TO
STRENGTHEN SOCIAL
SERVICES AND
RESOURCES**

BUILDING SUSTAINABLE PARTNERSHIPS TO STRENGTHEN SOCIAL SERVICES AND RESOURCES

Community Chest, the philanthropy and engagement arm of NCSS, builds strategic partnerships with corporates and engages the community to give holistically, through donations, volunteering or providing resources like employment opportunities. This play an important role in providing much needed resources and funds to support the social service sector.

SHARE, its hassle-free regular giving programme, also provides a continuous source of funds to ensure that we are able to support the sector in a sustainable way. The Auto-inclusion Scheme also makes it easy for many public agencies and corporates like DBS Bank and Singapore Airlines to join.

With the support of partners through events like Sentosa Development Corporation's 50th anniversary charity golf and GHY Culture and Media x Jay Chou concert, we raised over \$60 million to empower persons with mental health conditions, seniors, caregivers, families who need assistance, and children with special needs and youths at risk.

The social service sector was also aided by the President's Challenge that provided funding and volunteer support to SSAs with a focus on empowering families in need. In addition, Community Chest's Sharity programme continued its outreach to students to imbue the values of caring and sharing to the younger generation.



BUILDING SUSTAINABLE PARTNERSHIPS TO STRENGTHEN SOCIAL SERVICES AND RESOURCES

Launch of Change for Charity

Partnering individuals and corporates to make giving a way of living

Community Chest marked its 40th anniversary by reinforcing its commitment to sustainable philanthropic practices. Through the Change for Charity (CFC) initiative, businesses were supported to integrate giving mechanisms into their business models. At a CFC Pledge Ceremony hosted by Minister for Social and Family Development Masagos Zulkifli, over 25 corporate partners such as AXS, Millennium Hotels & Resorts and Q&M Dental pledged their support for the initiative.

Businesses can enable their customers to give to Community Chest by rounding up their payment at the point of purchase, providing regular donation options with subscription-based services, donating a portion of their sales, or facilitating the conversion of loyalty points or rewards into donations. In the long run, Community Chest hopes to partner corporates and the community to enable sustained giving in Singapore to adequately resource the social service sector to meet current and future needs.



BUILDING SUSTAINABLE PARTNERSHIPS TO STRENGTHEN SOCIAL SERVICES AND RESOURCES

Champion Every Potential

Encouraging the community to empower those in need to fulfil their potential and achieve their dreams

As part of Community Chest's 40th anniversary celebrations, the Champion Every Potential campaign was launched, that epitomised the purpose behind the work of the Community Chest - to help vulnerable individuals fulfill their potential.

The content and advertisements were strategically distributed across high visibility touchpoints such as out of home media, digital, social media, content partner platforms and complemented with public relations efforts.

Key visuals incorporating our service user profiles showcased the impact of funding and support that helped the individuals and families in need to overcome challenges and be empowered to live life to their fullest potential.

The campaign aims to nudge more Singaporeans by contributing as regular SHARE donors, advocating a change where every individual is given the opportunity to thrive and achieve their dreams.



Seeds of Sustainable Philanthropy

Community Chest promotes Sustainable Philanthropy

As part of Community Chest's 40th anniversary and the Ministry of Social and Family Development's Year of Celebrating Social Service Partners.

The Seeds of Sustainable Philanthropy event, a collaboration between Community Chest and the Garden City Fund saw the planting of 40 trees under the Plant-A-Tree programme. Every tree planted contributed to the OneMillionTrees Movement, which aims to plant one million more trees across Singapore over 10 years till 2030, moving us closer to realising our vision of becoming a City in Nature, a key pillar of the SG Green Plan.

Hosted by Mr Masagos Zulkifli, Minister for Social and Family Development and Second Minister for Health, and graced by Guest-of-Honour Mr Tharman Shanmugaratnam, Senior Minister and Coordinating Minister for Social Policies, the event received strong support and contribution from corporate partners in the rally towards sustainable philanthropy.

The event also marked Comchest's contributions of the first \$2 million to the NCSS 4ST Partnership Fund (4STPF) to provide a catalyst for impactful partnerships



that lead to scalable solutions for the sector. The 4STPF aims to mobilise the sector, including SSAs, social enterprises, and ground-up initiatives, to develop solutions that promote innovation, collaboration, and empowerment, ultimately leading to an improvement in the quality of life of service users.

BUILDING SUSTAINABLE PARTNERSHIPS TO STRENGTHEN SOCIAL SERVICES AND RESOURCES

Rallying volunteers to support fellow Singaporeans

President's Challenge (PC) rallied over 10,000 volunteers from 102 organisations to give their time and skills towards supporting the benefitting agencies. Students and staff from the ITE College Central conducted free workshops on air-con efficiency and sustainability for participants from low-income families, providing them with the opportunity to upgrade and enhance their employability. Volunteers also gave their time and skills to perform and organise activities for visitors as well as to raise funds for PC at the Istana Open House.

SG Cares Volunteer Centres (VCs), a collaboration between NCSS and MCCY's National Volunteer and Philanthropy Centre (NVPC), also play a crucial role in enhancing volunteer capacity, developing volunteer management capabilities and fostering community and corporate partnerships to address community needs. NCSS supports VCs by reviewing and improving their VM practices while also serving as a resource partner for their engagement initiatives.

Besides collaborating on skills-based volunteerism opportunities like those with corporates like P&G and VISA to enhance social media marketing and volunteer development strategies, NCSS also supported newly appointed VCs like the Foundation of Rotary Clubs Singapore and CARE Singapore to validate and transform their volunteer management practices.



Sharity programme

To build the next generation of givers and inculcate caring and sharing values in the youth population, the Sharity programme partnered the Singapore Kindness Movement and the Early Childhood Development Agency's Start Small Dream Big initiative.

These partnerships enabled us to reach out to students and pre-schoolers from 182 primary schools and 35 pre-schools. Interactive activities and engagement sessions with special needs students imbued the caring and sharing messages and encouraged youth volunteerism.



BUILDING SUSTAINABLE PARTNERSHIPS TO STRENGTHEN SOCIAL SERVICES AND RESOURCES

Feature story

Millennium Hotels and Resorts

Millennium Hotels and Resorts (MHR) is a Singapore-based global hospitality brand committed to making a positive difference through strategic partnerships with local charitable organisations. One notable partnership is their collaboration with Community Chest in the Change for Charity initiative. As one of the earliest participants, MHR leveraged its six hotels and 18 restaurants in Singapore as platforms for change. From 13 February to 31 December 2023, MHR's campaign will engage guests to encourage a spirit of giving across multiple touchpoints.

At MHR establishments, customers can donate at the point of purchase of rooms and dining experiences. In addition, they can convert reward points into donations through the My Millennium and À La Carte Rewards membership programmes. MHR also demonstrates its commitment to the cause by donating \$10 per day for every room that does not require bed linen changes and \$1 for each diner at its buffet restaurants. As of 31 May 2023, MHR has raised over \$50,000.

MHR's commitment to the community extends beyond the Change for Charity initiative in other impactful ways:

- 1. Employment and Training Opportunities:** MHR provides equal opportunities for disadvantaged individuals and partners with local organisations for workforce development through training, internships, and job prospects.
- 2. Fundraising Events:** MHR organises fundraising events such as charity galas, auctions, fun runs, and concerts to raise funds and increase awareness of important social issues.
- 3. Community Engagement and Outreach:** MHR actively engages with schools, community centres, and grassroots organisations through food drives, clothing donations, and educational programmes.
- 4. Environmental Sustainability:** MHR prioritises environmental sustainability through energy and water conservation measures, waste reduction and recycling programmes, and supporting local conservation efforts.
- 5. Employee Volunteer Programmes:** MHR encourages its staff to participate in volunteer programmes during work hours and provides paid time off for community service. This fosters a culture of giving back among employees and strengthens their connection to the communities they serve.



BUILDING SUSTAINABLE PARTNERSHIPS TO STRENGTHEN SOCIAL SERVICES AND RESOURCES

Feature story

UOB



Key fundraising events

In 2021, United Overseas Bank (UOB) has established a 5-year collaboration with Community Chest for a Heartbeat Fund, where donations from key fundraising events will be channelled to support SSAs that are aligned to the bank's corporate social responsibility remit in Art, Children and Education.

1) The 16th edition of the UOB Global Heartbeat Run/Walk resumed with the annual tradition of an in-person run/walk event in Singapore on 16 October 2022. This is the Bank's flagship fundraising and volunteerism programme to improve the lives of disadvantaged children and families. In 2022, more than

\$1.62 million was raised from the UOB Heartbeat Run/Walk in Singapore alone, which went towards service users supported by Food From the Heart, Children's Wishing Well, the President's Challenge 2022 and Care Community Services Society.

2) Together with 1,500 clients, \$2.4m was raised in January 2023 during the bank's annual Lunar New Year festive celebrations. The funds, raised through a series of art workshops and a fundraising gala dinner with clients, were donated to various charities to support the arts, children, as well as educational causes. These include The Business Times Budding Artists Fund, The Straits Times School

Pocket Money Fund and Central Singapore CDC (UOB My Digital Bootcamp). In addition, the proceeds will also assist local small- and medium-sized enterprises in their innovation efforts under the UOB-Singapore Management University Asian Enterprise Institute.

Volunteering

In 2022, UOB's Heartbeat@Heartlands programme, which mobilises the bank's island-wide branch network to give back to the community, activated close to 200 volunteers across 24 sessions, positively impacting over 1,800 service users. These include financial literacy and scam awareness workshops as well as grocery shopping for necessities for service users from various SSAs like Children's Wishing Well and Care Community Services Society. More than 300 UOB Heartbeat volunteers also gave their time to Food from the Heart assembling food packs that contain daily necessities to help 6,000 families, over 30 food packing sessions.

Inclusive hiring practices

In 2022, UOB Scan Hub celebrated its 10th anniversary, with more than 100 senior leaders, community partners and UOB Scan Hub employees gathering for this significant milestone, including the sustained employment of persons with disabilities — from six in 2013 to 30 in 2022. The bank's commitment to disability-inclusive employment was recognised when it received the Enabling Mark (Platinum) accreditation from SG Enable — the only financial institution to receive the highest tier of accreditation.



BUILDING SUSTAINABLE PARTNERSHIPS TO STRENGTHEN SOCIAL SERVICES AND RESOURCES

Community Chest



Over \$60 million raised

Individual Giving



SHARE has
247,000
donors from 2,100
organisations

Corporate Giving



over 25
organisations committed to incorporate giving opportunities in their payment platforms through Community Chest's Change for Charity initiative



BUILDING SUSTAINABLE PARTNERSHIPS TO STRENGTHEN SOCIAL SERVICES AND RESOURCES

President's Challenge



Raised

\$17.3 million

to benefit 82 agencies from January to December 2022



Rallied

10,395

volunteers from 102 organisations from January to December 2022

Charity Programme



Reached out to

80,000

pre-school and

422,000

primary school students



More than 1,700

pre-schoolers participated in the befriending activities from January to December 2022

Growing non-financial resources for the sector through Demand Aggregation and supply of common services



Achieved cost-efficiency from January to December 2022 for

147

SSAs



TRANSFORMING TO BE A FUTURE-READY NCSS

LAUNCH OF REFRESHED SOCIAL SERVICE SECTOR STRATEGIC THRUSTS (2022-2026)

Launched at NCSS' Social Service Summit 2022, the refreshed Social Service Sector Strategic Thrusts (4ST) lays out four strategic thrusts to pursue our shared vision where every person is empowered to live with dignity in a caring and inclusive society.

Empowered and Included Individuals, Families, and Communities

Effective and Impactful Social Purpose Entities

Caring, Collaborative, and Impactful Social Service Ecosystem

Future-Directed Social Service Sector

The newly added fourth thrust emphasises the importance for the sector to be well-positioned for the future, beyond meeting present needs. This includes building capabilities at different levels across the sector to plan and act with the longer-term in mind, and putting in place strategies to address emerging issues, facilitated by data and digitalisation.

NCSS' key priorities remained guided by the refreshed 4ST. Together with the Board of NCSS and Ministry of Social and Family Development (MSF), we established our corporate key performance indicators to evaluate our efforts in leading and supporting the sector to be future-directed in the upcoming years.

Guided by the 4ST Implementation Committee, comprising sector leaders, NCSS seeks to work with the sector and our partner agencies to achieve the desired outcomes in the refreshed 4ST. To support organisations in implementing 4ST, the 4ST Playbook was created, outlining the concrete steps, examples and ideas that the sector can explore. The 4ST Partnership Fund was also launched to fund projects that promote innovation, collaboration and align with empowerment principles.



TRANSFORMING TO BE A FUTURE-READY NCSS

NCSS is committed to its Transformation Vision – to be Agile, Digital, and Data-Driven, for each staff to be a Leader and have a Growth Mindset, and to build a culture of trust. This is part of NCSS' continuous effort to transform itself to be future-ready, in alignment with Public Service Transformation, to better serve the social service sector.

NCSS also provides wide-ranging opportunities for its staff to learn new skills and expose themselves to new experiences through job rotation within NCSS, secondment to other agencies, professional attachments, and postgraduate studies. Staff are encouraged to embrace lifelong learning through equipping themselves with a competency toolkit, which enhances their work performance and lifelong employability.

There is also regular staff engagement to understand their needs and challenges and resolve these pain points. Coupled with platforms to interact amongst the senior management and with the middle management, these intensive staff engagement at all levels deepen the culture of trust and create a safe and conducive work environment.

In FY22, NCSS embarked on a Stakeholder Study to understand its stakeholders' perceptions in areas like the role it plays and its ability to nurture an effective and collaborative sector. The findings will be used to influence its future plans and refine its messaging to stakeholders.

TRANSFORMING TO BE A FUTURE-READY NCSS

NCSS' approach to data and technology

Driving digital transformation in the organisation

NCSS uses data widely to manage its work processes and for informed policy review and decision-making. To equip staff with the right competency, this FY saw 100% of our staff complete the Data Literacy ePrimer Modules, and close to 100 staff attended relevant trainings and brownbag sessions on data.

NCSS implemented Power BI as the organisation's data visualisation and presentation tool for corporate reporting. NCSS also participated actively in GovTech's Data Arcade Tournament and there were two winning teams from NCSS at the OneMSF Data Arcade Tournament held before that.

NCSS has adopted and implemented agile methodology in the design and development of ICT systems, with the objective to take in feedback from users to improve the ICT systems from Minimum Viable Product to subsequent releases. This agile methodology ensures that the ICT systems meet the needs and requirements of the administrators and users, including SSAs, with rapidly changing trends of technology. The agile methodology was implemented for the Our SG Grants Portal, Agency Information Management System and Donation Management System.

NCSS has a comprehensive Digitalisation Plan to automate work processes to be efficient and productive, as well as to leverage technology such as Robotics Process Automation and Artificial Intelligence to reduce workload. NCSS adopted the Whole of Government's Digital Maturity Index to track the progress of digitalisation. NCSS was at the stage of Digital Literate in 2021 and aspires to be a Digital Performer in 2023.

By leveraging user journey mapping methods, we actively streamline processes and integrate automation. With unwavering commitment, NCSS will continue to digitalise, optimise, and automate end-to-end business processes, augmenting operational efficiency and effectiveness.



Green Efforts

Doing our part in the workplace, for the environment and beyond

NCSS is deeply committed to sustainability, exemplified by our progressive enhancements for a greener office. We show our dedication to energy efficiency through the fitting of an energy-efficient central air-con control system, LED lighting, and use of motion sensors in our office. Staff members are actively encouraged to create a sustainable environment, share best practices, and reduce their carbon footprint.

We are committed to leading by example while venturing into new possibilities and exploring various initiatives. These include leveraging technologies, engaging in partnership programmes, and advancing innovation. Despite our space limitations, we continued to explore additional sustainability initiatives such as solar panels, community gardens, and recycling programmes.

By raising awareness, garnering support, and driving higher participation and implementation of green initiatives, we are paving the way for a sustainable environment and workplace, to align our efforts with the Singapore Green Plan 2030.

TRANSFORMING TO BE A FUTURE-READY NCSS

Feature story

Embracing a learning mindset

Nearing a decade at NCSS, Jessica Lim's career reflects the holistic care we strive to provide the community. She first joined as a Lead Executive in 2014, fundraising for Community Chest. Recalling her role in corporate account servicing, she shared, "I was also nicknamed the 'Tekong girl' as I regularly visited Tekong and military camps for SHARE presentations."

Jessica's passion for engaging with SSAs led her to join the Member Relations Management team before moving on to head the Experiential Fundraising team at Community Chest. As part of her role at the Community Chest, Jessica facilitates closed-door engagement sessions with stakeholders as the leader of the Ministerial Luncheon workgroup.

Through her various roles at NCSS, Jessica gained a broader perspective and understanding of cross-functional collaboration. She appreciates the supportive workplace culture that nurtures her growth. She said, "It felt like I had embarked on another career path but remained in the same supportive workplace with a familiar sense of camaraderie and teamwork."

Attaining Multiple Skillsets

Throughout her career in NCSS, Jessica has honed essential skills in communication, problem-solving, stakeholder management, and now in her expanded role, leading a team. She is thankful for the valuable support she received from on-the-job training and guidance from her supervisor in her transition of roles.

Looking ahead, she is eager to continue learning and making a positive impact on the community alongside like-minded individuals at NCSS. As the Community Chest celebrates its 40th anniversary, Jessica and her team will continue to strengthen partnerships with corporates, to work towards the vision of ensuring that every person has the opportunity to live a life of dignity within a caring and inclusive society.



TRANSFORMING TO BE A FUTURE-READY NCSS

Feature story

Growing and learning for the future

For Ms Suraiza Surani, the social service sector has been a part of her life for the past 27 years. First joining NCSS in 1996, she has worked across the organisation in different roles, as a clerical officer in various departments since 2011, as lead executive in SSI.

Established in 2003, SSI is a Continuing Education and Training (CET) centre for social service and aims to develop skilled professionals for the sector, through partnerships with stakeholders and agility in providing relevant and quality training. As part of her role, Suraiza oversees the administration and operations of training programmes in SSI. To help social service practitioners build their learning pathways, Suraiza offers a keen listening ear to advise them on courses aligning with their interests and career goals.

As the needs of learners evolve, SSI has also transformed the way it administrates and operationalises its training courses. SSI uses the Integrated Learning management System for learning and learner management. The portal hosts e-learning content and provides end-to-end automation of learner management right from the registration of learners and courses, disseminating course information, accessing learning materials, submitting assessments, to grading and receiving feedback. To allow learners more flexibility and to streamline workflows, SSI also makes course materials available online. Training sessions are also held in both online and hybrid modes with all training materials digitalised for learners.

Suraiza takes pride in her contributions to the sector and wider society – by helping social service professionals keep up with the latest trends and developing more well-rounded practitioners with cross-cutting skillsets to meet the needs of the community and service users. Suraiza has been able to leverage on SSI's digital transformations to better serve the needs of learners which is key to continuing professional education, and helping sector professionals continuously upgrade and grow to meet the changing needs of social service.

As SSI celebrates its 20th anniversary, it envisions a social service sector that is strengthened by a skilled and capable workforce, achieved through ongoing transformation efforts.





COMMITTEES,
LISTINGS AND
ACKNOWLEDGEMENTS

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Community Chest Committee

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Mr Eric Tseng

Dr Jeannie Tey, P. Kepujian
(MOH Representative till
30 Apr 2023)

Dr Harold Tan, P. Kepujian, PBS
(MOH Representative wef
1 May 2023)

Mr Lim Teck Kiat

(MSF Representative)

Mr Lim Yu Kee, P. Kepujian
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Mr Muhammad Azri bin Azman

Mr Sallim Abdul Kadir
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Ms Tan Su-Yin
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Ms Seah Yang Hee

Ms Tan Li San

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Ms Agatha Tan

Ms Agnes Chia

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Mr Ho Siew Cheong

Mrs Irene Loi

Mr James Tan

Ms Jennifer Teoh

Mrs Jenny Bong

Mr John Ang

Mrs June Tham-Toh Syn Yuen

Ms Junie Foo

Ms Kang Poh Sim

Ms Karen Sik

Prof Kenneth Poon

Associate Professor Kevin Lim,
PBM

Mr Karthikeyan Jambulingam
Rajamanickam

Mr Koh Chi Wee Kelvin

Mr Lee Seng Meng

Ms Lee Sin Yi

Ms Lee Yean Wun

Mr Leng Chin Fai

Ms Lim Zran Ai Lois

Ms Long Chey May

Ms Low Ching Voon Geraldine

Ms Nancy Ng

Dr Ng Chee Keong Vincent

Ms Ngo Lee Yian

Ms Nur Hilyah Bte Saporin

Mr Pathnapuram Manoj

Ms Peng Hai Ying

Mr Peter Low

Mr Peter Tan

Ms Porsche Poh Sow Chan

Dr Roland Yeow Theng Nam

Ms Ruth Chua

Mr Seow Soo Keng Eugene

Mr Sinha Satyabrata Shekhar

Ms Soon Su-Chuin

Ms Stephenie Khoo

Ms Tan Li Pyng Ruth

Ms Tan Sze Wee

Mr Terence Yow Tuck Sheng

Mr Tim Oei

Ms Tina Hung

Ms Vivienne Ng

Mr Yap Poh Kheng

NCSS MEMBERS

Full Members

*SCAPE CO., LTD.	Asian Women's Welfare Association	Blue Cross Charitable Institution
=DREAMS (SINGAPORE) LIMITED	Assemblies of God Community Services Society	Bo Tien Welfare Services Society
365 Cancer Prevention Society	Assisi Hospice	Bone Marrow Donor Programme, The
Abilities Beyond Limitations And Expectations Limited	Association For Early Childhood Educators (Singapore)	Boys' Brigade in Singapore
ACMI Migrant Fund	Association For Persons With Special Needs	BOYS' TOWN
Action For AIDS (Singapore)	Association Of Muslim Professionals	BRAHM CENTRE LTD.
Adullam Life Counselling	Association Of Women For Action And Research	Brain Tumour Society (Singapore) Limited
Adventist Community Services	Autism Association (Singapore)	Breadline Group
Adventist Home for the Elders	Autism Resource Centre (Singapore)	Breakthrough Missions Ltd
Adventist Nursing and Rehabilitation Centre	AWFUL GRACE LTD.	Breast Cancer Foundation
Agape Counselling And Training Centre	AWWA LTD.	Breastfeeding Mothers' Support Group (Singapore)
AIDHA LTD.	BABES PREGNANCY CRISIS SUPPORT LTD.	Bright Hill Evergreen Home
Ain Society	Bartley Community Care Services	Brighton Connection
ALIFE LTD.	Beautiful Mind Charity	Buddha Of Medicine Welfare Society
Alive Community Network	BEAUTIFUL PEOPLE SG LTD.	Buddhist Compassion Relief Tzu-Chi Foundation (Singapore)
All Saints Home	Bethel Community Services	Calvary Community Care
AMBULANCE WISH (SINGAPORE) LTD.	Bethesda CARE Centre	CampusImpact
AMKFSC COMMUNITY SERVICES LTD.	Bethesda Care Services	CANOSSA MISSION SINGAPORE
ANG MO KIO - THYE HUA KWAN HOSPITAL LTD.	Bethesda Community Services Society	Care Community Services Society
Aoxiang Counselling Service	Beyond Social Services	CARE CORNER SENIORS SERVICES LTD.
Apex Day Rehabilitation Centre For Elderly	Bible-Presbyterian Welfare Services, Singapore	CARE CORNER SINGAPORE LTD
Apex Harmony Lodge	BILBY COMMUNITY DEVELOPMENT LTD.	Care For The Elderly Foundation (Singapore)
APSN EDUCATION SERVICES LTD.	Binjaitree	Caregivers Alliance Limited
APSN Ltd.	Bishan Home for the Intellectually Disabled	Caregivers' Association of the Mentally-ill (CAMI)
Arc Children's Centre Co Limited	Bizlink Centre Singapore Ltd	Caregiving Welfare Association
ARISE2CARE COMMUNITY SERVICES LIMITED	Bless Community Services	Caring Fleet Services Limited
Art Therapists' Association (Singapore)	BLESSED GRACE SOCIAL SERVICES LIMITED	CARING FOR LIFE LTD.
ARTDIS (SINGAPORE) LTD.	BLOSSOM SEEDS LIMITED	CARINGSG LIMITED
ASCENDING HOPE COMMUNITY SERVICES LTD.	Blossom World Society	Caritas Singapore Community Council Limited
ASIA PHILANTHROPY CIRCLE LTD.		CASA RAUDHA LTD.
Asian Venture Philanthropy Network Limited		Casa Raudha Women Home

NCSS MEMBERS

Catholic Aids Response Effort	Council for Third Age	Fei Yue Family Service Centre
Catholic Family Life Limited	Counselling and Care Centre	FILOS COMMUNITY SERVICES LTD.
Catholic Welfare Services, Singapore	CREDIT COUNSELLING SINGAPORE	Focus on The Family Singapore Limited
Centre For Fathering Limited	Crime Library (Singapore)	Foo Hai Buddhist Cultural and Welfare Association
Centre for Seniors	CROHN'S & COLITIS SOCIETY OF SINGAPORE	Food From the Heart
Cerebral Palsy Alliance Singapore	Cycling Without Age Singapore Ltd.	Foreign Domestic Worker Association for Social Support and Training (FAST)
CHANGE COMMUNITY SERVICES LIMITED	DAS ACADEMY LTD.	Foundation Of Rotary Clubs (Singapore) Ltd
CHARACTER & LEADERSHIP ACADEMY LIMITED	Daughters Of Tomorrow Limited	Franciscan Missionaries Of Mary
Charis Centre	Deaf and Hard-of-Hearing Federation (Singapore)	FREE FOOD FOR ALL LTD.
Chen Su Lan Methodist Children's Home	Deaf Sports Association (Singapore)	Friends of the Disabled Society
Cheng Hong Welfare Service Society	DEBRA Singapore	Friends-In-Deed Counselling Society
CHILD AT STREET 11 LTD.	DEMENTIA SINGAPORE LTD.	GEM NEW START CENTRE LIMITED
Children-At-Risk Empowerment Association	Diabetes Singapore	Geylang East Home For The Aged
Children's Aid Society	Disabled People's Association	Glory Centre Community Services Association
Children's Cancer Foundation	Dover Park Hospice	GLYPH COMMUNITY LIMITED
CHILDREN'S WISHING WELL	Down Syndrome Association (Singapore)	Golden Years Fellowship
Chinese Counselling Society (Singapore)	DYSLEXIA ASSOCIATION OF SINGAPORE LIMITED	Good News Community Services
CHINESE DEVELOPMENT ASSISTANCE COUNCIL	EAGLES MEDIATION & COUNSELLING CENTRE LTD.	Grace Lodge
Chinese Women's Association	ELIM COMMUNITY SERVICES LTD.	GUIDE DOGS SINGAPORE LTD.
Chong Hua Tong Tou Teck Hwee	EMCC	Halogen Foundation (Singapore)
CHRISTIAN COUNSELLING SERVICES	EMPOWER AGEING LIMITED	Handicaps Welfare Association
Christian Outreach To The Handicapped	EN Community Services Society	HAPPEE HEARTS MOVEMENT LTD.
City Harvest Community Services Association	Epilepsy Care Group (Singapore)	HCA HOSPICE LIMITED
Clarity Singapore Limited	Epworth Community Services	HCSA Community Services
Club HEAL	EQUAL-ARK SINGAPORE LTD.	HEALTHSERVE LTD.
Club Rainbow (Singapore)	EQUESTRIAN FEDERATION OF SINGAPORE (E.F.S)	Heartware Network
Coalition Against Bullying for Children and Youth (CABCY)	ETONHOUSE COMMUNITY FUND LIMITED	HEB - ASHRAM HALFWAY HOUSE
COMPASSION FUND LTD.	Eurasian Association, The	HELP Family Service Centre
Concern & Care Society	EXTRAORDINARY PEOPLE LIMITED	Helping Hand, The
CONJUNCT CONSULTING (SINGAPORE) LIMITED	FaithActs	Home Nursing Foundation
Cornerstone Community Services	Family Life Society	Hope Centre (Singapore)
	Fei Yue Community Services	Hope Community Services Centre
		HOPE Worldwide (Singapore)

NCSS MEMBERS

HUG COMMUNITY SERVICES LIMITED	Ling Kwang Home for Senior Citizens	Muslim Missionary Society, Singapore, The
Humanitarian Organization for Migration Economics	Lions Befrienders Service Association (Singapore)	MUSLIMIN TRUST FUND ASSOCIATION
IC@RE HUB LTD.	Lions Community Service Foundation (Singapore)	Nam Hong Welfare Service Society
IC2 Prehouse Limited	LIONS HOME FOR THE ELDERS	NATIONAL VOLUNTEER AND PHILANTHROPY CENTRE
IMAGE MISSION LTD.	Lotus Light Charity Society (Singapore)	Neighbour Ring Community Services
IMPART LTD.	LOVE, NILS LTD.	New Charis Mission, The
Industrial and Services Co-operative Society Limited	Loving Heart Multi-Service Centre	New Hope Community Services
Infant Jesus Homes And Children's Centres	Loving Heart Multi-Service Centre (Jurong)	New Life Community Services
Inmates' Families Support Fund	Lutheran Community Care Services Limited	New Life Stories Limited
ITSRAININGRAINCOATS LTD.	Majlis Pusat Singapura	New Redeemer's Fellowship Society
Jewish Welfare Board, Singapore, The	Make-A-Wish Foundation (Singapore) Limited	NTUC HEALTH CO-OPERATIVE LTD
Jia Ying Community Services Society	MAMRE OAKS LIMITED	NTUC-U Care Fund
Ju Eng Home for Senior Citizens	Man Fut Tong Nursing Home	NuLife Care & Counselling Services Limited
KAMPONG KAPOR COMMUNITY SERVICES	Man Fut Tong Welfare Society	OIKOS. COMMUNITY @ SENGKANG LTD.
Kampung Senang Charity and Education Foundation	Marine Parade Leadership Foundation	O'Joy Limited
Kang Ming Free Clinic	Marymount Centre	One Hope Centre
Kheng Chiu Loke Tin Kee Home	Methodist Welfare Services	Parkinson Society Singapore
Kidney Dialysis Foundation Limited	Metropolitan Young Men's Christian Association Of Singapore	Pasir Panjang Hill Community Services Centre
KIDSTART SINGAPORE LTD.	Metta Welfare Association	PAVE
Kwan-In Welfare Society	MILK (Mainly I Love Kids) Fund	Persatuan Pemuda Islam Singapura (PPIS)
Kwong Wai Shiu Hospital	Montfort Care	Persatuan Persuratan Pemuda Pemuda Melayu (Malay Youth Literary Association)
Lakeside Family Services	MORAL HOME FOR THE AGED SICK LIMITED	PERTAPIS Education and Welfare Centre
Lawn Bowls Association for the Disabled (Singapore)	MORNING STAR COMMUNITY SERVICES LTD.	Philippine Bayanihan Society (Singapore)
Lejia Society	MOUNT ALVERNIA HOSPITAL	PLAYEUM LTD.
Lembaga Biasiswa Kenangan Maulud (Prophet Muhammad 's Birthday Memorial Scholarship Fund Board)	Movement for the Intellectually Disabled of Singapore (MINDS)	Potter's Place Community Services Society
Leukemia and Lymphoma Foundation	Muhammadiyah Welfare Home	Presbyterian Community Services
Life Care Society	Muscular Dystrophy Association (Singapore)	Prison Fellowship Singapore Limited
Life Community Services Society	Muslim Kidney Action Association (MKAC Association)	PRO BONO SG
Light and Love Charity		
Limitless (Ltd.)		

NCSS MEMBERS

PROJECT SMILE LIMITED	SG ENABLE LTD.	Singapore Indian Education Trust
Promisedland Community Services	SG HER EMPOWERMENT LIMITED	Singapore Leprosy Relief Association
PROVIDENCE CARE LIMITED	SG SERVE LTD.	Singapore Life Saving Society, The
PSALT CARE LIMITED	Shan You	Singapore National Stroke Association
Pu Ti Lian She	Shared Services for Charities Limited	Singapore Planned Families Association
QUANTEDGE FOUNDATION (SINGAPORE) LTD.	SHINE CHILDREN AND YOUTH SERVICES	Singapore Psychological Society
Queenstown Multi-Service Centre	Sian Chay Medical Institution	Singapore Red Cross Society
Rainbow Centre, Singapore	Sikh Welfare Council	Singapore Tenkasi Muslim Welfare Society, The (Singapore Tenkasi Muslim Nalanapivirithi Sangam, The)
Ramakrishna Mission, The	Silver Ribbon (Singapore)	Singapore Thong Chai Medical Institution
RAY OF HOPE	Singapore After-Care Association	Singapore Women's Association (Persatuan Wanita Singapura)
REACH Community Services Society	Singapore Anglican Community Services	SMA Charity Fund
Realm of Tranquility	Singapore Anti-Narcotics Association	SOCIAL HEALTH GROWTH LTD.
Red Swastika Charity Foundation	Singapore Association For Counselling	Society For Continence (Singapore)
Ren Ci Hospital	Singapore Association for Mental Health, The	Society For The Aged Sick
RESILIENCE COLLECTIVE LTD.	Singapore Association For The Deaf, The	Society for the Promotion of Attention Deficit Hyperactivity Disorder Research and Knowledge
Riding For The Disabled Association Of Singapore	Singapore Association Of Social Workers	Society for WINGS
RiverLife Community Services Limited	Singapore Association Of The Visually Handicapped	Society Of Sheng Hong Welfare Services
Ronald McDonald House Charities Singapore	Singapore Buddhist Free Clinic	Society of St. Vincent De Paul (National Council of Singapore)
RSVP Singapore The Organisation of Senior Volunteers	Singapore Buddhist Lodge Welfare Foundation	South Central Community Family Service Centre Limited
SAGE Counselling Centre	Singapore Buddhist Welfare Services	SPD
Salem Welfare Services Ltd	Singapore Cancer Society	Special Needs Trust Company Limited
Salvation Army, The	Singapore Children's Society	SPECIAL OLYMPICS ASIA PACIFIC, LTD.
Samaritans Of Singapore	Singapore Christian Home	Special Olympics, Singapore
SAMARITANS OF SINGAPORE LIMITED	Singapore Chung Hwa Medical Institution	Speech And Language Therapy Singapore (SALTS)
SASCO SENIOR CITIZENS' HOME	Singapore Council Of Women's Organisations	Sree Narayana Mission (Singapore)
SATA CommHealth	Singapore Disability Sports Council	
Sathya Sai Social Service (Singapore)	Singapore Heart Foundation	
SELF HELP GROUPS STUDENT CARE LIMITED	Singapore Hospice Council	
Sembawang Family Service Centre	Singapore Indian Development Association (SINDA)	
Sembawang Tamils' Association		
Serangoon Moral Family Service Centre		

NCSS MEMBERS

Sri Krishna Mandir Welfare Society	Tent, The	Trybe Limited
SSVP LTD.	The Community Foundation of Singapore	Tsao Foundation
ST ANDREW'S CATHEDRAL HOME	The Community Justice Centre Limited	Tung Ling Community Services
St Andrew's Mission Hospital	THE FOOD BANK SINGAPORE LTD.	Turning Point, The
St Gabriel's Foundation	THE GREENHOUSE COMMUNITY SERVICES LTD.	United Women Singapore
ST LUKE'S ELDERCARE LTD.	The Hiding Place (Christian Home Mission) Ltd	UNLOCKING ADHD LTD.
ST LUKE'S HOSPITAL	The National Kidney Foundation	Viriya Community Services
St. Hilda's Community Services Centre	The Red Pencil (Singapore)	Wan Min Community Services
St. John Singapore	THE SILVER LINING COMMUNITY SERVICES LTD.	WE CARE Community Services Limited
St. John's Home for Elderly Persons	The Singapore Cheshire Home	Wicare Support Group
STROKE SUPPORT STATION LTD.	Thong Kheng Welfare Services Society	Willing Hearts
SUNCARE SG LIMITED	Thye Hua Kwan Moral Charities Limited	WILLING HEARTS CLG LTD.
SUN-DAC	THYE HUA KWAN NURSING HOME LIMITED	Woodlands Social Centre
Sunlove Abode For Intellectually-Infirmed Ltd	TOUCH Community Services Limited	Xin Yuan Community Care
Sunshine Welfare Action Mission (SWAMI)	TOUCH Family Services Limited	XiSer CareServe
TABUNG AMAL AIDILFITRI TRUST FUND	TRANS Family Services	YAYASAN MENDAKI
Tai Pei Old People's Home	Transient Workers Count Too (TWC2)	YELLOW RIBBON SINGAPORE
Taman Bacaan Pemuda Pemuda Melayu Singapura (Singapore Malay Youth Library Association)		Yong-en Care Centre
Tasek Jurong Limited		Young Men's Christian Association Of Singapore
Teen Challenge (Singapore)		Young Women's Christian Association Of Singapore
		Youth Guidance Outreach Services
		Zion Home for the Aged

Associate Members

American Women's Association of Singapore	BOP HUB LTD.	Civilians Association (Singapore)
Apex Club of Bukit Timah, The	British Association of Singapore, The	Domestic Employees Welfare Fund
Apex Club Of Singapore (City), The	Buddhist Union, The	ENGINEERING GOOD LTD.
ARTS HOUSE LTD.	Caritas Humanitarian Aid & Relief Initiatives (Singapore) Ltd.	Federation Of Youth Clubs, Singapore
ArtsWok Collaborative Limited	Centre Of Activity and Recreation For The Elders (CARE)	FU HUI BUDDHIST CULTURAL CENTRE
Association for Music Therapy (Singapore) AMTS	CHARTERED SECRETARIES INSTITUTE OF SINGAPORE	Gerontological Society
Association For Psychiatric Rehabilitation (Singapore)	Chen Su Lan Trust	Girl Guides Singapore
Association of Psychotherapists and Counsellors (Singapore)	Children's Charities Association Of Singapore, The	Girls' Brigade, Singapore, The
		Global Compact Network Singapore

NCSS MEMBERS

GLOBAL INSTITUTE OF SOCIAL WORK LIMITED	National University Of Singapore Students' Union	SINGAPORE SCOUT ASSOCIATION, THE
Habitat For Humanity Singapore Ltd	Netherlands Charity Association, The	Singapore Tao Yuan also named The World Red Swastika Society (Singapore Administration Centre)
Haemophilia Society Of Singapore	NUHS Fund Limited	SINGHEALTH FUND
Healthy Aging Association (Singapore)	OCTAVA FOUNDATION LIMITED	Social Innovation Park Limited
Hope Initiative Alliance	Odyssey Dance Theatre Ltd	Society Against Family Violence
I Love Children	OnePeople.sg	Society for Audiology Professionals (Singapore)
Inner Wheel Club Of Singapore East	Public Free Clinic Society	Society For The Prevention Of Cruelty To Animals, Singapore
Inner Wheel Club Of Singapore West	Restroom Association (Singapore)	Soroptimist International Of Singapore
Inner Wheel Club Singapore	Rotary Club Of Singapore	Student Volunteer Corps (Singapore) (SVC)
International Y's Men's Club of Singapore (Alpha Chapter), The	Sikh Sewaks Singapore	TALENTTRUST LIMITED
Joyful Charity	Singapore American Community Action Council, The	The Mission to Seafarers Singapore
Junior Chamber Of Singapore	Singapore Art Museum	The Operation Hope Foundation Limited
Kamala Club, Singapore, The	Singapore Association for Continuing Education, The	THE RICE COMPANY LIMITED
LEAP FOUNDATION LTD.	Singapore Association Of Occupational Therapists	The Straits Times School Pocket Money Fund
Lee Foundation	Singapore Buddhist Federation, The	THE TENG COMPANY LTD.
Lioness Club of Singapore, The	Singapore Business Federation Foundation Limited	The Wan Boo Sow Charity Fund Limited
Lions Club of Singapore (Raffles City)	SINGAPORE CENTRE FOR SOCIAL ENTERPRISE, RAISE LTD.	Thong Chai Institute of Medical Research
Lions Club of Singapore (Tanah Merah)	Singapore Committee of the World Organisation for Early Childhood Education (OMEPE), The	TRI SECTOR CHARITY CONSULTANTS LTD.
Lions Club of Singapore, Jurong	Singapore Dental Health Foundation	United Indian Muslim Association
Lions Club of Singapore, Serangoon Gardens	Singapore Gujarati Society	United World College of South East Asia
Lions Club of Singapore, Tanglin	Singapore International Foundation	Vipassana International Centre (Singapore)
Mercy Relief Limited	Singapore Kadayanallur Muslim League, The	Viva Foundation for Children with Cancer
Migrant Workers' Assistance Fund	Singapore Kindness Movement	WORLD TOILET ORGANIZATION LIMITED
MUSICAL THEATRE LTD.	SINGAPORE NATIONAL PARALYMPIC COUNCIL LTD.	Zonta Club Of Singapore
MY COMMUNITY LIMITED	Singapore Nurses Association	
Nanyang Technological University Welfare Services Club	Singapore Physiotherapy Association	
National Arthritis Foundation		
NATIONAL GALLERY SINGAPORE		
NATIONAL HEALTHCARE GROUP FUND		
National Safety Council of Singapore, The		

NCSS DONORS

Major Donors and Supporters

AIA Singapore Private Limited	Ocean Trust Energy Pte Ltd
Cortina Holdings Limited	PropNex Realty
DBS Bank	Prudential Assurance Company Singapore (Pte) Limited
DBS Foundation	Real Estate Developers' Association of Singapore
Edrington Singapore Pte Ltd	Singapore Airlines Limited
G.H.Y Culture & Media (Singapore) Pte. Ltd.	Singapore Exchange Limited
Gartner Advisory (Singapore) Pte Ltd	Singapore Police Force
Glencore Singapore Pte. Ltd.	SP Group
Housing and Development Board	Singapore Telecommunications Limited
Khoo Teck Puat Hospital and Yishun Health	ST Engineering
Land Transport Authority (LTA)	Standard Chartered Bank (Singapore) Limited
Mr Loh Kiong Poot	Mr Tan Kang Seng
Marina Bay Sands Pte. Ltd.	The Hongkong And Shanghai Banking Corporation Limited
Maybank Singapore Limited	The Barracks Hotel
Ministry Of Defence	Yeo's
Ministry of Education	UNIQLO Singapore
Ministry of Education (Schools)	UOB
Musim Mas Holdings Pte Ltd.	UOL Group Limited
National University Health System Pte. Ltd.	Mrs Cathy Dart
National University of Singapore Students' Union	Woh Hup (Private) Limited
NetLink Management Pte. Ltd (as Trustee of NetLink Trust)	Immigration & Checkpoints Authority
NTUC Fairprice Foundation Limited	Star Alliance (SG) Pte. Ltd.
	SATS Ltd.

Acknowledgements

Our sincere appreciation to the following organisations who have contributed to the publication of this Annual Report. We apologise to those whom we may have inadvertently left out.

Featured Stories

Caregivers Alliance Ltd
Millennium Hotels and Resorts
New Life Stories
Samaritans of Singapore Ltd (SOS)
UOB
YMCA

Empowerment Circle Champions

Agency for Integrated Care
Beyond Social Services
Caregiver Alliance Limited
Dementia Singapore
Filos Community Services
New Hope Community Services
Samaritans of Singapore Ltd (SOS)
Singapore Anglican Community Services
Singapore Anglican Community Services
Sree Narayana Mission
TOUCH Community Services
Tsao Foundation



CODE OF
GOVERNANCE

CODE OF GOVERNANCE FOR CHARITIES & IPCS:

Governance Evaluation Checklist for NCSS (1 Apr 2022 – 31 Mar 2023) (For Large IPCs – Advanced Tier)

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	For Board term 2022/2024 (August 2022 to July 2024), Board orientation was conducted in August 2022, a Board Kit with details on the roles and responsibilities of Board members was provided to all Board members.
	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	

CODE OF GOVERNANCE FOR CHARITIES & IPCS:

Key Code Guidelines		Code Guideline ID	NCSS Compliance	Remarks/Explanation
Conflict of Interest				
9	There are documented procedures for Board members and staff ¹ to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Not complied	<p>NCSS has documented policies in place for Board Members and staff to declare actual or potential conflicts of interest (COI).</p> <p>Board members are required to do so annually, and at the earliest opportunity when there is any change in their personal, business or other interests that may give rise to COI situations.</p> <p>NCSS' Human Resource policy and procedures require staff to declare COI annually and in specific situations at the earliest opportunity e.g. when they manage procurements, take up volunteer or advisory positions in other charities, etc.</p> <p>Typically, NCSS staff make an annual declaration every April; however, due to an internal lapse, this declaration was not conducted for FY22. When the issue was discovered, an immediate rectification was done that is valid for FY23.</p> <p>The practice for staff to make declarations in specific COI situations has always been in place, with relevant declarations received. Going forward, NCSS is reviewing its procedures to enable staff to comply in the most efficient and timely manner.</p>

CODE OF GOVERNANCE FOR CHARITIES & IPCS:

Key Code Guidelines		Code Guideline ID	NCSS Compliance	Remarks/Explanation
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	
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	
Human Resource and Volunteer² Management				
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	

CODE OF GOVERNANCE FOR CHARITIES & IPCS:

Key Code Guidelines		Code Guideline ID	NCSS Compliance	Remarks/Explanation
20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks .	6.1.4	Complied	G&M-WD (Governance and Management, formerly known as KRM) monitors and reports on the set of enterprise risks which was developed in accordance with the WOG Risk Management Framework. EXCO and Board are kept apprised of status and ongoing mitigation actions every half-yearly.
21	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
Financial Management and Internal Controls				
	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	Donations-in-kind are typically checked at point of receipt, recorded and tracked for disbursement.
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
	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	

CODE OF GOVERNANCE FOR CHARITIES & IPCS:

Key Code Guidelines		Code Guideline ID	NCSS Compliance	Remarks/Explanation
Disclosure and Transparency				
29	<p>The charity discloses in its annual report:</p> <p>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</p> <p>ii) If any of the three highest paid staff¹ also serves on the Board of the charity.</p> <p><u>OR</u></p> <p>The charity discloses that none of its staff¹ receives more than \$100,000 in annual remuneration each.</p>	8.4	Complied	<p>i) The annual remuneration of all NCSS staff, in salary bands, is disclosed in the Annual Report.</p> <p>ii) NCSS staff does not serve on the Board.</p>
30	<p>The charity discloses the number of paid staff¹ who are close members of the family³ of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that there is no paid staff¹ who are close members of the family³ of the Executive Head or Board Member, who receives more than \$50,000 during the year.</p>	8.5	Complied	There is no staff who is a family member of a Board member.
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	

Conflict of Interest

The council has in place documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity. All Board of directors and key management personnel undertake to declare any situation of conflicts that may arise, they abstain from decision making in such instances so as to allow a fair and transparent decision-making process.

Reserve Policy

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. The reserve policy is not applicable to the President's Challenge and The Courage Fund reported under NCSS Charitable Fund.

CODE OF GOVERNANCE FOR CHARITIES & IPCS:

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	FY 21	FY 22
<\$100,000	203	204
\$100,000 to \$200,000	110	121
\$200,001 to \$300,000	12	16
\$300,001 to \$400,000	4	6
\$400,001 to \$500,000	2	0
\$500,001 to \$600,000		2
Total	331	349

* 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:

1. *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.*
2. *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'.*
3. *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 FY2022	Total number of Board members	Remarks
NCSS Board of Council 2020/2022	1 April 2022 to 31 July 2022	1	23	19 attended the meeting. Mr Edward D'Silva, Mr Lim Cheng Teck, Mr Tan Kwang Cheak and Ms Theresa Sim were absent.
NCSS Board of Council 2022/2024	1 August 2022 to 31 March 2024	3	23	14 attended all 3 meetings. The remaining 9, namely, Mr Chew Sutat, Ms Theresa Sim, Assoc Prof Cuthbert Teo, Prof Kenneth Poon, Mr Puvan Ariaratnam, Dr Teo-Koh Sock Miang, Mr Vincent Lim and Mr Tan Kwang Cheak attended 2 out of the 3 meetings. Ms Ooi Chee Kar attended 1 out of the 3 meetings.

CODE OF GOVERNANCE FOR CHARITIES & IPCS:

1) Mr Phillip Tan

Mr Phillip Tan served on the NCSS Board from 2002 to 2022. He served in various capacities as Board member, Honorary Treasurer and Board Vice-President (2006 – 2018). He has been the Chairman of Community Chest from 2013 to July 2022, a role appointed by the Minister for Social and Family Development. 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 at the end of every 2-year term.

Mr Tan led ComChest to drive donations and volunteering in the social service sector, and was pivotal in strengthening partnerships across the people-public-private sectors to cultivate philanthropic holistic giving in Singapore. Some significant milestones included leading the Care & Share @SG50 Steering Committee in 2015, raising \$1.3 billion in donations with the Government matching to benefit over 240 charities; championing the set-up of the Community Chest Emergency Fund to support social service agencies during times of crisis, which benefitted social service agencies during the COVID-19 outbreak; raising more than \$87 million in FY2020, a record-high in Community Chest's history, despite a badly hit economy in the midst of the COVID-19 pandemic; and expanding donation options with the new Change for Charity initiative in FY2021, to enable customers to donate to Community Chest through business' payment platforms.

Beyond NCSS, Mr Tan has also contributed extensively to other charitable causes such as Yellow Ribbon, Thye Hua Kwan Moral Charities and Board of Visiting Justices as an experienced volunteer.

2) Mr Robert Chew

Mr Robert Chew served on the NCSS Board from 2010 to July 2022. He has served in various capacities as Board member (2010-2014), Honorary Treasurer (2014-2018) and Board Elected Vice-President (2018–2022). He was appointed as a member of Community Chest Committee from 2014 to 2022, the Chairman of Services Committee from 2018 to 2022 and member of the Sector Capability and Transformation (SCT) Committee from 2019 to 2022. Mr Chew's various appointments on the NCSS Board were in compliance with the requirements and term limits set out in the NCSS Act, which requires a review of the Board appointments at the end of every 2-year term.

Mr Chew was part of the Board that brought forth the Strategic Review of NCSS in 2013, which culminated in five refreshed strategic thrusts and a new organisation structure for NCSS. In 2015, he further contributed to the review of NCSS' Vision, Mission and Strategy Map to re-evaluate NCSS' strategic roles and directions in the social service sector.

Mr Chew actively provided leadership and guidance in the various Board Committees, which he actively participated in.

In the Community Chest Committee, Mr Chew chaired the Community Chest Awards Committee from 2016 to 2022, successfully organising the event that celebrates and recognises donors and volunteers of ComChest. Mr Chew contributed his rich volunteering experience and IT expertise, to provide strategic guidance to address IT needs in the social service sector, including advising on Community Chest's digitalisation plan to improve fund-raising efficiency and donor experience.

As Chairman of the NCSS Services Committee, which played a critical role in deciding and advising NCSS on services and fund allocation matters, Mr Chew helped NCSS to strengthen its service focus and fund allocation policies as well as directing funds to meet clients' needs.

Mr Chew served as the member of the Sector Capability and Transformation Committee from October 2019 to 2022, offering valuable insights, particularly in the area of technology, and contributed to the building of capacity and capabilities of social service agencies.

Beyond NCSS, Mr Chew also contributed extensively to other charitable organisations such as Touch Community Services, Dover Park Hospice and Kwong Wai Shiu Hospital as an experienced volunteer.

Both members have since retired from the NCSS Board with the conclusion of the Board Term in July 2022.



FINANCIAL **STATEMENTS**

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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 73 to 115 are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the “PSG” Act), the National Council of Social Service Act 1992 (the “Act”), the Charities Act 1994 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 2023 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



Theresa Sim
Honorary Treasurer

27 June 2023

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 2023, 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 73 to 115.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the "PSG" Act), the National Council of Social Service Act 1992 (the "Act"), the Charities Act 1994 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 2023 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 all other information 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 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 Council is 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 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

27 June 2023

STATEMENT OF FINANCIAL POSITION

As at 31 March 2023

	Note	2023 \$'000	2022 \$'000
Non-current assets			
Property, plant and equipment	4	8,864	9,522
Right-of-use assets	5	5,849	4,246
Intangible assets	6	744	382
Debt investments at amortised cost	7	48,176	48,533
Total non-current assets		63,633	62,683
Current assets			
Debt investments at amortised cost	7	19,445	660
Investments at fair value through profit or loss	8	169,050	174,037
Derivative assets	19	484	300
Debtors, grant receivables and prepayments	9	54,980	39,423
Cash and cash equivalents	10	86,456	170,460
Total current assets		330,415	384,880
Total assets		394,048	447,563
Funds of the Council			
Statutory funds:			
- Endowment fund	12	191,884	191,884
- General fund	13	68,751	59,704
- ComChest fund	14	48,646	88,879
Total funds		309,281	340,467
Non-current liabilities			
Lease liabilities	5	3,338	2,257
Deferred grants	15	3,437	4,245
Provision for reinstatement cost	16	1,341	1,098
Sundry creditors and accruals	17	2,765	3,166
Total non-current liabilities		10,881	10,766
Current liabilities			
Lease liabilities	5	1,527	1,119
Provision for reinstatement cost	16	142	-
Deferred grants	15	43,715	45,085
Sundry creditors and accruals	17	28,502	50,126
		73,886	96,330
Total liabilities		84,767	107,096
Total funds, reserve and liabilities		394,048	447,563
Net assets of trust funds	11	306,124	270,122

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

STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 March 2023

	Note	2023 \$'000	2022 \$'000
Operating and investment income:			
Interest income from cash and cash equivalents		1,922	456
Interest income from debt investments at amortised cost		1,408	1,204
Dividend income from investments at fair value through profit or loss		242	450
Net fair value loss on investments at fair value through profit or loss:			
- funds managed by fund managers	8	(5,082)	(4,319)
- derivatives		184	(446)
Gain on redemption of debt investments at amortised cost		311	-
Amortisation of premium on debt investments at amortised cost		(196)	(162)
Accretion income on debt investments at amortised cost		246	140
Sun Ray income		8,736	9,256
Miscellaneous income		1,080	2,333
Total operating and investment income		8,851	8,912
Operating and investment expenditure:			
Staff costs - salaries and related costs	22	(26,238)	(24,396)
Central Provident Fund contributions	22	(3,230)	(2,693)
Operating lease expenses			
- Temporary Occupation Licence fee		(105)	(147)
- Other operating lease expenses		(930)	(725)
Depreciation of property, plant and equipment	4	(1,133)	(1,469)
Depreciation of right-of-use assets	5	(1,138)	(1,213)
Amortisation of intangible assets	6	(174)	(92)
Property, plant and equipment written off		-	(11)
Funding of Community Chest operating expenses ⁽¹⁾		(1,861)	(1,117)
Building and system maintenance expenses		(5,855)	(5,311)
Project expenses		(52,077)	(51,750)
Utilities expenses		(190)	(100)
Other expenses		(8,156)	(7,646)
Finance costs		(52)	(37)
Total operating and investment expenditure		(101,139)	(96,707)
Operating deficit before government and other grants		(92,288)	(87,795)
Government and other grants:			
Operating Grants		90,841	65,383
MSF Capital Grant	15	646	571
Grants for Temporary Occupation Licence fee		1,034	1,094
Care & Share Grant		13,326	16,678
Total government and other grants		105,847	83,726
Operating surplus/(deficit) before SSI and Community Chest Operations		13,559	(4,069)

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

STATEMENT OF COMPREHENSIVE INCOME (CONT'D)

Year ended 31 March 2023

	Note	2023 \$'000	2022 \$'000
Social Service Institute ("SSI")			
Proceeds and claims from SSI courses		4,056	4,395
Operating Grant		1,546	2,683
MSF Capital Grant	15	162	365
Care & Share Grant		1,932	3,090
Tote Board Grant		330	682
Other Income		112	192
Less: Direct SSI course expenditure		(1,603)	(1,731)
Staff costs – salaries and related costs	22	(4,397)	(4,752)
Central Provident Fund contributions	22	(627)	(579)
Other administrative expenses		(4,603)	(3,841)
Operating lease expenses			
- Temporary Occupation Licence fee		(152)	(141)
Depreciation of property, plant and equipment	4	(474)	(340)
Depreciation of right-of-use assets	5	(744)	(775)
Property, plant and equipment written off		–	(1)
Finance costs		(50)	(19)
Net deficit from SSI		(4,512)	(772)
Operating surplus/(deficit) for the year before Community Chest Operations		9,047	(4,841)
NCSS Charitable Fund (Community Chest Only)			
Funding from NCSS operating income ⁽¹⁾		1,861	1,117
Direct donations for fund-raising operating expenses ⁽¹⁾		8,168	7,540
Other Income ⁽¹⁾		579	429
Less: Staff costs - salaries and related costs	22	(4,428)	(4,323)
Central Provident Fund contributions	22	(734)	(714)
Depreciation of property, plant and equipment	4	(159)	(89)
Depreciation of right-of-use assets	5	(105)	(143)
Direct fund-raising expenses		(1,651)	(917)
Indirect fund-raising expenses		(3,520)	(2,894)
Finance costs		(11)	(6)
		–	–
Fund-raising proceeds from Community Chest	26	61,818	61,231
Less: Allocations to Charitable activities	18	(102,051)	(62,479)
Deficit from Community Chest	14	(40,233)	(1,248)
Deficit for the year/ Total comprehensive income for the year attributable to the Council funds	13	(31,186)	(6,089)

⁽¹⁾ All expenses of the NCSS Charitable Fund (Community Chest only) are covered by donations and sponsorships for fund-raising expenses, NCSS operating income and other 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 2023

	Note	Statutory Funds			Total \$'000
		Endowment Fund \$'000	General Fund \$'000	ComChest Fund \$'000	
Balance as at 1 April 2021		191,884	64,545	90,127	346,556
Deficit for the financial year		–	(6,089)	–	(6,089)
Transfer	13,14	–	1,248	(1,248)	–
Balance as at 31 March 2022		191,884	59,704	88,879	340,467
Balance as at 1 April 2022		191,884	59,704	88,879	340,467
Deficit for the financial year		–	(31,186)	–	(31,186)
Transfer	13,14	–	40,233	(40,233)	–
Balance as at 31 March 2023		191,884	68,751	48,646	309,281

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

STATEMENT OF CASH FLOWS

Year Ended 31 March 2023

	Note	2023 \$'000	2022 \$'000
Cash flows from operating activities			
Deficit for the year		(31,186)	(6,089)
Less: Grant income	17	(118,564)	(98,515)
Deficit before grant		(149,750)	(104,604)
Adjustments for:			
Depreciation of property, plant and equipment	4	1,766	1,898
Depreciation of right-of-use assets	5	1,987	2,131
Amortisation of intangible assets	6	174	92
Property, plant and equipment written off	4	–	12
Interest income from cash and cash equivalents		(1,922)	(456)
Interest income from debt investments at amortised cost		(1,408)	(1,204)
Dividend income from investments at fair value through profit or loss	8	(242)	(450)
Unrealised losses on investments at fair value through profit or loss	8	484	4,909
Unrealised gains on derivatives		(484)	(300)
Realised losses/(gains) on sale of fair value through profit or loss	8	4,598	(590)
Gain on redemption of debt investments at amortised cost		(311)	–
Realised losses on derivatives		300	746
Accretion income on debt investments at amortised cost		(246)	(140)
Amortisation of premium on debt investments at amortised cost		196	162
Finance cost	5	113	62
Impairment loss on debtors	24	3	4
Operating loss before working capital changes		(144,742)	(97,728)
Increase in debtors, grant receivables and prepayments		(4,975)	(2,485)
Decrease in deferred grants		(610)	(267)
(Decrease)/Increase in sundry creditors and accruals		(6,188)	(7,063)
Net cash used in operating activities		(156,515)	(93,417)
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(1,108)	(3,727)
Expenditure on software development	6	(536)	(420)
Interest received on cash and cash equivalents		1,148	385
Purchase of debt investments at amortised cost		(16,666)	–
Proceeds from disposal of debt investments at amortised cost		–	2,000
Withdrawal from investments at fair value through profit or loss	8	147	479
Net cash used in investing activities		(17,015)	(1,283)

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

STATEMENT OF CASH FLOWS (CONT'D)

Year Ended 31 March 2023

	Note	2023 \$'000	2022 \$'000
Cash flows from financing activities			
Government and other grants received	17	91,355	108,160
Payment of lease liabilities	5	(1,716)	(2,056)
Interest paid	5	(113)	(62)
Net cash from financing activities		89,526	106,042
Net (decrease)/increase in cash and cash equivalents		(84,004)	11,342
Cash and cash equivalents at beginning of financial year		170,460	159,118
Cash and cash equivalents at end of financial year	10	86,456	170,460

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

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of Council on 27 June 2023.

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 1992 (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 1994 and comprises all the charitable activities of NCSS. The NCSS Charitable Fund consist of Community Chest, President’s Challenge, The Courage Fund 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 2022 to 31 March 2023.

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 (the “PSG” Act), the National Council of Social Service Act 1992 (the “Act”), the Charities Act 1994 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 (“\$”) which is the functional currency of the Council. All financial information presented in Singapore Dollars have been rounded to the nearest thousand (\$’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.

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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

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

2.4 Use of estimates and judgements (cont'd)

Information about assumptions and estimation uncertainties at the reporting date 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 24 – Impairment of financial assets
- Note 25 – 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 25.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

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

2.5 Changes in significant accounting policies

The Council has applied the following amendments to SB-FRSs for the first time for the annual period beginning on 1 April 2022:

- Amendments to SB-FRS 103: Reference to the Conceptual Framework
- Amendments to SB-FRS 16: Property, Plant and Equipment – Proceeds before Intended Use
- Amendments to SB-FRS 37: Onerous Contracts – Cost of Fulfilling a Contract
- Annual Improvements to SB-FRSs 2018 – 2020 (Amendments to SB-FRS 101, SB-FRS 109, Illustrative Examples Accompanying SB-FRS 116, and SB-FRS 41)

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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

3. Significant accounting policies (cont'd)

3.2 Financial instruments (cont'd)

(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.

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.

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 2023

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.

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 statement of comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

3. Significant accounting policies (cont'd)

3.2 Financial instruments (cont'd)

(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 either
 - substantially all of the risks and rewards of ownership of the financial asset are transferred; or
 - 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.

Transferred assets are not derecognised when 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.

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.

(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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

3. Significant accounting policies (cont'd)

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 (2022: \$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.

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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

3. Significant accounting policies (cont'd)

3.5 Impairment (cont'd)

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

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.

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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

3. Significant accounting policies (cont'd)

3.5 Impairment (cont'd)

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

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.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. 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 (see Note 11). 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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

3. Significant accounting policies (cont'd)

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.

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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

3. Significant accounting policies (cont'd)

3.10 Employee benefits

Defined contribution plans

Contributions on the employees remuneration are made to the Central Provident Fund ("CPF") as required by law. The CPF contributions are recognised as expenses in the period when the employees rendered their service.

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 net total of service costs, net interest on the liability and re-measurement 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.

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
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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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

3. Significant accounting policies (cont'd)

3.11 Leases (cont'd)

As a lessee (cont'd)

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.

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 SB-FRSs, interpretations and amendments to SB-FRSs have been issued but are not yet effective for the reporting period ended 31 March 2023:

Description	Effective for annual periods beginning on or after
Amendments to SB-FRS 1: <i>Classification of Liabilities as Current or Non-current</i>	1 January 2023
Amendments to SB-FRS 8: <i>Definition of Accounting Estimates</i>	1 January 2023
Amendments to SB-FRS 1 and SB-FRS Practice Statement 2: <i>Disclosure of Accounting Policies</i>	1 January 2023
Amendments to SB-FRS 12: <i>Deferred Tax related to Assets and Liabilities arising from a Single Transaction</i>	1 January 2023
Revised SB-FRS 1002 <i>Impairment of Non-Cash-Generating Assets</i>	
Revised SB-FRS 1002 <i>Implementation Guidance</i>	1 January 2023
Amendments to SB-FRS Guidance Note 3: <i>Accounting on Disclosures for Trust Funds</i>	1 January 2023
SB-FRS Guidance Note 11: <i>Accounting for Grants Administered by Statutory Boards</i>	1 January 2023

The Council does not expect that the adoption of the SB-FRSs, interpretations and 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 2023

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 2021	3,718	2,711	3,996	65	10,552	1,701	22,743
Additions	31	–	–	–	–	3,696	3,727
Write-off	(239)	(138)	(21)	–	–	–	(398)
At 31 March 2022	3,510	2,573	3,975	65	10,552	5,397	26,072
Additions	–	741	–	–	–	367	1,108
Write-off	–	(6)	–	–	–	–	(6)
Reclassification	–	–	4,083	–	–	(4,083)	–
At 31 March 2023	3,510	3,308	8,058	65	10,552	1,681	27,174
Accumulated depreciation							
At 1 April 2021	2,821	2,331	2,639	65	7,182	–	15,038
Depreciation	611	271	667	–	349	–	1,898
Write-off	(239)	(132)	(15)	–	–	–	(386)
At 31 March 2022	3,193	2,470	3,291	65	7,531	–	16,550
Depreciation	283	149	985	–	349	–	1,766
Write-off	–	(6)	–	–	–	–	(6)
At 31 March 2023	3,476	2,613	4,276	65	7,880	–	18,310
Carrying amount							
At 1 April 2021	897	380	1,357	–	3,370	1,701	7,705
At 31 March 2022	317	103	684	–	3,021	5,397	9,522
At 31 March 2023	34	695	3,782	–	2,672	1,681	8,864

Included within cost of leasehold improvements as at 31 March 2023 is a provision for reinstatement cost of \$142,000 (2022: \$142,000). See Note 16.

	2023 \$'000	2022 \$'000
Depreciation expense charged to statement of comprehensive income:		
- Operating and investment expenditure	1,133	1,469
- SSI	474	340
- NCSS Charitable Fund (Community Chest Only)	159	89
	1,766	1,898

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

5. Leases

Leases as lessee

The Council leases buildings and office equipment. The leases typically run for a period of 1 to 5 years (2022: 1 to 5 years), with an option to renew the lease after that date. Lease payments are renegotiated to reflect market rentals. During the year, the Council has entered into a new lease agreement for one of its lease buildings. The new lease agreement is with a non-cancellable contract period of 3 years (2022: 3 years and with extension option of 3 years).

The Council leases office equipment with contract terms of 1 to 5 years (2022: 1 to 5 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 2021	6,681
Additions	3,870
Derecognition	(1,399)
At 31 March 2022	9,152
Additions	3,590
Derecognition	(5,282)
At 31 March 2023	7,460
Accumulated depreciation	
At 1 April 2021	4,174
Depreciation	2,131
Derecognition	(1,399)
At 31 March 2022	4,906
Depreciation	1,987
Derecognition	(5,282)
At 31 March 2023	1,611
Carrying amounts	
At 1 April 2021	2,507
At 31 March 2022	4,246
At 31 March 2023	5,849

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

5. Leases (cont'd)

Leases as lessee (cont'd)

Right-of-use assets (cont'd)

	2023 \$'000	2022 \$'000
Depreciation expense charged to statement of comprehensive income:		
- Operating and investment expenditure	1,138	1,213
- SSI	744	775
- NCSS Charitable Fund (Community Chest Only)	105	143
	1,987	2,131
Lease liabilities		
Current	1,527	1,119
Non-current	3,338	2,257
	4,865	3,376

Terms and conditions of outstanding lease liabilities are as follows:

	Effective interest rate	Year of maturity	Face value \$'000	Carrying amount \$'000
2023				
Lease liabilities	2.05% - 3.50%	2026 - 2028	5,087	4,865
2022				
Lease liabilities	2.05% - 2.66%	2023 - 2028	3,535	3,376

Amounts recognised in profit or loss

	2023 \$'000	2022 \$'000
Interest on lease liabilities	113	62
Expenses relating to leases of low-value assets	272	197

Amounts recognised in statement of cash flows

	2023 \$'000	2022 \$'000
Total cash outflow for leases	1,829	2,118

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

5. Leases (cont'd)

Leases as lessee (cont'd)

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

	Lease liabilities \$'000
Balance as at 1 April 2021	2,518
Changes from financing cash flows	
Payment of lease liabilities	(2,056)
Interest paid	(62)
Total changes from financing cash flows	(2,118)
Other changes	
New lease	2,914
Interest expense	62
Total liability-related other changes	2,976
Balance as at 31 March 2022	3,376
Balance as at 1 April 2022	3,376
Changes from financing cash flows	
Payment of lease liabilities	(1,716)
Interest paid	(113)
Total changes from financing cash flows	(1,829)
Other changes	
New lease	3,205
Interest expense	113
Total liability-related other changes	3,318
Balance as at 31 March 2023	4,865

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. Based on the assessment performed, the Council is reasonably certain that the Council will exercise the extension option. Consequently, the lease period is computed based on the lease term of 6 years.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

6. Intangible assets

	2023 \$'000	2022 \$'000
Cost		
At 1 April	6,971	6,551
Additions	536	420
At 31 March	7,507	6,971
Amortisation		
At 1 April	6,589	6,497
Amortisation for the year	174	92
At 31 March	6,763	6,589
Net carrying amount	744	382
Amortisation expense charged to statement of comprehensive income:		
- Operating and investment expenditure	174	92

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

7. Debt investments at amortised cost

	2023 \$'000	2022 \$'000
Current:		
Unquoted bonds, at amortised cost	19,254	660
Quoted bonds, at amortised cost	191	-
Total current	19,445	660
Non-current:		
Quoted bonds, at amortised cost maturing:		
- Within 2 to 5 years	37,645	38,737
Unquoted bonds, at amortised cost maturing:		
- Within 2 to 5 years	10,531	9,796
Total non-current	48,176	48,533
Total debt investments at amortised cost	67,621	49,193
Fair value of quoted bonds	35,048	35,782
Fair value of unquoted bonds	29,462	12,727
	64,510	48,509

The bonds have fixed coupon rates ranging from 0.75% to 5.71% (2022: 0.75% to 4.75%) per annum. The maturity dates range from April 2023 to June 2027 (2022: March 2024 to February 2027).

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

7. Debt investments at amortised cost (cont'd)

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

	2023 \$'000	2022 \$'000
Singapore Dollars	22,244	4,730
United States Dollars	45,377	44,463
	67,621	49,193

8. Investments at fair value through profit or loss

	2023 \$'000	2022 \$'000
Funds managed by fund managers	169,050	174,037

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.

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

	2023 \$'000	2022 \$'000
United States Dollars	96,133	105,849
Singapore Dollars	66,861	65,443
Hong Kong Dollars	3,090	561
Korean Won	805	502
Thai Baht	302	229
Others	1,859	1,453
	169,050	174,037
Net fair value (loss)/gain for the financial year ended is as follows:		
- Realised (loss)/gain	(4,598)	590
- Unrealised loss	(484)	(4,909)
	(5,082)	(4,319)

Notional principals of the financial derivatives entered into to hedge the foreign currency risk on investments denominated in foreign currencies are as follows:

	2023 \$'000	2022 \$'000
Forward foreign exchange contracts	120,034	130,162

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

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

The unrealised fair value loss from financial derivatives of \$55,000 (2022: \$267,000) is included in the net fair value (loss)/gain on investment at fair value through profit or loss - funds managed by fund managers.

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	Disposal of investment during the year \$'000	Realised (loss)/gain during the year \$'000	Unrealised 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
2023								
Current:								
Non principal guaranteed or capital protected funds	137,569	174,037	-	(4,598)	(484)	242	(147)	169,050
2022								
Current:								
Non principal guaranteed or capital protected funds	137,716	178,398	-	577	(4,909)	450	(479)	174,037
Non-current:								
Debt investments	-	299	(312)	13	-	-	-	-
	137,716	178,697	(312)	590	(4,909)	450	(479)	174,037

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

9. Debtors, grant receivables and prepayments

	Note	2023 \$'000	2022 \$'000
Debtors		851	1,267
Grant and other receivables	(a)	51,858	36,077
Interest receivable on cash and cash equivalents		1,059	285
Interest receivable on debt investments at amortised cost		307	300
Sundry deposits		711	709
Prepaid operating expenses		194	785
		54,980	39,423

(a) 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.

Included in the grant and other receivables of \$51,858,000 is an advance of \$9,054,000 provided by the Council to one of the trust funds administered by the Council, namely the Tote Board Social Service Fund (“TBSSF”). The advance is rendered to meet TBSSF’s committed disbursements to Social Service Agencies. The advance is unsecured, interest-free and repayable within the next 12 months.

10. Cash and cash equivalents

	2023 \$'000	2022 \$'000
Cash at banks	36,040	170,460
Fixed deposits with banks	50,416	–
Cash and cash equivalents	86,456	170,460

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.

Fixed deposits with banks earn interest at rates ranging from 3.55% to 4.5% (2022: Nil) per annum. The maturity term of the fixed deposits with banks is ranging from 3 to 6 months (2022: Nil).

The Council’s cash and cash equivalents are denominated in Singapore Dollars.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

11. Trust Funds

	2023 \$'000	2022 \$'000
NCSS Charitable Fund		
The Wan Boo Sow Charity Fund	–	57
President's Challenge	19,384	22,881
The Courage Fund	5,205	–
	24,589	22,938
VWOs - Charities Capability Fund ("VCF"):		
- VWO Capability Fund 1	56	56
- VWO Capability Fund 2	675	675
- VWO Capability Fund 3	10,586	9,970
- VWO Capability Fund 4	4,092	10,184
- Professional Capability Grant ("PCG") 5 Charities Fund	15,280	–
Charities Fund 2	600	600
Charities Fund 3	2,742	2,752
Productivity Solutions Grant for Charity Unit ("CCF")	1,586	2,811
	3,527	–
	39,144	27,048
Others		
Tote Board Social Service Fund	6	6,842
Lee Wee Kheng Fund	28,124	28,036
Care & Share	5,392	8,430
Wing Tai Foundation	11,243	11,170
SHARE as One	18,915	15,645
Community Capability Trust	178,070	149,604
Tote Board Mental Health Strategic Initiative	641	409
	242,391	220,136
Total	306,124	270,122
Represented by:		
Cash and cash equivalents – NCSS Charitable Fund	24,589	21,289
Cash and cash equivalents – VCF and other trust funds	93,821	58,739
	118,410	80,028
Sundry receivables – NCSS Charitable Fund	–	1,649
Sundry receivables – VCF and other trust funds	545	6,203
	545	7,852
Investments – Other trust funds	186,526	181,770
	305,481	269,650
Less: Sundry creditors and accruals – VCF	(7)	–
	(7)	–
Add: Derivatives – Other trust funds	650	472
	306,124	270,122

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

11. Trust Funds (cont'd)

During the year, The Courage Fund Limited, transferred the administration of the Severe Acute Respiratory Syndrome ("SARS") Funds of \$15,046,000 to the NCSS Charitable Fund. The SARS Funds, along with the COVID-19 Funds (i.e. funds raised by ComChest in association with the COVID-19 outbreak), are collectively pooled together in a bank account, forming a new trust fund, namely The Courage Fund. The Courage Fund is ringfenced and kept separate from the other funds within the NCSS Charitable Fund.

During the year, the Council ceased the administration of the The Wan Boo Sow Charity Fund as to the funds have been fully disbursed to the beneficiaries in September 2022.

In 2022, the Council ceased the administration of the two trust funds, namely the MOE Special Education Fund and the IDA Inclusion Fund and the unutilised funds were returned to the Government and Info-Communications Media Development Authority, respectively.

	Trust Funds \$'000	NCSS Charitable Fund \$'000	Total \$'000
Balance as at 1 April 2021	257,182	26,090	283,272
Incoming resources	99,568	20,794	120,362
Outgoing resources	(109,544)	(23,946)	(133,490)
Net movement for the financial year	(9,976)	(3,152)	(13,128)
Movement in fair value reserve	(22)	–	(22)
Balance as at 31 March 2022	247,184	22,938	270,122
Balance as at 1 April 2022	247,184	22,938	270,122
Incoming resources	137,063	32,900	169,963
Outgoing resources	(102,733)	(31,250)	(133,983)
Net movement for the financial year	34,330	1,650	35,980
Movement in fair value reserve	22	–	22
Balance as at 31 March 2023	281,536	24,588	306,124

12. Endowment Fund

	2023 \$'000	2022 \$'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 1992 (the "Act") and in accordance with the provision of the Act, consists of:

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

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

12. Endowment Funds (cont'd)

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.

13. General Fund

	Note	2023 \$'000	2022 \$'000
At 1 April		59,704	64,545
Deficit for the financial year		(31,186)	(6,089)
Transfer from ComChest Fund	14	40,233	1,248
At 31 March		68,751	59,704

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

Reserve position:

	2023 \$'000	2022 \$'000
General fund	68,751	59,704
Total operating expenditure	226,448	180,451
Ratio of general fund to total operating expenditure	0.3	0.3

14. ComChest Fund

	Note	2023 \$'000	2022 \$'000
At 1 April		88,879	90,127
Transfer to General Fund	13	(40,233)	(1,248)
At 31 March		48,646	88,879

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

15. Deferred grants

(a) Deferred capital grants

	2023 \$'000	2022 \$'000
Capital grant received	23,822	23,822
Accumulated amortisation:		
At 1 April	19,577	18,641
Amortisation for the year	808	936
At 31 March	20,385	19,577
Net carrying amount	3,437	4,245
Amortisation charged to statement of comprehensive income:		
<i>Government and other grants:</i>		
- MSF Capital Grant	646	571
<i>SSI</i>		
- MSF Capital Grant	162	365
	808	936

(b) Grant income received in advance

	2023 \$'000	2022 \$'000
Grant income received in advance	43,715	45,085

16. Provision for reinstatement cost

	2023 \$'000	2022 \$'000
At 1 April	1,098	142
Provision made during the year	385	956
At 31 March	1,483	1,098
Representing:		
Current	142	-
Non-current	1,341	1,098
	1,483	1,098

Provision for reinstatement cost is determined based on quotation from the quantity surveyor for the renovation project. The costs are capitalised as part of property, plant and equipment of \$142,000 (2022: \$142,000) and right-of-use assets of \$1,341,000 (2022: \$956,000), respectively, and is depreciated over the lease terms.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

17. Sundry creditors and accruals

	2023 \$'000	2022 \$'000
Non-current		
Accrued operating expenses	2,765	3,166
Current		
Sundry creditors	5,014	8,260
Accrued operating expenses	21,025	23,161
Advances held for designated projects	2,463	18,705
	28,502	50,126

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

	Assets		Liabilities			Total \$'000
	Debtors (Note 9) \$'000	Grant and other receivables (Note 9) \$'000	Deferred capital grants (Note 15) \$'000	Grant income received in advance (Note 15) \$'000	Advances held for designated projects (Note 17) \$'000	
Balance as at 1 April 2021	(717)	(30,440)	5,181	26,134	23,532	23,690
Changes from financing cash flows						
Grant and other grants received	477	41,837	–	50,426	15,420	108,160
Total changes from financing cash flows	477	41,837	–	50,426	15,420	108,160
Other changes						
Decrease in debtors, grant receivables and other receivables	(550)	(1,777)	–	–	–	(2,327)
Decrease in deferred grants	–	–	–	(267)	–	(267)
Decrease in sundry creditors and accruals	–	–	–	–	(50)	(50)
Grant income	(477)	(45,697)	(936)	(31,208)	(20,197)	(98,515)
Total other changes	(1,027)	(47,474)	(936)	(31,475)	(20,247)	(101,159)
Balance as at 31 March 2022	(1,267)	(36,077)	4,245	45,085	18,705	30,691

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

17. Sundry creditors and accruals (cont'd)

Reconciliation of movements of assets and liabilities to cash flows arising from financing activities (cont'd)

	Assets		Liabilities			Total \$'000
	Debtors (Note 9) \$'000	Grant and other receivables (Note 9) \$'000	Deferred capital grants (Note 15) \$'000	Grant income received in advance (Note 15) \$'000	Advances held for designated projects (Note 17) \$'000	
Balance as at 1 April 2022	(1,267)	(36,077)	4,245	45,085	18,705	30,691
Changes from financing cash flows						
Grant and other grants received	718	57,331	–	33,306	–	91,355
Total changes from financing cash flows	718	57,331	–	33,306	–	91,355
Other changes						
Decrease in debtors, grant receivables and other receivables	416	(5,977)	–	–	–	(5,561)
Decrease in deferred grants	–	–	–	(610)	–	(610)
Decrease in sundry creditors and accruals	–	–	–	–	(405)	(405)
Grant income	(718)	(67,135)	(808)	(34,066)	(15,837)	(118,564)
Total other changes	(302)	(73,112)	(808)	(34,676)	(16,242)	(125,140)
Balance as at 31 March 2023	(851)	(51,858)	3,437	43,715	2,463	(3,094)

18. Allocations to Charitable activities

	2023 \$'000	2022 \$'000
Allocations to programmes/projects	70,551	62,066
Other allocations	31,500	413
Allocations to Charitable activities charged as an expense to proceeds from Community Chest	102,051	62,479
Allocations to Charitable activities	102,051	62,479

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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

19. Derivatives

	Contract/ notional amount \$'000	Assets/ (liabilities) \$'000
2023		
Forward contracts	43,047	484
Total financial assets at fair value through profit or loss	43,047	484
2022		
Forward contracts	46,826	300
Total financial assets at fair value through profit or loss	46,826	300

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

20. 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.

(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 is as follows:

	2023 \$'000	2022 \$'000
Salaries and other employee benefits	6,166	5,765
Central Provident Fund contributions	420	419
	6,586	6,184
Number of key management personnel	23	21

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

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

20. Significant related party transactions (cont'd)

(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:

	2023 \$'000	2022 \$'000
Ministry of Social and Family Development		
Grant income and income on provision of services received and recognised	81,876	53,368
Secondment fee, funding for service and training courses fees paid/ payable	(15,797)	(7,573)
Singapore Totalisator Board		
Donation and grant income received and recognised	11,511	11,237
Other Ministries		
Grant income and income on provision of services received and recognised	4,139	3,676
Service fee, licence fee paid/payable	(1,511)	(1,171)
Other Public Agencies		
Grant income and income on provision of services received and recognised	2,448	2,162
Service fee, training courses fee paid/payable	(11,158)	(10,990)

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

21. Commitments and contingent assets

(a) Approved funding to members

	2023 \$'000	2022 \$'000
Approved funding to members	38,859	46,093

The Council has budgeted an approved funding of \$38,859,000 (2022: \$46,093,000) 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:

	2023 \$'000	2022 \$'000
Within one year	192	213
Two to five years	150	160
	342	373

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

21. Commitments and contingent assets (cont'd)

(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 Council has obtained approval from the Ministry of Social and Family Development to extend the claim period of the matching grants for two approved projects until 31 December 2023.

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 \$98.19 million (2022: \$98.19 million), of which the Council has received \$92.41million cumulative as at 31 March 2023 (2022: \$92.41 million).

(d) Capital expenditure commitment

As at 31 March 2023, the Council has entered into contracts for renovation works for its leased building for \$1,994,000 (2022: \$6,129,000), of which \$1,701,000 (2022: \$5,397,000) has been incurred. In addition, during the year, the Council has also entered into a contract to develop an information technology system for \$3,836,000.

22. Number of employees

The number of employees in the Council at the end of the year was 349 (2022: 331). Total staff costs of the Council amounted to \$39,654,000 (2022: \$37,457,000).

	2023 \$'000	2022 \$'000
Operating and Investment expenditure:		
Staff costs – Salaries and related costs	26,238	24,396
Central Provident Fund contributions	3,230	2,693
SSI:		
Staff costs – Salaries and related costs	4,397	4,752
Central Provident Fund contributions	627	579
NCSS Charitable Fund (Community Chest Only):		
Staff costs – Salaries and related costs	4,428	4,323
Central Provident Fund contributions	734	714
	39,654	37,457

23. Taxation

The Council is exempted from income tax under Section 13(1)(e) of the Income Tax Act 1947.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

24. 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 are as follows:

	2023 \$'000	2022 \$'000
Impairment losses on debtors	3	4

Debtors

Exposure to credit risk

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

	2023		2022	
	Not credit- impaired \$'000	Credit- impaired \$'000	Not credit- impaired \$'000	Credit- impaired \$'000
Not past due	235	–	368	–
Past due 1 – 30 days	274	–	855	–
Past due 31 – 90 days	175	–	33	–
Past due more than 90 days	167	7	11	4
Total gross carrying amount	851	7	1,267	4
Loss allowance	–	(7)	–	(4)
	851	–	1,267	–

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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

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

Credit risk (cont'd)

Expected credit loss assessment for debtors (cont'd)

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
2023				
Not past due	0%	235	–	No
Past due 1 – 30 days	0%	274	–	No
Past due 31 – 90 days	0%	175	–	No
Past due more than 90 days	4%	174	(7)	Yes
		858	(7)	
2022				
Not past due	0%	368	–	No
Past due 1 – 30 days	0%	855	–	No
Past due 31 – 90 days	0%	33	–	No
Past due more than 90 days	27%	15	(4)	Yes
		1,271	(4)	

Movements in allowance for impairment in respect of debtors

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

	Lifetime ECL	
	2023 \$'000	2022 \$'000
At 1 April	4	–
Impairment loss recognised	3	4
At 31 March	7	4

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 2023

24. 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	
	2023 \$'000	2022 \$'000
No credit rating	366	660
Aa3 to Aaa	27,999	9,898
A3 to A1	26,341	26,182
Baa3 to Baa1	12,915	12,453
Gross carrying amounts	67,621	49,193
Less: Loss allowance	–	–
Carrying amount	67,621	49,193

The Council did not have any debt investments that were past due but not impaired as at 31 March 2023 and 31 March 2022.

Cash and cash equivalents

The Council held cash and cash equivalents of \$86,456,000 (2022: \$170,460,000). The cash and cash equivalents are held with bank and financial institution counterparties, which are rated Aaa to Aa1 (2022: Aa1 to Baa1) 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.

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 cash equivalents deemed adequate to finance the Council's operations and to mitigate the effects of fluctuations in short-term cash flows.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

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

Liquidity risk (cont'd)

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.

	Carrying amount \$'000	Cash flows				Total \$'000
		Contractual cash flows \$'000	One year or less \$'000	Two to five years \$'000	More than five years \$'000	
2023						
Debtors, grant and other receivables*	54,786	54,786	54,786	–	–	54,786
Cash and cash equivalents	86,456	86,456	86,456	–	–	86,456
Total undiscounted financial assets	141,242	141,242	141,242	–	–	141,242
Sundry creditors and accruals#	(28,804)	(28,804)	(26,039)	(2,765)	–	(28,804)
Lease liabilities	(4,865)	(5,087)	(1,643)	(3,444)	–	(5,087)
Total undiscounted financial liabilities	(33,669)	(33,891)	(27,682)	(6,209)	–	(33,891)
Total net undiscounted financial assets/(liabilities)	107,573	107,351	113,560	(6,209)	–	107,351
2022						
Debtors, grant and other receivables*	38,638	38,638	38,638	–	–	38,638
Cash and cash equivalents	170,460	170,460	170,460	–	–	170,460
Total undiscounted financial assets	209,098	209,098	209,098	–	–	209,098
Sundry creditors and accruals#	(34,587)	(34,587)	(31,421)	(3,166)	–	(34,587)
Lease liabilities	(3,376)	(3,535)	(1,172)	(2,062)	(301)	(3,535)
Total undiscounted financial liabilities	(37,963)	(38,122)	(32,593)	(5,228)	(301)	(38,122)
Total net undiscounted financial assets/(liabilities)	171,135	170,976	176,505	(5,228)	(301)	170,976

* Exclude prepaid operating expenses

Exclude advances held for designated projects

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

24. 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 had declined by 10%, assuming all other variables remain constant, the Council's surplus/ reserve for the financial year would decrease by approximately \$16,905,000 (2022: \$17,404,000). 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 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 2023

25. 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			Total \$'000
	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant unobservable inputs (Level 3) \$'000	
2023				
Financial assets measured at fair value				
Investments at FVTPL:				
- Funds managed by fund managers	107,853	61,197	-	169,050
- Derivative	-	484	-	484
Financial assets as at 31 March 2023	107,853	61,681	-	169,534
2022				
Financial assets measured at fair value				
Investments at FVTPL:				
- Funds managed by fund managers	96,696	77,341	-	174,037
- Derivative	-	300	-	300
Financial assets as at 31 March 2022	96,696	77,641	-	174,337

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

Level 2 fair value measurements

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

Investments at fair value through profit or loss

The fair value is related to unquoted instruments and funds at published market bid price at the reporting date.

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 2023

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

	Community Chest		The Wan Boo Sow Charity [#]		The Courage Fund [#]		President's Challenge [#]		Total	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Tax-deductible donations	35,598	28,142	–	–	–	–	10,851	11,957	46,449	40,099
Non-tax deductible donations	26,220	33,089	–	–	–	–	5,551	2,839	31,771	35,928
	61,818	61,231	–	–	–	–	16,402	14,796	78,220	76,027
Funding from NCSS operating income	1,861	1,117	–	–	–	–	–	–	1,861	1,117
Funds received from The Courage Fund Limited (Note 11)	–	–	–	–	15,046	–	–	–	15,046	–
Operating grant	–	–	–	–	–	–	1,174	5,949	1,174	5,949
Direct donations from Community Chest	–	–	–	–	200	–	–	–	200	–
Direct donations for fund-raising operating expenses	8,168	7,540	–	–	–	–	–	–	8,168	7,540
Other income	579	429	–*	–	10	–	67	49	656	478
Less: Direct fund raising expenses	(1,651)	(917)	–*	–	–	–	–*	(1)	(1,651)	(918)
Indirect fund raising expenses	(8,957)	(8,169)	–	–	–	–	–	–	(8,957)	(8,169)
Allocations to Charitable activities	(102,051)	(62,479)	(57)	–	(10,051)	–	(21,140)	(23,945)	(133,299)	(86,424)
Net (deficit)/surplus	(40,233)	(1,248)	(57)	–	5,205	–	(3,497)	(3,152)	(38,582)	(4,400)

* Denote amount is < \$1,000.

These three funds are trust funds that are managed by the Council as set out in Note 11.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2023

27. 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
2023			
SGX Bull Charge – Outright donation	2,995	670	2,325
Comchest Fu Dai 2023 – Outright donation	2,025	140	1,885
Sentosa Charity Golf 2022	2,445	213	2,232
	7,465	1,023	6,442
2022			
SGX Bull Charge – Outright donation	2,087	400	1,687
Singapore Power Heartware Fund 2021	1,780	2	1,778
Singtel Touching Lives Fund	3,009	–	3,009
2021 UOB Global Heartbeat Virtual Run/Walk	1,029	1	1,028
	7,905	403	7,502

28. Authorisation of financial statements for issue

The financial statements for the financial year ended 31 March 2023 were authorised for issue by the Board of Council on 27 June 2023.

