

FUTURE READY **SOCIAL SERVICES**

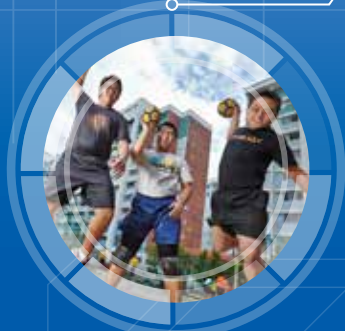
NATIONAL COUNCIL OF SOCIAL SERVICE | **ANNUAL REPORT FY2012**

Productivity

People

Partnership

Passion





Purpose

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

Mission

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

Core Values

PASSION

We are driven to help make a difference in the lives of the people we serve.

PEOPLE

We enable the people we serve, our volunteers and staff to realise their fullest potential.

PRODUCTIVITY

We pursue excellence through continuous learning and improvement.

PARTNERSHIP

We engage in 'win-win' partnerships always for the benefit of the people we serve.

Contents

02 | Messages from the President
and Chief Executive Officer

04 | NCSS Board of Council

09 | NCSS Management

11 | Organisation Chart

12 | Highlights at a Glance
and Key Events

16 | Passion

28 | People

36 | Partnership

46 | Productivity

52 | Code of Governance

56 | Management Data and Analysis

60 | Financial Statements

96 | Committees and Listings



President's Message

The past year has been one of reflection and insight for me on the vision, leadership and direction for NCSS to make a deeper impact to the lives of the disadvantaged in our community. We recently completed a strategic review of our priorities and strategies, with the assistance of McKinsey & Company, following the realignment of functions between the National Council of Social Service (NCSS) and the Ministry of Social and Family Development (MSF).

The process involved harnessing the views of pioneers in social service like Mr S R Nathan; former NCSS President, Mr Gerard Ee; our Board; management; MSF and member organisations over six months. A study trip to Hong Kong was also conducted to learn how a vibrant social service eco-system thrives in their country.

As a bridge between the Government and the community, NCSS aims to provide more thought leadership and engage the strengths and energy of our member organisations. Moving ahead, we will pursue five strategic thrusts:

- NCSS will advocate ground-up views on emerging and underserved social service needs;
- As a membership body, NCSS will raise the organisational capabilities and standing of VWOs and other providers of social service such as social enterprises;
- Capability and capacity building will be scaled up to meet the need for more professionals and volunteers in the sector;
- NCSS will expand Community Chest's fund-raising capabilities by engaging in innovative approaches to attract and allocate new sources of social service financing; and

- We will step up our corporate engagement efforts to develop new partnerships and promote corporate involvement beyond giving.

NCSS is on the cusp of a new phase which requires tenacity, discipline and focus. It is our hope that NCSS will be as Mr S R Nathan puts it, a "brother's keeper", who works hand in hand with the Government and member organisations to fulfil our mission to those in need.

On that note, I am grateful that Madam Halimah Jacob, Speaker of Parliament, accepted our invitation to be NCSS's Adviser. Her extensive experience in the Government and social services and her close interaction with the community will be invaluable to the Council as we continue to engage key stakeholders closely. We look forward to building a vibrant social service sector that meets needs and changes lives.



L to R: Mr Hsieh Fu Hua, Ms Ang Bee Lian and Madam Halimah Jacob

CEO's Message

The past year has been an exciting one for NCSS. As a sector on a growth trajectory, we have put in place new service models, increased funding support, and strengthened sector capabilities. We have also attained several milestones, including taking steps to make our community a more inclusive one. Taking on shared responsibilities and having common values, NCSS, together with our member voluntary welfare organisations (VWOs) and donors, has scaled up programmes and services.

New Service Models, Increased Funding Support

Five Senior Activity Centres (Cluster Support) were introduced in Financial Year (FY) 2012 and given additional funding and social work capabilities to provide more holistic support to vulnerable elderly. Branch Family Service Centres (FSCs) have also started to bring social services closer to the community. These efforts provide a systematic approach of locating programmes where they can be highly accessible to clients and allow the sharing of premises.

We were fortunate to have received strong support from corporate donors, individuals and government bodies to meet critical needs. We disbursed a total of \$291 million to support 601 social service programmes. Various funding sources included donations raised by Community Chest, from Tote Board, MSF and the Ministry of Education (MOE). Community Chest mobilised

a record amount of \$72.3 million in FY2012, benefiting more than 300,000 beneficiaries. Tote Board also committed \$301.9 million from FY2013 to FY2015 for VWO programmes supported by the Tote Board Social Service Fund. The increased funding enables NCSS and VWOs to deepen and widen the reach of critical social services.

Building Capabilities and Inclusive Communities

This year, we initiated the Master Social Worker Scheme to harness the expertise of highly experienced social workers. In addition to advancing social work practice and providing mentorship for social workers, the scheme fosters a culture of resource sharing. Seven Master Social Workers have been appointed to work with eight FSCs.

In November, Singapore signed the United Nations Convention on the Rights of Persons with Disabilities to affirm that persons with disabilities will participate as active members of society. As a country, we will work devotedly towards opening up opportunities for persons with disabilities and reaching out to more partners to enrich the lives of others. NCSS launched a publicity campaign in March this year to raise awareness of the purpose of the Convention and encourage the public to take steps to include persons with disabilities. We are delighted that 25 champions have joined us as change catalysts. This is a strong start and we will do more to reach out

to employers, our communities and the public.

Unleashing Learning Potential


Productivity and professional growth are central in developing the capability of the workforce to deliver quality. From its new central location at TripleOne Somerset, the Social Service Institute with its fresh vision to become a Continuing Education and Training Centre will be the focal point for the next lap in unleashing learning potential. Building on the 10 years of experience of the former training institute, it will become an integrated social service learning hub with competency-based training, resource and practice to imbue practice into learning. The Institute will grow in depth and breadth, building capabilities in organisations.

There will also be more job opportunities in the sector and the new career centre at the Institute will provide integrated career services to job seekers and serve the recruitment needs of VWOs. The centre will facilitate recruitment, run train-and-place programmes to equip new entrants and mid-career switchers to access jobs and raise awareness of the manpower needs of the sector. The Institute and career centre are important, strategic pillars that will ensure a regular flow of skilled manpower. This will address the growing needs and provide greater support for the sector's next stage of development.

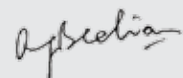
Joint Acknowledgements

The social service sector now plays a bigger role. Competition for resources will intensify. To help us, we are grateful for a generous and responsive community that readily opens its heart whenever it is presented with critical social needs served by trustworthy agencies. With the support of corporate partners, foundations and individuals, Community Chest has fulfilled its commitment. The sector is thankful to the unstinting Community Chest Committee for their sterling support. Led for the past 12 years by a distinctive Chairman, Ms Jennie Chua, Community Chest has left an indelible mark in fostering a vibrant spirit of giving in Singapore.

We would like to express our appreciation to the Vice Presidents of the NCSS Board, Mr Phillip Tan and Mr Cyril Chua, Board and Committee members for their commitment towards the social service sector. We are also grateful for the support from professionals and volunteers from member VWOs, and to our staff for their efforts and dedication. With the passion in the sector, the social service family will press on to shape a brighter future for the disadvantaged in the community.



Hsieh Fu Hua
President



Ang Bee Lian
Chief Executive Officer

NCSS Board of Council

Patron-In-Chief

His Excellency

Dr Tony Tan Keng Yam

President of the Republic of Singapore

Patron

Mr Chan Chun Sing

Acting Minister for Social and Family Development

Adviser

Madam Halimah Yacob

Speaker of Parliament



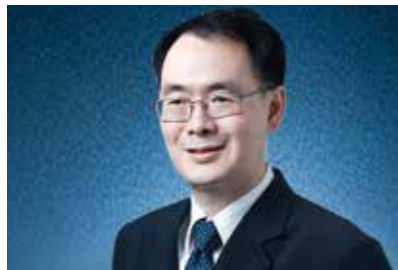
Hsieh Fu Hua PBM
President



Phillip Tan JP, BBM(L), BBM, PBM
Vice President



Jennie Chua JP, BBM, PPA(P), PBM
Chairman, Community Chest



Cyril Chua PBM
Vice President



Richard Sim Hwee Cher
Honorary General Secretary



Frances Cheang JP, BBM, PBM
Honorary Treasurer



Professor Tsui Kai Chong
Board Member



Dr Ang Seng Bin
Board Member



Dr Mary Ann Tsao BBM, PBM
Board Member



Girija Pande
Board Member



Robert Chew
Board Member



Chan Chia Lin
Board Member



Alex Lee JP
Board Member



Lee Kim Siang BBM(L), BBM, PBM
Board Member



Chew Kwee San
Board Member



Sandra Berrick
Board Member



David Alexander Ong JP, PBM
Board Member



Dr Jason Cheah
Ministry of Health Representative



Ong Toon Hui PPA(P)
Ministry of Social and Family
Development Representative

Hsieh Fu Hua

Mr Hsieh was appointed President of the NCSS Board from August 2012. Mr Hsieh is co-founder and currently an adviser to PrimePartners Group. He is non-executive Chairman of United Overseas Bank Limited and a board member of Tiger Airways Holdings and Government of Singapore Investment Corporation. He had previously served as the Chief Executive Officer of Singapore Exchange (2003–2009) and a board member of Temasek Holdings (2010–2012).

Mr Hsieh also serves on the boards of a number of non-profit organisations, including The National Art Gallery of Singapore, Singapore Indian Development Association (SINDA) and the Stewardship and Corporate Governance Centre. In 2009, Mr Hsieh set up BinjaiTree to provide grants. He also helped establish two new charities, namely, Shared Services for Charities Ltd and Caregiver Alliance Ltd.

Phillip Tan

Mr Tan has been serving as Vice President of the NCSS Board since 2006. He is a former partner at PricewaterhouseCoopers LLP and is currently the Group Finance Director of CityState Capital Asia Pte Ltd. Mr Tan has served in NCSS in various capacities since 1983 and contributes extensively in other charitable organisations, including Thye Hua Kwan (THK) Moral Charities Ltd, Tsao Foundation, the National University of Singapore (NUS) Board of Trustees and Mount Alvernia Hospital. He is currently Chairman of the Yellow Ribbon Fund Committee and serves on the Boards and the Audit, Finance and Investment Committees of a number of statutory and charitable bodies.

Jennie Chua

Ms Chua has been serving as Chairman of Community Chest since 2000. She is the chairman of several organisations including Sentosa Cove, The Old Parliament House, Singapore Film Commission, Alexandra Health/Khoo Teck Puat Hospital, International Advisory Council for Tourism and the Tourism Industry Skills and Training Council. She is also Deputy Chairman of Temasek Foundation. Ms Chua is a director of two entities listed on the Singapore Stock Exchange – CapitaMalls Asia Limited and GuocoLeisure Limited. She is also a board director of CapitaLand Hope Foundation, Ministry of Health Holdings Pte Ltd, Singapore International Chamber of Commerce and ISS A/S and ISS World Services AIS.

She is on the Board of Trustees of Nanyang Technological University (NTU), Singapore and is a member of Singapore's Pro-Enterprise Panel. Ms Chua is a Justice of the Peace, Singapore's Non-Resident Ambassador to the Slovak Republic and Singapore's Non-Resident Ambassador (Designate) to the United Mexico States.

Cyril Chua

Mr Chua joined the NCSS Board in 2004 and has been serving as Vice President since 2008. Mr Chua is a partner in ATMD Bird & Bird LLP and Chairman of Project Law Help under the Law Society of Singapore. He has been Chairman of The Ang Mo Kio FSCs since 2008, and is a director of the Special Needs Trust Company. He previously served as Chairman of the Student Advisory Centre.

Richard Sim Hwee Cher

Mr Sim joined the NCSS Board as the Honorary Treasurer in 2008 and has been the Honorary General Secretary since August 2012. He is the Head of Assurance at PricewaterhouseCoopers LLP and currently serves on the Corporate Governance and Regulation Committee of Singapore International Chamber of Commerce, NUS School of Accounting Advisory Council, Wildlife Reserves Singapore Conservation Fund Board of Trustees and Accounting and Corporate Regulatory Authority Practice Monitoring Sub-Committee.

Frances Cheang

Ms Cheang has been serving on the NCSS Board since 2008. She is currently the Honorary Treasurer and served previously as the Honorary General Secretary. Between 1998 and 2004, she served as Vice President and Honorary Treasurer. A former partner at KPMG, Ms Cheang serves on the board of WE CARE Community Services Ltd, the Board of Visiting Justices and Board of Inspection and the Practising Management Consultants – Certification Board. She is also on the Reformative Training Centre Advisory Committee and the Panel of Advisers to the Juvenile Court.

Professor Tsui Kai Chong

Professor Tsui joined the NCSS Board in November 2012. He chairs the Social Service Institute's Management Committee and its Advisory Committee and has been the Provost of SIM University since 2005. He was the Founding Dean of the School of Business and the Vice Provost of Undergraduate and Graduate Education at the Singapore

Management University. He is currently a board member at the National Community Leadership Institute, Intellectual Property Academy and Keppel Land Ltd. Professor Tsui also serves on advisory committees at the Institute of Technical Education and the Ong Teng Cheong Labour Leadership Institute.

Dr Ang Seng Bin

Dr Ang has been an NCSS Board member since 2010. He heads the Family Medicine Service as well as the Menopause Unit at Kandang Kerbau Women's and Children's Hospital (KKH) and teaches as an Adjunct-Assistant Professor at Duke-NUS Graduate Medical School Singapore. Dr Ang has been involved as a volunteer in Students Care Service (SCS) since 1994 in varied roles from direct volunteer to management volunteer. As of 2012, he has been on the board of SCS as Honorary Secretary.

Dr Mary Ann Tsao

Dr Tsao joined the NCSS Board in August 2012, having served a prior term from 2008 to 2010. She is President and Founding Director of the Tsao Foundation, which is dedicated to addressing the well-being of older people and population ageing issues. Dr Tsao serves on several boards, including the Centre for Seniors, Community Foundation of Singapore and the Asia Centre for Social Entrepreneurship and Philanthropy at NUS. She has also served on various national policy committees, including the Inter-Ministerial Committee on Ageing and the Committee on Ageing Issues.

Girija Pande

Mr Pande joined the NCSS Board in November 2012. He is currently Executive Chairman of Apex Avalon Consulting, which provides Strategy Consultancy services in the Asia Pacific (APAC) region and is a joint venture with Avalon Consulting of India, which is ranked in the top 10 in APAC in Strategy Consulting. Mr Pande was Chief Executive Officer of Tata Consultancy Services APAC for over a decade earlier. He now serves on the boards of the Singapore International Chamber of Commerce and the Institute of South Asian Studies. He is also on SINDA's Board of Trustees and the Advisory Board of the Singapore Management University. He has also served on the Infocomm Development Authority's Manpower Council.

Robert Chew

Mr Chew has been an NCSS Board member since 2010. He is a former partner at Accenture and is currently a partner of Stream Global Pte Ltd. He is a director of OpenNet, Alexandra Health and Integrated Health Information Systems and also serves on the boards of Dover Park Hospice, Singapore Hospice Council, Kwong Wai Shiu Hospital and TOUCH Community Services.

Chan Chia Lin

Ms Chan joined the NCSS Board in August 2012. She was previously Executive Director and Chief Investment Officer of Fullerton Fund Management Company. Ms Chan is a member of the NUS Board of Trustees and Vice President of the Economic Society of Singapore.

Alex Lee

Mr Lee has been an NCSS Board member since 2010. He is a retired banker and was a former Chief Executive Officer of NCSS from 1994 to 1997. Mr Lee currently serves on the Executive Committee of the Singapore Children's Society. He is also active in several other VWOs, such as the Asian Women's Welfare Association (AWWA), Bright Vision Hospital, Geylang East Home for the Aged, Society of Sheng Hong Welfare Services, as well as in several ministries, including Health, Home Affairs and Defence.

Lee Kim Siang

Mr Lee joined the NCSS Board in August 2012. He is a lawyer by profession, and Chairman of THK Moral Society and THK Moral Charities Ltd. He also serves in Ang Mo Kio-THK Hospital, North East Community Development Council and on the City for All Ages Advisory Committee of the Ministry of Health (MOH). Mr Lee has previously served in various organisations and committees, including Singapore Anti-Narcotics Association and the Inter-Ministerial Committee Workgroup on Social Integration of the Elderly.

Chew Kwee San

Mr Chew joined the NCSS Board in August 2012. A lawyer by training, he is Executive Director of The Tecity Group. Mr Chew has been serving as the Honorary Treasurer of the Young Men's Christian Association of Singapore since 2008. He is also the Honorary Secretary and Council Member of the Tan Chin Tuan Foundation, which provides charitable assistance to the elderly, needy and sick.

Sandra Berrick

Mrs Berrick joined the NCSS Board in August 2012. An educational psychologist and special needs educator by training, she supervises Special Education trainee teachers at the National Institute of Education. Mrs Berrick has been active in AWWA since 1982, and has served as its President since 2007. Her experience at AWWA has extended her knowledge beyond her disability expertise, to include a deep knowledge of the needs of the elderly, caregivers, and families through the role of FSCs. She has served in several other VWOs, including the Singapore Children's Society, Dover Park Hospice, Gracehaven Children's Home and the Centre for Non-Profit Leadership at the National Volunteer and Philanthropy Centre.

David Alexander Ong

Mr Ong joined the NCSS Board in August 2012, having previously served as a Board member from 2000 to 2010. A retired property consultant, he is currently Chairman of Prison Fellowship Singapore Ltd. He is also Director of Finance, Administration and Programmes in the Methodist Church and a member of the Ministry of Home Affairs' Board of Visiting Justices and Board of Inspection, and MOH's National Transplant Ethics Panel. He has also served as Chairman of Methodist Welfare Services and Deputy Chairman of Singapore Hospice Council.

Dr Jason Cheah

Dr Cheah has been an NCSS Board member since 2010. He is a medical doctor and a public health specialist and is presently Chief Executive Officer of the Agency for Integrated Care. Prior to that, Dr Cheah was Chief Executive Officer of the National Healthcare Group Polyclinics and Chief Projects Officer at Alexandra Hospital. He has held a number of leadership appointments in MOH and various public and private sector hospitals. Dr Cheah is also an active adjunct teaching fellow in the Saw Swee Hock School of Public Health, and an Editorial Board member of the International Journal for Integrated Care.

Ong Toon Hui

Ms Ong has been an NCSS Board member since 2009. She is presently the Deputy Secretary of MSF and has previously served in other government agencies such as MOE and the Public Service Division. Ms Ong is also a board member of the National Council Against Drug Abuse, the Housing and Development Board (HDB) and the Casino Regulatory Authority. She serves on the School Advisory Committee of Peirce Secondary School.

NCSS Management



Ang Bee Lian PPA(P)
Chief Executive Officer



Tina Hung
Deputy Chief Executive Officer and
Director, Service Development



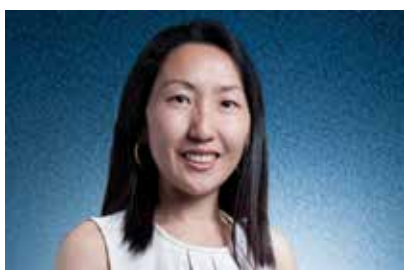
Belinda Tan
Director, Social Service Institute¹



Chan Whee Peng
Director, Membership and Service
Management



Ng Ling Ling
Covering General Manager², Community
Chest, and Director, Corporate Strategy



Angela Yak
Director, Sector Manpower³



Seah Yang Hee
Director, Family Service Centre



Tan Bee Heong
General Manager, Community Chest



Quek Boon Kien
Director, Resource Allocation



Fiona Chua
Director, Corporate Services

¹The Social Service Training Institute (SSTI) was officially renamed to the Social Service Institute with effect from 28 June 2013

²Ms Ng Ling Ling is the Covering General Manager, Community Chest, as Ms Tan Bee Heong is on long leave from 19 April to 1 November 2013

³Sector Manpower and Corporate Planning Division was renamed as Sector Manpower Division with effect from 1 May 2013

Ang Bee Lian

Ms Ang was appointed Chief Executive Officer of NCSS on 8 June 2007. Ms Ang is a trained social worker with a Bachelor of Arts from NUS and a Master of Science in Social Policy and Planning from the University of London. Prior to joining NCSS, she had three decades of experience with the then Ministry of Community Development, Youth and Sports, developing policies, implementing programmes in the social service sector and overseeing statutory functions such as probation services, child protection services and the Office of the Commissioner for the Maintenance of Parents. She held senior management positions in the ministry for over 15 years. Ms Ang was awarded the Outstanding Social Worker Award in 2000 and the Public Administration Medal (Silver) in 2002.

Tina Hung

Ms Hung joined NCSS in 1995. She provides leadership in developing new services, setting service standards, developing research and strategies and local service planning for children, youth, families, elderly and persons with disabilities. Ms Hung is responsible for the assessment of over 600 funded programmes, with a total budget of \$320 million in FY2012. Ms Hung holds a Bachelor of Arts in Sociology and Social Work from NUS, a Master in Public Administration and a Master in Social Work from the Eastern Washington University. She was also awarded the graduate fellowships by the School of Social Work and School of Public Affairs from the Eastern Washington University. Ms Hung has close to 22 years of experience in social services.

Belinda Tan

Ms Tan joined NCSS in 2002. She is instrumental in building the Social Service Institute into a centre of learning and capability building for practitioners. She holds a Bachelor of Arts from NUS and a Master in Health Science from the University of Sydney. She has almost 12 years of experience in the sector, ranging from service development, fund-raising to corporate communications.

Chan Whee Peng

Mr Chan joined NCSS in 1999. He leads his division in monitoring and managing the performance of social service programmes supported by funds administered by NCSS. He also previously held various portfolios in NCSS and worked as a social worker in VWOs. Mr Chan holds a Master in Social Science (Social Work) and a Master in Public Administration.

Ng Ling Ling

Ms Ng joined NCSS in 2001. She facilitates corporate strategic review with the Board and management to develop key thrusts for NCSS and drives corporate organisational development initiatives. She concurrently leads the Community Chest fund-raising and outreach work. Ms Ng holds a Bachelor of Accountancy from NTU and a Master of Public Administration from the Australian National University. She has 12 years of experience in the social service sector, spanning board governance and consultancy, social service training operations as well as fund allocation and administration.

Angela Yak

Ms Yak joined NCSS in 2004. She holds a Master in Social Work from the University of Toronto and a Graduate Diploma in Human Resource and Talent Management from the Singapore Human Resources Institute. Ms Yak addresses manpower challenges and is responsible for developing manpower initiatives to strengthen capabilities in the social service sector. She has 14 years of experience in the social service sector.

Seah Yang Hee

Ms Seah was seconded to NCSS in 2012 from MSF. She oversees the management and support of FSCs in their service provision to needy Singaporeans and the community. Ms Seah obtained a Bachelor of Science (Honours) from NUS and a Master in Sociology from the University of Toronto on a Canadian Commonwealth Scholarship. She has 18 years of working experience in the social service sector.

Tan Bee Heong

Ms Tan joined NCSS in 2002. Ms Tan leads a team to raise funds for more than 200 social service programmes supported by Community Chest annually. Prior to her current appointment, she held other senior positions in the Council such as Director, Human Resources and Director, SSTI. She holds a Bachelor of Business Administration from NUS. Ms Tan has more than a decade of experience in the social service sector.

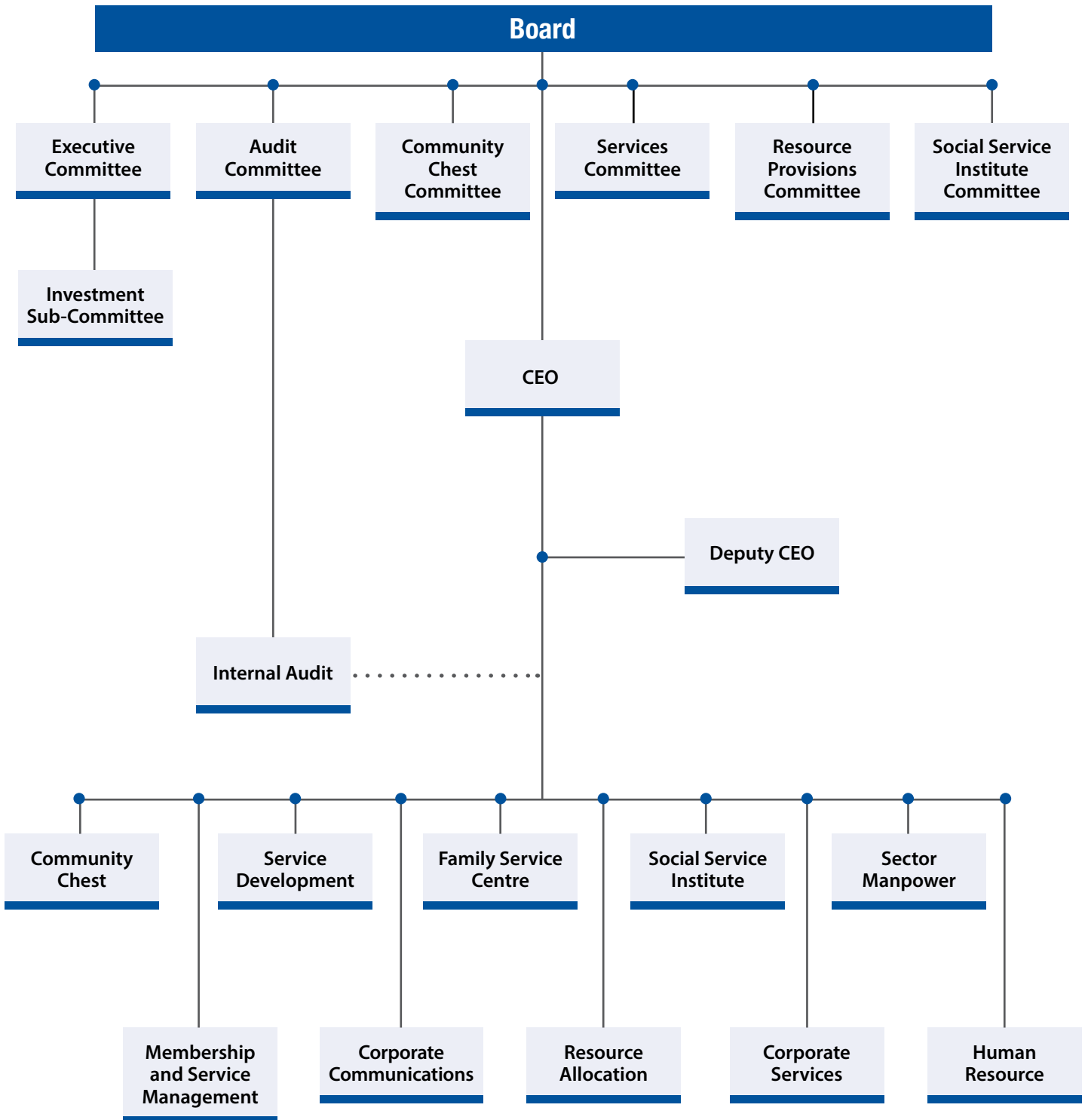
Quek Boon Kien

Ms Quek joined NCSS in 2013. Ms Quek is responsible for the administration and allocation of a range of funds and grants to support VWOs in critical and strategic programmes and projects. She has more than 20 years of experience in audit and finance, and holds a Bachelor of Accountancy from NUS. She is also a member of The Institute of Certified Public Accountants of Singapore.

Fiona Chua

Ms Chua joined NCSS in 2010 and oversees the Finance and Administration Departments. She is a fellow member of the Chartered Association of Certified Accountants, United Kingdom, and The Institute of Certified Public Accountants of Singapore. She had more than 30 years of experience in the financial industry prior to joining NCSS.

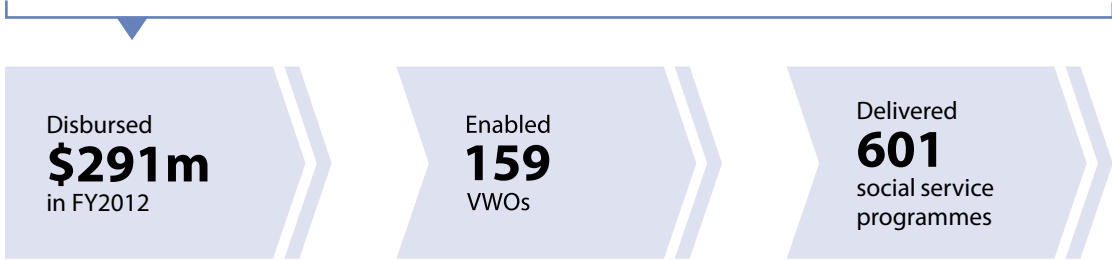
Organisation Chart



Highlights at a Glance

FUNDS ADMINISTERED BY NCSS

Community Chest + Tote Board Social Service Fund + MSF Recurrent and Development Funds + MOE Special Education Fund



NCSS (COMMUNITY CHEST) FUNDING

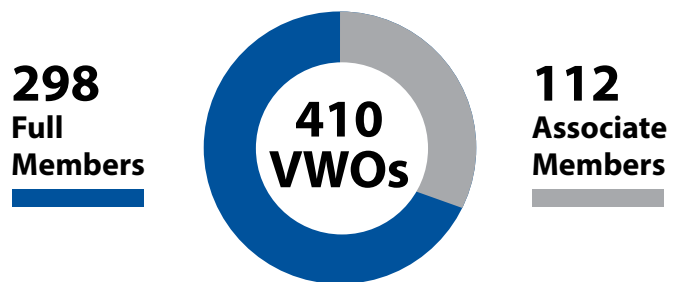


NURTURING CHILDREN AND YOUTH TO SUCCEED ²	HELPING PERSONS WITH DISABILITIES LEAD INDEPENDENT LIVES	KEEPING FAMILIES TOGETHER	DIGNIFYING THE LIVES OF THE ELDERLY
54% \$38.4m	18% \$12.9m	21% \$14.6m	7% \$5m

NOTES:

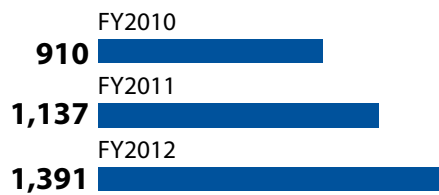
1. The disbursements include funding for project expenditure to build the capability of VWOs, professionalise the social service sector, raise public awareness of social services and provide for higher allocation to programmes after meeting certain standards.
2. This includes early intervention and education for children with special needs.

NCSS MEMBERSHIP



ACCREDITATION OF SOCIAL SERVICE PROFESSIONALS

1,391 Accredited Social Service Professionals in FY2012



DEVELOPING A TALENT PIPELINE



137

scholarships and awards offered by NCSS to develop talented professionals for the social service sector

VWOs-CHARITIES CAPABILITY FUND UTILISATION BY GRANT

VWOs-Charities Capability Fund (VCF) provides funding to support VWOs, charities and Institutions of a Public Character (IPCs) for professional development, enhancement of organisation capabilities and to support more innovation and productivity initiatives.

BUILDING PROFESSIONAL CAPABILITY

\$5.2m

from the **Professional Capability Grant** supported VWOs' staff in upgrading their skills, grooming and retaining talent in the sector.

ENHANCING ORGANISATIONAL EXCELLENCE

\$2.6m

from the **Organisational Development Grant** supported VWOs, charities and IPCs in improving their organisational effectiveness, including obtaining organisational excellence certifications.

SEEDING INNOVATION AND POWERING PRODUCTIVITY

\$0.1m

from the **Innovation and Productivity Grant** enabled VWOs to pursue social service innovations, service quality improvements and productivity enhancements.

UPSKILLING SOCIAL SERVICE MANPOWER

Social Service Skills, Social Service Management and Organisational Development



PROGRAMMES

Governance Development

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

Management Development

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

Organisational Development

Charities Accounting Standard and its Application, Establishing a Recruitment and Selection Process for NPOs, Improving Services through Programme Evaluation – The Outcome Management Way

Personal Development

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

Professional Development

Bachelor of Education (Special Education), SSTI Higher Diploma in Social Service, Certificate in Education Studies (Special Education)

Skills Development

Assessment, Evaluation and Programming System for Infants and Children, Management of Family Violence, Understanding and Working with Malay-Muslim Clients

Volunteers Development

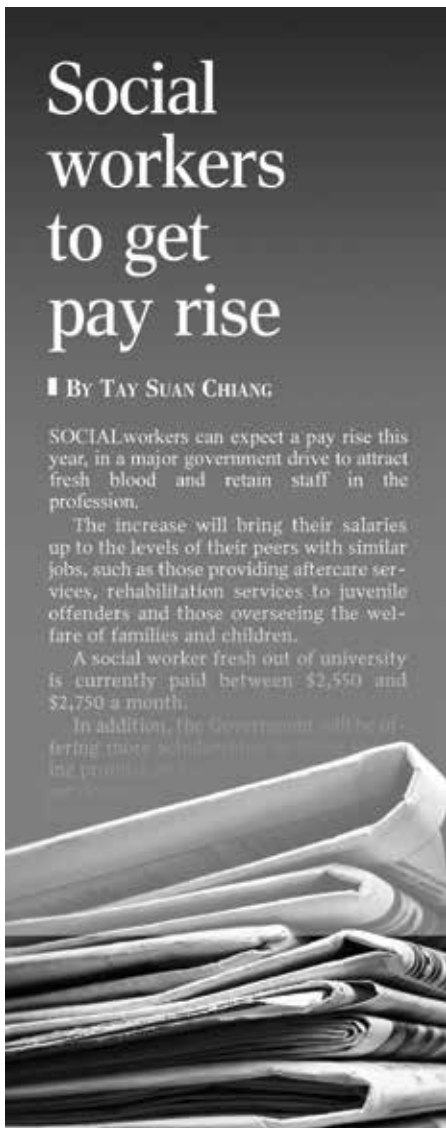
Befriending Skills and Practice (For Volunteers), Understanding and Working with Children with Special Needs (For Volunteers)

Key Events

1 July 2012

Salary Revision for Social Service Professionals

NCSS collaborated with MSF to revise the salaries of social service professionals starting from 1 July 2012. With the revision, VWOs were given additional funding of \$6 million to increase staff salaries. Funded VWOs received an average salary adjustment of 10% in order to align with the new salary ranges for FY2012. The additional funding helped VWOs provide competitive salaries and supported VWOs in their attraction and retention efforts.



Social workers to get pay rise

By TAY SUAN CHIANG

SOCIAL workers can expect a pay rise this year, in a major government drive to attract fresh blood and retain staff in the profession.

The increase will bring their salaries up to the levels of their peers with similar jobs, such as those providing aftercare services, rehabilitation services to juvenile offenders and those overseeing the welfare of families and children.

A social worker fresh out of university is currently paid between \$2,550 and \$2,750 a month.

In addition, the Government will be offering more scholarships to students pursuing the profession.



1 August 2012

Appointment of New NCSS President

Mr Hsieh Fu Hua was appointed as the new president of the NCSS Board for a two-year term from 1 August 2012 by Acting Minister for Social and Family Development, Mr Chan Chun Sing. Mr Hsieh took over the NCSS Presidency from RADM (RET) Kwek Siew Jin.

“I would like to welcome Mr Hsieh Fu Hua and thank him for agreeing to helm the new NCSS Board. His passion to help the less fortunate, coupled with his vast experience and knowledge of the financial industry, will certainly be invaluable to NCSS and its members. I am confident that the social service sector will benefit greatly from his leadership. I would also like to express my deep gratitude and appreciation to RADM (RET) Kwek Siew Jin for his dedication and contributions to the social service sector over the years. Under his stewardship, NCSS has nurtured and strengthened the voluntary welfare organisations in Singapore, making the sector more responsive to meeting the growing needs of our community.”

Mr Chan Chun Sing
Acting Minister for Social and Family Development



26 September 2012 and 18 October 2012

Community Chest Awards 2012

414 awards were presented to corporations, foundations and individuals at the 28th Community Chest Awards Ceremony 2012. The Pinnacle Award was presented to Singapore Telecommunications Limited for having raised more than \$20 million for charities supported by Community Chest over the past decade, Temasek Polytechnic and Langdon & Seah Singapore Pte Ltd for their commitment to the SHARE programme for the past 21 years. The number of new award recipients also increased from 16 to 37 in 2012, with increasing participation from individuals and corporations in lending a helping hand to the needy.



11 October 2012

NCSS Celebrated 20th Anniversary

NCSS launched the celebration of its 20th anniversary at the annual Members Conference. NCSS also collaborated with the Singapore Memory Project of the National Library Board to organise a public exhibition, "Reaching Out, Changing Lives – The Social Services Journey", at the National Library Building and Jurong Regional Library. The exhibition showcased the social service journey in Singapore as well as the resilience and successes experienced by professionals, volunteers and clients in the sector.



23 January 2013

Madam Halimah Yacob Became First NCSS Adviser

Madam Halimah Yacob is the first NCSS Adviser and the first Speaker of Parliament to be involved in social services in such a capacity. Madam Halimah is an ardent advocate for the less privileged segment of our population and a strong supporter of the social service sector.

“With her extensive and deep understanding of ground concerns together with her practical ways, Madam Halimah Yacob will be invaluable in helping us to serve the needs better.”

Mr Hsieh Fu Hua
President of NCSS

Passion

Making a difference in the lives
of the people we serve

4,261

youth-at-risk benefited from
Enhanced STEP-UP to remain or
return to school

2,284

children received early intervention
services from 17 EIPIIC Centres to
maximise developmental potential

28,303

individuals and their families
were assisted by FSCs

8,073

isolated and vulnerable elderly
reached through Senior Activity Centres



17-year-old **Lim Poh Han** (first from right) fell into bad company and faced disciplinary issues in school. Through Enhanced STEP-UP (School Social Work to Empower Pupils to Utilise their Potential) offered by the NCSS-supported Youth Guidance Outreach Services (YGOS), Poh Han overcame the negative peer influence and successfully completed his 'N' levels. Tchoukball was also introduced to him by YGOS to engage him meaningfully after school. Poh Han is currently an assistant coach with YGOS Tchoukball and a qualified Coach Official with the Tchoukball Association of Singapore.



Children and Youth

\$11.1m helped
8,460
 disadvantaged
 children and youth to
 become productive
 and contributing
 individuals

OUTCOMES

- Completion of education
- Increased engagement in after-school activities
- Improved problem-solving skills
- Developed positive relationships

The **School Pocket Money Fund (SPMF)** was extended to students attending secondary education and beyond after a review by NCSS. With effect from 1 January 2013, students from the Junior Colleges, Madrasahs, Institutes of Technical Education and Polytechnics were able to receive assistance and social intervention. Agencies also used the SPMF to engage families in need and worked with them to achieve social and financial stability.

Enhanced STEP-UP helped 3,734 students at risk of dropping out of school and 527 out-of-school youth to remain in or return to school. The programme, co-funded by NCSS, built and strengthened their social and emotional resilience.

The **Experiential Learning and Mentoring Programme** by YGOS was co-developed by NCSS. It engaged youth with low self-esteem and at-risk behaviours through arts and sports. The programme helped them discover their strengths and to communicate effectively with their families and peers.

S.T.A.M.P (Sports, Tuition and Mentoring Programme) by Loving Hearts Multi-Service Centre (Jurong) was also co-developed by NCSS in FY2012. The programme engaged youth-at-risk in sports, arts, tuition and mentoring activities within a school setting. It aimed to help the students improve physically and academically, and equipped them with values and life skills.

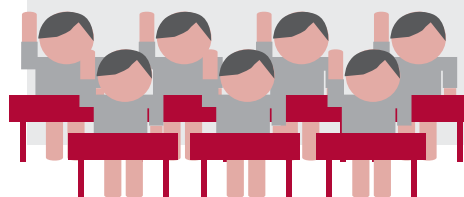
In 2012, NCSS disbursed

\$4.92m

from the SPMF to help

11,372

needy children and youth to succeed in their education and strengthen their social skills



“Through the funding given by NCSS, the Enhanced STEP-UP has been able to transform the lives of many youth-at-risk. The chance to witness how one of my clients transformed from a disrespectful youth who smoked and played truant to a sensible young lady was fulfilling. The impact of the programme on her and many others speaks volumes of the dedication and commitment by many partners to change the lives of our disadvantaged youth.”

Ms Audris Lim
 Social Worker, Care Corner -
 Teck Ghee Youth Centre



12-year-old **Nur Atiqah Binte Noor Effinde** was diagnosed with mild intellectual disability and has weak lower limbs, resulting in walking difficulties. She was enrolled in Grace Orchard School in 2009. Before joining the NCSS-supported school, she rarely communicated and was unable to read or write. The school programmes helped Atiqah, who comes from a single-parent family, to be more independent and to communicate effectively. Atiqah has been recognised for her leadership qualities and is now a prefect in the school.

348 students were enrolled in Grace Orchard School in 2012.

“Teaching Atiqah was a struggle in the past. However, there have been huge improvements since she joined Grace Orchard School. She is now able to express herself well, and her reading as well as pronunciation have improved. I am really grateful to the management and staff of Grace Orchard School and NCSS for helping Atiqah.”

Madam Sabrina Bte Kasman,
Atiqah's mother



Persons with Special Needs

\$185.8m helped
28,873
 persons with special
 needs to maximise their
 potential and integrate
 into society

OUTCOMES

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

17 **Early Intervention Programmes for Infants and Children (EIPIC) Centres** supported by NCSS and MSF allowed 2,284 children from birth to six years of age to receive early intervention in 2012. This helped to maximise their developmental potential and minimise secondary disabilities. Three new EIPIC centres were built to serve more children. NCSS also conducted a review of the staffing model for EIPIC teaching staff.

The **EIPIC Consultancy Project** was a collaboration between NCSS and early intervention experts from KKH and the National University Health System. It has been fully completed at two EIPIC centres, namely Metta Preschool @ Punggol and THK EIPIC Centre @ CCK. Centre development plans were drawn up and implemented for each centre as part of the project, leading to enhanced standards at these EIPIC centres. The project had begun at another four centres, Cerebral Palsy Alliance Singapore (CPAS) – EIPIC, Fei Yue EIPIC, AWWA Early Years Centre and Rainbow Centre Early Intervention Programme (Margaret Drive).

20 **Special Schools** supported by MOE and NCSS enabled 5,093 students with special needs to receive education and therapy programmes to maximise their potential.

In 2012, NCSS and the Canossian School identified a group of students with hearing impairment who required financial support for the maintenance and upgrade of their cochlear implants. With the support from the Mary Margaret Wearne Charitable Trust Fund amounting to \$885,500 over four years, more than 70 students with hearing impairment will be able to enhance their learning experience and develop spoken language.

The **Developmental Disability Registry Identity Card** project started in 2002 to protect persons with disabilities by providing identification when they were lost. The project was extended to persons with dementia under the **Safe Return** initiative in 2008 to protect vulnerable seniors with dementia. As of FY2012, close to 14,000 persons with disabilities are in the registry and about 7,500 identity cards have been issued.

Job Placement and Job Support agencies enabled 244 persons with disabilities to secure employment. Through NCSS's collaboration with MSF, Singapore Workforce Development Agency and Singapore National Employers Federation (SNEF), 108 persons with disabilities were hired under the Open Door Fund. The

eight sheltered and production workshop programmes funded by NCSS and MSF also provided pre-vocational skills training and work opportunities to more than 1,500 persons.

The Consultancy Project for Day Activity Centres and Homes was piloted by NCSS and the Institute of Mental Health to better help clients with challenging behaviours. The four agencies involved were the Blue Cross Thong Kheng Home, Bishan Home for the Intellectually Disabled, Metta Home for the Disabled and THK Home for Disabled Adults @ Chai Chee. Participants shared that they gained greater understanding of their clients' needs and were able to manage challenging behaviours more effectively.

The Standards of Care, implemented in May 2012, was developed with support from NCSS for the licensing of 11 adult disability homes and hostels. The Standards consisted of eight core areas for the protection and safety of the residents and to ensure their quality of life.



“I have benefited from the E2C programme through its training of social and soft skills that are so important to a job. I am happy to get the job I like and be trusted with the responsibilities. My parents are also happy that I am able to get a job and do something meaningful.”

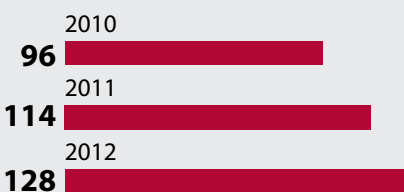
Mr Kevin Tan Yi Shuen

25-year-old **Kevin Tan Yi Shuen** graduated with a Diploma in Information Technology from the Management Development Institute of Singapore but found difficulty in securing employment. Kevin's father enrolled him in the Employability and Employment Centre (E2C) which equips adults with autism with employability skills. E2C assessed his learning needs and trained Kevin in work-related technical and soft skills. Kevin was successfully matched to a job as a Library Assistant at the Pathlight School Library in December 2012.

E2C was launched by the NCSS-supported Autism Resource Centre in March 2012. It served over 50 clients and placed clients in jobs in different industries.



Number of students from Special Schools who secured open employment or placement in mainstream schools



Special Schools equipped **92** students in 2012 to attain industry recognised qualifications or national certifications to secure open employment, of which 91% had already found employment.

107 students from Special Schools transited to mainstream schools from 2010 to 2012.

30% attained GCE 'N' or 'O' Level and progressed to ITEs or Polytechnics in 2012.

Families in Need

\$71.4m helped
78,146
 needy individuals and
 their families to become
 stronger and more
 stable



OUTCOMES

- Overcame life crises
- Attained financial stability
- Increased problem-solving ability
- Improved relationships and greater cohesiveness
- Increased social support

41 **Family Service Centres (FSCs)** assisted a total of 28,303 individuals and their families. 9,093 individuals acquired problem-solving and coping skills to become more self-reliant, while 9,042 clients strengthened supportive relationships.

To reach out to more Singaporeans in need, four new FSCs will be built in Jurong, Potong Pasir, Admiralty and Punggol within the next two years. There will also be a new branch FSC in Ang Mo Kio.

The **Master Social Worker Scheme** was initiated by NCSS in June 2012 to harness the expertise of highly experienced social workers to raise practice standards and provide mentorship for social workers in the FSCs. As of March 2013, seven Master Social Workers have partnered NCSS in pioneering the scheme.

Helping Families with Housing Needs

To support clients holistically, FSCs are engaged in various projects to assist needy families with their housing issues.

Project HOME is a collaborative effort between NCSS, MSF, Ministry of National Development, HDB, Community Development Councils (CDCs) and FSCs. The initiative assisted needy families with young children or elderly members residing in Interim Rental Housing and facing rental arrears. The needy families were assisted with financial support to manage their rental arrears, gain employment, ensure the children attend school regularly and work towards sustainable long-term housing options.

The Joint Case Conference is a platform facilitated by NCSS, bringing together FSCs, CDCs and HDB to formulate intervention plans for families facing housing crises.

More than **230**
 families in the Interim
 Rental Housing were
 served by Project HOME





“I am grateful for the assistance that Hougang Sheng Hong FSC has been providing to my family and children. It has greatly helped to ease our financial burden and my children can also attend school without worries.”

Madam Merlina Binte Omar (above, centre)

39-year-old **Merlina Binte Omar** approached Hougang Sheng Hong FSC for financial assistance in 2011 after she quit her job due to her medical conditions. Merlina’s husband was the sole breadwinner for the family of eight, which included Merlina’s parents and the four school-going children. The NCSS-supported Hougang Sheng Hong FSC assisted the family by tapping on The Straits Times SPMF for the four children and providing counselling on parenting and mental well-being issues. The children also attended the centre’s children programmes and received free tuition. Merlina gained more confidence in caring for her children after attending parenting workshops and counselling sessions. The family’s needs were also better met after Merlina learnt about financial budgeting.

Hougang Sheng Hong FSC assisted 2,225 individuals and families in FY2012.



Isolated and Vulnerable Elderly

\$22.6m helped
51,379
 seniors to continue living
 in the community
 with dignity

OUTCOMES

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

Senior Home Care (Meals and Escorts) supported 3,305 frail and homebound seniors, with little or no caregiver support, to continue living in their homes and remain in the community. Nine providers delivered 772,111 warm meals and made 14,508 trips to accompany seniors to hospitals for medical appointments.

Senior Activity Centres (SACs) reached out to 8,073 vulnerable seniors residing in HDB rental flats and provided information and referral services, social-recreational activities and exercise. The SACs also conducted home visits to the frail or homebound seniors, as well as managed the Alert Alarm System to render assistance to seniors in distress.

In FY2012, 663 frail and homebound seniors were visited in their homes, resulting in the reduction of social isolation. Of the 2,458 seniors surveyed, 96% were satisfied with the services rendered and felt adequately served by the SACs.

Two branch SACs were set up to enable seniors who lived further away from the main SAC to access services and engage in meaningful social-recreational activities.

5 new **Senior Activity Centres (Cluster Support)** were set up in FY2012 to provide intensive support to vulnerable seniors through case management and home visitations (up to three times a week). NCSS worked with key partners to secure sites for the centres as well as developed the service model and key performance indicators.

Hospice Home Care provided palliative care and support to 3,985 persons with terminal illnesses. A team of doctors, nurses, social workers and counsellors enabled clients to continue living at their homes through meeting their medical, nursing and psychosocial needs. The multi-disciplinary team also helped the family caregivers and foreign domestic helpers to cope better. Of the 1,358 clients who passed away at home, 1,292 (95%) found relief from pain and symptoms associated with their illnesses.

Specialised Caregiver Support Services (Dementia and Palliative Care) provided 2,599 caregivers with training and support. 88% of the caregivers surveyed responded that they were better equipped to look after seniors with dementia or persons with terminal illnesses. Mutual sharing through support group sessions also enabled the caregivers to better cope with the stress and demands of caregiving.

Befriending Service served 3,360 seniors with limited or no family support and at risk of social isolation. 91% of the seniors surveyed reported less isolation and felt more supported within the community.

“I enjoy my volunteering experience with Lions Befrienders Service Association. I find that I am learning a lot from the elderly. I am encouraged by Mr Ng’s positive outlook in life and his patience, despite his serious condition. I hope that as a befriender, I will be able to offer support to the elderly that I meet with, and encourage them to keep their enthusiasm towards life and to live out the twilight of their lives the best that they can.”

Mr Chin Hong Hui,
 a volunteer with Lions Befrienders Service Association (on facing page, top right)



Mr Ng Buk Hai was first diagnosed with Primary Lateral Sclerosis in 2007 and had to quit his job as a security officer. The degenerative disease resulted in progressive muscle weakness affecting his hands, legs, speech and food intake. The 65-year-old Mr Ng used to spend his days at home alone and social interactions were limited to visits to the hospital for medical appointments and therapy sessions.

Mr Ng was referred to the Lions Befrienders Service Association by the South West CDC after a fall at home. After volunteers from Lions Befrienders Service Association started spending time with him, Mr Ng gradually became more cheerful and sociable. He had also picked up simple English and learned how to use SMS to communicate with his friends, which helped him to maintain social contact and lowered the risk of isolation.

In 2012, Lions Befrienders Service Association supported by NCCSS served 3,050 lonely elderly through the help of 950 volunteers.

“I look forward to the visits from my volunteers, Kiat Ling and Hong Hui, every week and the opportunity to interact with them. They are always there to help me settle my issues. I am glad that Lions Befrienders Service Association provides such a befriending service to the elderly and hope that more people will step up as volunteers and help more people.”

Mr Ng Buk Hai (above, left)



Accessing Funds to Meet Increased Demands

Tote Board Social Service Fund

was renewed and increased to almost twice the previous funding amount.

\$301.9m

was secured from FY2013 to FY2015 to expand critical social services and for capacity building of VWOs.

The Community Silver Trust

enhanced the services of VWOs in the Intermediate and Long-Term Care sector in Singapore.

NCSS facilitated claims amounting to

\$12.6m

for 25 VWOs.

Temasek Cares - EIPIC Bursary

for children with special needs from needy families attending EIPIC.

\$756,000

will help 315 children with special needs over two years.

Additional Grants for Special Schools

NCSS administered the Discretionary Financial Assistance Scheme on behalf of MOE to help Special Schools students with school fees, transport costs, meals, medicine and stationery. The MOE Masters Scholarships were also extended to principals, key personnel and teachers in Special Schools to pursue Masters programmes to enhance their professional expertise.

Research to Better Inform Practice

Growing Research to Facilitate Evidence-Based Practice and Service Improvements

As part of ongoing efforts to build research capability in the sector, NCSS supported four VWO research projects and secured VCF funding for two new VWO projects in FY2012. The research findings from the needs assessment and programme evaluation projects have increased understanding of clients' circumstances and determined the effectiveness of the services.

NCSS also embarked on two research projects. Collaborating with the Institute of Policy Studies, NCSS examined the unique causes of job satisfaction in the social service sector to better inform human resource policies and planning. NCSS also mapped out the landscape of end-of-life care in Singapore and identified client needs and service gaps.

Centres of Specialisation Review

A review of the Centres of Specialisation (CoS) initiative was conducted to assess and enhance its effectiveness. The review found that the CoS facilitated the transfer of practice knowledge to other VWOs through different methods such as sharing of guidebooks and network sessions. Additional resources would be available for CoS to embark on higher value-added projects such as training, consultancy and replicating effective programmes. As at FY2012, there were 13 agencies appointed as CoS with 14 CoS projects implemented.

NCSS's Active Contributions to National Committees

Ministerial Committee on Ageing

NCSS supported the Ministerial Committee on Ageing in the review and development of measures to help the elderly age gracefully and lead an active lifestyle. These measures would be implemented over the next five years. Besides increasing the number of SACs from 42 to 58, SACs (Cluster Support) would also be developed to provide social work and support nodes for vulnerable elderly in the community.

National Mental Health Working Group

The Working Group increased the awareness of mental health services and enhanced the capabilities of the agencies to provide mental health support for youth-at-risk, children and adults with disabilities, seniors with dementia and caregivers. The Working Group also set up an early detection and intervention system, REACH (Response, Early Intervention and Assessment in Community Mental Health), for students with disabilities, at-risk and out-of-school youth at 11 Special Schools and four VWOs.

National Committee on Youth Guidance and Rehabilitation

NCSS enhanced services to support youth-at-risk in achieving successful outcomes. A youth-at-risk landscape was mapped out to co-ordinate services better, promote better understanding of youth profiles across ministries, as well as to review and plan future interventions. Existing interventions such as the Enhanced STEP-UP were also reviewed.

Committee for Assisting Offenders with Mental Disabilities

The Committee chaired by Attorney-General's Chambers was formed to look into safeguards for persons with disabilities in the criminal investigation process. Some of the initiatives piloted in FY2012 included the implementation of a screening test known as the Hayes Ability Screening Index, and the activation of Appropriate Adults to assist persons with disabilities during police interviews.

Co-ordinating Committee for Special Education

NCSS was a member of the Co-ordinating Committee for Special Education, which set policy direction and provided guidance to enhance the education for students with special needs. The committee also monitored efforts to raise the quality of education and identified resources required to meet the educational needs of students with special needs.

Standing Committee on Disability

NCSS was a member of the Standing Committee on Disability. It is a whole-of-government platform to discuss and co-ordinate disability matters. In FY2012, NCSS worked with SNEF to propose enhancements to the Open Door Fund to better support persons with disabilities in employment.

Common Risks and Needs Assessment Workgroup

NCSS worked with MSF to establish the tools for early detection and needs assessment of children at risk of abuse. The workgroup proposed a framework for the use of the assessment tools in the community and will further propose validation plans for the tools.

Enabling Masterplan Implementation Committee

Following the recommendations from the Enabling Masterplan (EM) 2012–2016, MSF set up the EM Implementation Committee as an engagement platform for the disability sector. NCSS secured funding for children who can benefit from extended intervention in EIPIC to better prepare them to cope with the demands of a post-EIPIC education. NCSS also proposed enhancements for Day Activity Centres, Homes, Hostels and Job Placement and Job Support programmes.

Working Committee on the Child Protection Competency Framework

NCSS worked with partners in the child protection system to review the training curriculum, and developed a framework to enhance the competency of social service professionals involved in child protection work. NCSS also provided recommendations on competencies required for VWOs and stakeholders in the management of child abuse cases.

Community Action for the Rehabilitation of Ex-Offenders Network

The Community Action for the Rehabilitation of Ex-Offenders Network enhanced aftercare services through regular reviews of intervention for ex-offenders and their families. A review of the Case Management Framework was conducted to identify best practices and review funding components to reduce recidivism and increase support for the families of ex-offenders.

Task Force on Drugs

NCSS provided insights into best practices to evaluate current programmes and improve the transition and reintegration of ex-offenders into the community. NCSS would be prototyping an innovative model through partnering two VWOs with specialist competencies. This would help to integrate community rehabilitation services and provide services for these families with young children, to prevent or reduce inter-generational offending.

Vulnerable Single Parents Workgroup

NCSS advocated for more support for vulnerable singles and unmarried parents as well as enabled 40 professionals to receive training to work with single parents through HELP FSC and As-Salaam Family Support Centre. NCSS also worked with MSF on a proposed financial assistance scheme for low-income single parents in Singapore, which is being reviewed by MSF.

FSC Advisory Council

NCSS set up the FSC Advisory Council in July 2011 to make FSC services more accessible and relevant to the needs of the community. It comprised senior board members and management staff of MSF, NCSS, FSCs and VWOs.

Committee for Practice Standards

The Committee for Practice Standards was set up to improve the level of services provided by FSCs. This will be attained with the Code of Professional Practice as well as a set of assessment tools to facilitate casework. The Code is expected to be completed in 2013 and will be piloted with selected FSCs before adoption by all FSCs.

People

Enabling the people we serve, our volunteers and staff to realise their fullest potential

\$5.2m

of VCF strengthened the capabilities of the social service workforce

137

students and professionals awarded NCSS scholarships and training sponsorships

11,085

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





Graduates, Ms Leena Kamapalan, Ms Florence Loh, Ms Liaw Chin Chen, Ms Kamariah Bte Yusoff and Ms P. Santamilselvi, officially launched the SSSI Alumni

Recognising Talent, Building Capability

NCSS offered
137
 scholarships and awards to develop talented professionals for the social service sector

OUTCOMES

- More highly trained professionals in the social service sector
- Improved organisational capabilities to serve the community
- Increased opportunities for employment in the social service sector

Career Package for Social Work Associates

A career package for Social Work Associates that included a structured salary and career progression pathway was developed in July 2012 to attract more young talents to the social service sector.

Strengthening Human Resource (HR) Capabilities

The HR e-Bulletin, HR portal and HR Communities of Practice were introduced in FY2012 to share with VWOs HR best practices and the latest HR developments in the sector.

HR Consultancy Services

To facilitate the implementation of the new salary guidelines for the social service sector, NCSS and MSF appointed an HR consultant in FY2012 to provide training to Board members, Executive Directors and HR practitioners. Funded VWOs had one-on-one consultancy sessions to review and support their salary adjustment exercise.



“Social work is a vocation that requires us to step out of our comfort zone and be where the clients are. I feel that only when our head, heart and hands are aligned, then can we be effective social workers. It is also exciting to discover and experience how under the scholarship, NCSS will groom and nurture me into a well-rounded professional.”

Ms Sarah Pyne Pennefather

Ms Sarah Pyne Pennefather (right), who is pursuing her Bachelor of Arts and Social Sciences at NUS, was awarded the inaugural Prime Minister's Social Service Award together with Mr Mohamed Fareez bin Mohd Fahmy, Deputy Head, The Ang Mo Kio FSCs (Cheng San)

Scholarships & Awards

Developing a talent pipeline for the future

14

NITEC in Community Care and Social Services Sponsorship recipients

- Students studying NITEC in Community Care and Social Services were trained to perform basic nursing, therapy and care assisting tasks, and to organise community-based activities and events.

13

Temasek Cares Study Award recipients

- Students pursuing Early Childhood Education and related studies at Ngee Ann Polytechnic and Temasek Polytechnic, Occupational Therapy/Physiotherapy at Nanyang Polytechnic and Masters of Science (Speech and Language Pathology) at NUS will help build capabilities in the sector.

9

Social Work Associate Training Sponsorship awarded

- Nanyang Polytechnic students pursuing a Diploma in Social Sciences (Social Work) are developed as associates to enrich the social work community.

8

Social Service and Lien Scholarships recipients

- The inaugural Prime Minister's Social Service Award for exemplary Social Service Scholars was launched in FY2012.
- The Lien Scholarship develops outstanding individuals with leadership potential to serve the community.

4

Social Work Training Sponsorship awarded

- The sponsorship was awarded to NUS and UniSIM students who will start their career with VWOs, serving families, persons with disabilities and youth.

11

NCSS Award and Sponsorship recipients

- Outstanding students in social work and therapy courses from Ngee Ann Polytechnic, Nanyang Polytechnic, SSTI and UniSIM were recognised through the NCSS Award and Sponsorship.

44

Professional Conversion Programme for Social Workers participants

- The programme has helped 120 mid-career individuals make successful career switches since its inception in 2009.

12

Sabbatical Leave Scheme recipients

- The scheme allowed social workers to recharge and engage in professional and personal developmental activities during their leave.

7

Professional and Leadership Development Scheme recipients

- The scheme develops promising social workers with leadership potential through training and developmental programmes.

7

Social Service Talent Development Scheme recipients

- Well-qualified, highly experienced and well-rounded professionals are developed to provide leadership for the sector through the scheme.

6

Tan Chin Tuan - SSTI Award recipients

- Students from the Bachelor of Education (Special Education) and SSTI Higher Diploma in Social Service programmes received training sponsorship.

2

EIPIC Study Award recipients

- Students pursuing Early Childhood and related courses from Ngee Ann Polytechnic and Temasek Polytechnic will support the increasing demand for early interventionists.

Enhancing Organisational Capability

Client Evaluation Survey

NCSS conducted a client evaluation survey with caregivers and service users on the service delivery of 38 FSCs, 18 Day Activity Centres and a Befriending Service. A total of 1,209 respondents participated and a high average satisfaction rate of 84% was received. Respondents were most satisfied with the quality of communication and the understanding of clients' needs.

Members Survey

NCSS conducted a survey to gather feedback from VWOs on the support and services for its members. The overall satisfaction level with NCSS's services had increased from 73.9% in 2009 to 80.6% in 2012. 82% of the respondents agreed that it was easy to work with NCSS and 80% were happy with the partnership with NCSS. The feedback from the survey also helped NCSS to identify areas for improvement to serve its members better.

Onsite Assurance Visits to Improve Service Delivery

In FY2012, NCSS conducted 126 onsite assurance visits and follow-up visits to VWOs to review services and documentation processes. Areas for improvements were also identified and NCSS further worked with the VWOs to strengthen work processes.

Common Services for NCSS Members

221 member VWOs enjoyed \$815,000 in cost savings through vendors that offered preferential rates for member VWOs.

Community and Sports Facilities Scheme

Six VWOs commenced operations in rent-free space at Chinatown Point in February 2013 under the Community and Sports Facilities Scheme (CSFS). The CSFS spaces at six shopping malls enabled VWOs to provide their services at more accessible locations. In FY2012, NCSS secured a 7th CSFS site at Kallang Leisure Park, which is expected to be ready for operations in the first quarter of FY2014.

Local Area Planning

In FY2012, NCSS assessed and secured 26 HDB void deck spaces for social services in the eldercare, disability, family, children and youth sectors. From FY2007 to FY2012, NCSS assisted in the setting up of 69 facilities worth \$16 million. NCSS also worked closely with MSF to provide VWOs with funding support to replace or purchase furniture and equipment to enhance the usability and safety of their equipment.

Savings Enjoyed by Member VWOs

Fund-Raising Permits

enabled VWOs to raise funds through collections in public places. Over

\$7.9m was raised by 120 member VWOs.

MediaCorp Advertising Sponsorship Scheme

provided member VWOs with

\$209,484 worth of advertisements that enabled 32 VWOs to publicise their activities.

Complimentary Tickets from Singapore Sports Council

valued at over

\$120,000 were enjoyed by 76 member VWOs since August 2012.



Care Corner FSC (Tampines) was operational on 10 September 2012 with support from NCSS in terms of securing premises and in the setting up of facilities

Key Social Service Institute* Activities



New and Enhanced Training Courses

A training needs analysis was completed over a 10-month journey in March 2012. Based on the key findings, the Social Service Institute recommended 10 courses for continuing education and training to enhance the capabilities of the new social service professionals to serve their clients better.

As part of the continual efforts to identify training priorities for the sector, the new training directory, consisting of 34 new and enhanced courses, was introduced to better equip social service professionals.

Helping Graduates Scale Higher

The first batch of seven graduates from the SSTI Higher Diploma in Social Service programme last year was also eligible to continue pursuing a Bachelor of Social Work programme with UniSIM through a partnership between the former SSTI and UniSIM.



68
graduates from five
academic programmes
joined the social
service sector from
13 July 2012

Increasing Engagement with the Alumni

The SSTI Alumni was launched on 13 July 2012 at the SSTI Graduation Ceremony. The Alumni was formed to cultivate engagement amongst past graduates.



More than
600
members in the
Alumni

Former NCSS President RADM (RET) Kwek Siew Jin joined the graduates in the launch of the SSTI Alumni

*SSTI was officially renamed to the Social Service Institute with effect from 28 June 2013

Providing Learning Opportunities to Elevate Practice

Driving Productivity and Innovation in Eldercare

Over 200 participants were introduced to influential client management concepts by two overseas experts, Professor Hal Kendig from the University of Sydney and Associate Professor Kam Ping Kwong from the City University of Hong Kong, at the Dr Robert C.K. Loh – SSTI Eldercare Seminar, the fourth run of the seminar series. The series of seminars held over four years had benefited about 800 eldercare professionals and family caregivers.

NCSS Members Conference 2012

Five VWO finalists pitched their innovative proposals against each other at the NCSS Members Conference 2012 held on 11 October 2012. The Association of Women for Action and Research emerged as the winner with 'Project You', which aimed to provide timely assistance to victims of family violence through a phone app that allowed GPS tracking.

Developing Volunteers

The inaugural Council for Advancement and Support of Education held a Master Class on Developing Volunteers on 12 November 2012 to help organisations to create supportive and engaging environments for their volunteers. 67 social service professionals attended the session, which covered topics such as inspiring and developing volunteers through an evaluation process, creating continuity and sustainability with volunteers networks and cultivating volunteers as fund-raisers.

NCSS Scholar Management Programme 2012

The year-end engagement event for social service scholars and social service talents was one of the keynote events under the NCSS Scholar Management Programme. Conducted on 7 December

2012, it brought sector talents and professionals together to share work experiences and build networks. Mr Chan Chun Sing, Acting Minister for Social and Family Development, was invited to share his views on social issues, policies and aspirations for the social service sector.

3rd Consortium of Institutes on Family in the Asian Region Regional Symposium to Promote Family Health and Well-Being

Over 278 delegates from 10 countries gained insights to promote the wellness and strengthen the resilience of families at the 3rd Consortium of Institutes on Family in the Asian Region Regional Symposium held from 11 to 13 December 2012. 269 delegates also attended the Pre- and Post-Symposium workshops organised at the former SSTI on topics such as 'Working with Children and Youth in Family Context', where delegates learnt from a live feed on a case intervention.

Empowering Communities

The inaugural Communities of Practice (CoP) Seminar was held on 10 January 2013 and attended by 50 VWO representatives. A one-day 'Train-the-Trainer' programme for CoP was also conducted for 26 facilitators in March 2013.

The former SSTI formed the CoP in 2012 to reinforce the transfer of learning and application of skills from classroom training to the workplace. Past participants were invited for further engagement to strengthen the impact of learning. The former SSTI also ensured sustainability by providing logistic support and coaching. CoP members' contributions in promulgating knowledge and experiences were also recognised. A toolkit and a microsite were developed for all social service professionals.

Strengthening Impact of Social Service

To increase capability to measure and communicate outcomes, NCSS organised the Impact Conference 2013 to promote best practices on performance management amongst 400 participants. NCSS also worked with Mr Elliot Pagliaccio, NCSS's Outcome Management consultant, and VWO Board members, practitioners and funders to strengthen the impact of social services.

Enhancing Trainers' Capability

The former SSTI collaborated with the Singapore Association of Social Workers on the 'Train-the-Trainer' programme for Applied Suicide Intervention Skills Training (ASIST) from 6 to 10 March 2013. The programme enabled the sector to have its own pool of ASIST trainers to provide suicide intervention courses to social service professionals. The former SSTI invested in the professional development of 80 trainers under the Trainers Engagement Scheme.

FSC Seminar 2013

The FSC Seminar 2013 was held on 15 March 2013 to enable agencies to learn more about galvanising community resources to assist vulnerable families. 470 participants from the FSCs, CDCs, MSF, hospitals and schools attended the seminar.



Madam Halimah Yacob presenting a token of appreciation to the first President of NCSS, Dr Robert C.K. Loh, for his generous donation of \$100,000 to the Dr Robert C.K. Loh – SSTI Eldercare Seminar series



Mr Chan Chun Sing was the Guest-of-Honour at the FSC Seminar 2013, which highlighted the use of strength-based approaches to mobilise community assets and build inclusive communities

Partnership

Strengthening partnerships with our donors to help the needy in our community

\$72.3m

fund-raising target met

\$1.3m

raised from ComChest
Heartstrings Walk 2012

414

Community Chest Awards
presented to corporations,
foundations and individual donors

Over 50

fund-raising events held in support of
Community Chest





Pinnacle Award 2012 winners – (L-R): Mr Teoh Wooi Sin, Executive Director, Langdon & Seah Singapore Pte Ltd; Ms Sin Yang Fong, Vice President of Group Investor Relations and Communications, Singapore Telecommunications Limited; Mr Boo Kheng Hua, Principal and Chief Executive Officer, Temasek Polytechnic and Mrs Toh Sian Chow, SHARE champion, Temasek Polytechnic

Impactful Fund-Raising Efforts to Serve the Less Fortunate

OUTCOMES

- Raised funds to support the beneficiaries under the care of Community Chest
- Cultivated a spirit of giving

Community Chest funds helped over

300,000

beneficiaries through 221 critical social services managed by 85 charities

Jul ~ Oct 2012	26 Aug 2012	9 Nov 2012	17 Nov 2012	26 ~ 27 Jan 2013	9 ~ 10 Mar 2013
Schools Appeals 2012 and Sharity Programme raised over	ComChest Heartstrings Walk 2012 @ Marina Bay raised	Christmas ChariTrees @ Marina Bay 2012 raised over	Christmas on A Great Street 2012 Light-Up Ceremony raised over	ComChest Festive Care and Share 2013 raised over	ComChest Give A Hand! 2013 raised over
\$996,000	\$1.3m	\$235,000	\$500,000	\$465,000	\$490,000

Children's Day Appeal 2012 had Community Chest's Care and Share mascot, the Sharity Elephant, as the main star. Sharity instilled the spirit of caring and sharing in children who helped to raise \$704,760. **Youth Day Appeal 2012**, which reached out to students in secondary schools and junior colleges, raised \$291,380.

ComChest Heartstrings Walk 2012 @ Marina Bay was jointly organised by Community Chest and Marina Bay Sands, with Urban Redevelopment Authority (URA) sponsoring the venue. The event saw an increase of 48% in the number of participants who took part in the vertical marathon at Marina Bay Sands Hotel. 30 corporate partners, including StarHub Ltd, NTUC Fairprice Foundation Ltd, Kwan Im Thong Hood Cho Temple, Keppel Offshore & Marine, Petrochemical Corporation of Singapore and Fu Lu Shou Si Mian Fo Pte. Ltd., gave their support for this major Community Chest event.

Christmas ChariTrees @ Marina Bay 2012 was jointly organised by Community Chest and URA. 25 decorated trees lit up the Marina Bay Waterfront Promenade for seven weeks.

Christmas on A Great Street 2012 Light-Up Ceremony's main sponsor, Hitachi Group of Companies, increased its donation this year to \$220,000 to mark its 22nd consecutive year of support to Community Chest. It had raised \$3.8 million for Community Chest over the past two decades. Matthew Supramaniam also recorded his first album titled "Youthful MUSING" with the Orchestra of the Music Makers, which raised over \$160,000 for Community Chest during the Christmas season.

ComChest Festive Care and Share 2013 enjoyed the support of Kwan Im Thong Hood Cho Temple and new donors, such as Keppel Care Foundation and State Street Global Advisors, raising over \$465,000. In celebration of the Lunar New Year, festive packs were given out at a weekend roadshow held at Wisma Atria, with a minimum donation of \$38.

ComChest Give A Hand! 2013 Madam Halimah Jacob, Speaker of Parliament and NCSS Adviser, joined Mr Seah Kian Peng, Member of Parliament for Marine Parade Group Representation Constituency and Chief Executive Officer (Singapore) of NTUC Fairprice Co-operative Ltd, Mr Nicholas Ionides,

Vice President of Public Affairs, Singapore Airlines Limited (SIA), and Ms Jennie Chua, Chairman of Community Chest, to kick-start the "Great 400km Pedal Challenge" at the roadshow. NTUC Fairprice Foundation Ltd, SIA, Hewlett-Packard Singapore (Private) Limited, Lee Foundation, Rudi's Fine Food Pte Ltd and Xilinx Asia Pacific Pte. Ltd. donated \$1 for every metre that the public cycled on stationary bikes.

"The Martell Cordon Bleu Centenary Charity Drive was a way to show our appreciation to Singapore for the goodwill we received over the years. Partnering with Community Chest was an excellent way for us to reach out to local communities in need. Thank you, Community Chest, for a meaningful centenary celebration."

Mr Paul-Robert Bouhier
Managing Director, Pernod Ricard
Singapore

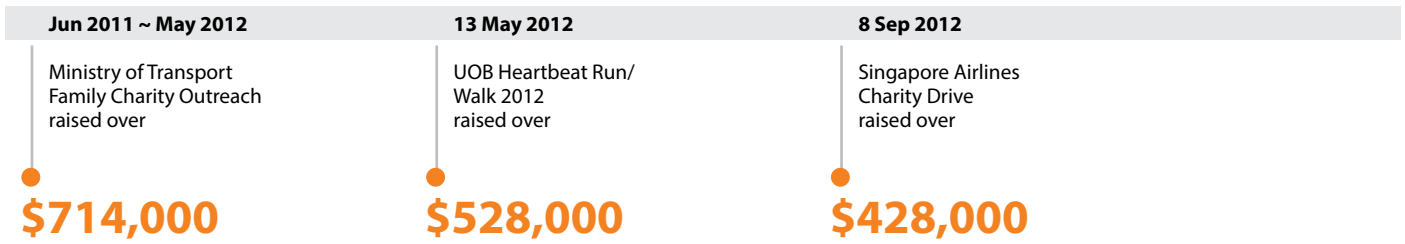


Deputy Prime Minister, Mr Teo Chee Hean, flagged off the 4km Charity Fun Walk at the ComChest Heartstrings Walk 2012 @ Marina Bay



Christmas on A Great Street 2012 Light-Up Ceremony marked the 25th year of the partnership between Singapore Tourism Board and Community Chest

Partnering Organisations to Engage the Community in Fund-Raising



Ministry of Transport Family Charity Outreach

Caring staff from the Ministry of Transport (MOT) and its statutory boards – Civil Aviation Authority of Singapore (CAAS), Land Transport Authority (LTA), Maritime and Port Authority of Singapore (MPA) and the Public Transport Council, raised over \$714,000 for the beneficiaries of Community Chest. The funds were raised through SHARE contributions by more than 3,300 employees and various charity efforts such as MPA’s Go-Kart Challenge, CAAS’s Aviation Run 2011 and the LTA Charity Golf, from June 2011 to May 2012.

UOB Heartbeat Run/Walk 2012

More than 3,500 employees took part in the annual UOB Heartbeat Run/Walk 2012 to raise funds for charity. The event raised more than \$700,000, of which over \$528,000 was donated to four social service programmes supported by Community Chest – AWWA School, APSN Katong School, Fei Yue EIPIC and Rainbow Centre EIPIC @ Yishun Park.

Singapore Airlines Charity Drive

SIA raised more than \$428,000 to benefit children with special needs. The popular charity drive across six locations in Singapore featured a pair of limited edition female and male panda toy collectibles clad in the signature SIA batik motif, which was made available for donations of \$40 or more. The toy collectibles were also available on board selected SIA flights through KrisShop.

Frasers Centrepoint Malls Share to Care Charity Drive

More than \$25,000 was raised through the Frasers Centrepoint Malls Share to Care Charity Drive for Community Chest. Members of the public supported the fund-raising initiative by donating \$2 at any of the participating Frasers Centrepoint Malls islandwide for a charity draw ticket. Eight groups of beneficiaries supported by Community Chest also showcased their talents through performances that were aired over MediaCorp Radio LOVE 97.2FM.

“CAAS is committed to helping the less fortunate in society. We foster a culture of giving among our staff and provide them with every opportunity to give through fund-raising and volunteering activities. We also go beyond CAAS to rally the aviation community to raise funds for charities supported by Community Chest; the Aviation Community Charity Movie being the key platform in 2012. CAAS will certainly continue to support Community Chest in making a difference to the lives of those in need.”

Mr Yap Ong Heng
Director-General, CAAS

Community Chest was able to keep its fund-raising costs to 8.5% of the total funds raised, which was significantly lower than the guideline of 30% set by the Charities Unit. As these fund-raising and other operating costs were covered mainly by Tote Board and Singapore Pools (Private) Limited, every dollar raised by Community Chest was made available to social service programmes under its care.

Community Chest also continued to grow its base of SHARE donors through targeted campaigns, allowing the donors to foster a closer connection through experiential activities. Other initiatives such as the SHARE Speakers Bureau tapped on passionate volunteers to reach out to more employees in many workplaces. These efforts helped raise **\$13.5 million** of sustainable funds, the highest amount in recent years.





Mr Lui Tuck Yew, Minister for Transport, interacting with elderly beneficiaries at the MOT Family Charity Outreach event



SIA staff were stationed at six locations across Singapore in a fund-raising initiative featuring limited edition toy pandas



UOB Deputy Chairman and Chief Executive Officer, Mr Wee Ee Cheong (centre), and members of his senior management team led more than 3,500 bank employees and their families on the Singapore leg of the UOB Heartbeat Run/Walk 2012

Dedicated Corporate Funds to Improve Lives

SingTel Touching Lives Fund 2012 raised over **\$2.5 million** to support children with special needs at APSN Tanglin School, APSN Chaoyang School, MINDS Lee Kong Chian Gardens School, The Spastic Children's Association School and Eden School under the care of Community Chest.

Singapore Power Heartware Fund raised over **\$900,000** to support seven Senior Home Care (Meals and Escorts) programmes, enabling needy elderly to live independently in their community.

Kwan Im Thong Hood Cho Temple Community Fund and Compassion Fund donated **\$420,000** to help families in need and contributed **\$275,000** towards hospice and mental health care respectively.

LTA Cares Fund raised nearly **\$430,000**, of which more than \$125,000 was used to provide taxi subsidies for persons with disabilities in financial difficulties, enabling them to stay employed or continue with their education.

SMRT Silver Tribute Fund raised **\$325,600** to benefit four elderly programmes under Community Chest, namely, AWWA Community Home for Senior Citizens, Alzheimer's Disease Association Specialised Caregiver Support Service (Dementia), SILRA Home and Bright Hill Evergreen Home.

StarHub Sparks Fund 2012 donated over **\$310,000** to support beneficiaries from AWWA TEACH ME Services, Lutheran Community Care Services (Enhanced STEP-UP) and Students Care Service (Yishun SYNC).

“As part of our philanthropic work, the Temple set up the Kwan Im Thong Hood Cho Temple Community Fund and Compassion Fund to provide assistance to Singaporeans who are in need. These two funds are administered by NCSS and the Temple is glad to note that many Singaporeans have benefited from these funds.”

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

Major Corporate Donations to Sustain Services

NTUC Fairprice Foundation Ltd donated **\$600,000** to support families in need and provide financial assistance to persons with disabilities from low-income families to purchase assistive equipment to enhance their mobility and rehabilitation.

The Hongkong and Shanghai Banking Corporation Limited (HSBC) donated over **\$498,800** to support educational programmes for children with special needs. The programmes supported were MINDS Towner Gardens School, CPAS-EIPIC, Eden Children's Centre (Simei), Rainbow Centre-Yishun Park School, Eden School, APSN Katong School, AWWA Early Years Centre, Rainbow Centre EIPIC@ Margaret Drive and MINDS Woodlands Gardens School.

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

Marina Bay Sands donated more than **\$310,000** to support children with special needs at APSN Katong School, APSN Tanglin School, Metta School, Grace Orchard School and the Singapore School for the Deaf.

Lee Foundation donated more than **\$180,000**.

Evangel Family Church donated **\$156,000**.

Resorts World Sentosa donated **\$120,000**.

Singapore Airlines Limited donated **\$100,000** to support children with special needs through ComChest Give A Hand! 2013.

Xilinx Asia Pacific Pte. Ltd. donated more than **\$90,000** to support beneficiaries under the care of Community Chest.

“The Community Chest of Singapore is a trusted name that donors can rely on to ensure that donations are directed to its charities. There are three areas that my late father supported, which I continue to do so: Children, the elderly, and the ill. At the Genting Group level, these are areas that we contribute a lot to as well.”

Tan Sri Lim Kok Thay
Chairman, Genting Group



“SingTel established the SingTel Touching Lives Fund with the goal of helping children and youth with special needs. We have received strong support from our business partners, staff and members of the public and they have responded generously to our call to action. It is our hope that through various fund-raising activities, we can help these children and youth lead more fulfilling lives.”

Ms Jeann Low
Chairman of the SingTel Touching Lives Fund and SingTel Group Chief Financial Officer

Students from Maha Bodhi School participating in the SingTel Touching Lives Fund Fold-A-Heart Campaign

“FairPrice has been partnering Community Chest for almost a decade now and has since contributed \$5 million to their community efforts to develop and empower the needy in our midst. Together, we support low-income families and enrich persons with special needs. Through our corporate giving, we hope to encourage other organisations to build an inclusive society that cares and shares.”

Mr Lum Hon Fye
General Manager, NTUC Fairprice Foundation Ltd (left in picture)



30 corporate partners, including NTUC Fairprice Foundation Ltd, supported Community Chest in celebration of 30 years of fund-raising at the ComChest Heartstrings Walk 2012 at Marina Bay

Diverse Corporate Fund-Raising Events Serving One Purpose

Asian Masters Charity Dinner by Sphere Exhibits Pte Ltd

Aviation Community Charity Movie 2012 by CAAS

5th Land Transport Charity Golf Game 2012 by LTA

HDB SHARE Our Kindness Day Charity Movie Event 2013 by HDB

iLoveSingapore Walk 2012 by LoveSingapore Network of Churches

JAS Charity Draw 2012 by The Japanese Association, Singapore

Longines Singapore Gold Cup Charity Luncheon 2012 by Longines (The Swatch Group S.E.A. (S) Pte Ltd)

Martell Cordon Bleu Centenary Drive by Pernod Ricard Singapore

NUSSU Rag & Flag Day 2012 by NUS Students' Union (NUSSU)

SAF Charity Drive 2012 by Singapore Armed Forces

Sentosa Buskers Charity Dinner by Sentosa Development Corporation

17th Emirates Singapore Derby 2012 by Emirates

Slipper Race 2012 by Project Happy Feet Ltd

StarHub Rewards Programme for Charity 2012 by StarHub Ltd

World Gourmet Summit 2012 Charity Dinner by Peter Knipp Holdings Pte Ltd



1. iLoveSingapore Walk 2012
2. SAF Charity Drive 2012
3. Sentosa Buskers Charity Dinner
4. NUSSU Rag & Flag Day 2012



“HDB has a good partner in Community Chest as we are both aligned in caring for the community, which is one of HDB’s shared values. Community Chest has also constantly provided useful inputs for our internal fund-raising efforts.”

Mr Randy Lim
Group Director (Corporate Development), HDB

Pinnacle Awards

The Pinnacle Award conferred on organisations or individuals is the highest honour given by Community Chest to recognise their unwavering support and commitment to Community Chest.

- Central Provident Fund Board
- HDB
- Keppel Singmarine Pte Ltd
- Langdon & Seah Singapore Pte Ltd
- NTUC Income Insurance Co-operative Limited
- PUB, The National Water Agency
- PSA Corporation Ltd
- Singapore Armed Forces – HQ Commando
- Singapore Police Force – 'G' Division (Bedok Police Division)
- Singapore Police Force – Police Security Command
- Singapore Pools (Private) Limited
- Singapore Telecommunications Limited
- Temasek Polytechnic
- The Japanese Association, Singapore
- The Shaw Foundation Pte
- Tote Board and Singapore Pools (Private) Limited



Productivity

Pursuing excellence through leveraging technology and raising awareness of NCSS and the social service sector

44%

of 238,972 visits to the NCSS website were first-timers in FY2012

9%

increase in Advertising Value Equivalency generated from media coverage in FY2012

129

mobile tablets were given to FSCs to mark the start of the ICT capability-building journey



13-year-old **De Torres Jose Carlos** is diagnosed with moderate level autism and suffers from speech impairment. After attending the AWWA School supported by NCSS, Carlos is now able to express himself better, make his own bed and even sing simple songs. Carlos is one of the AWWA School students who has benefited from the use of mobile tablets in his therapy sessions.



SS2016 - Building Capabilities Through ICT

OUTCOME

- Enabling service providers to deliver co-ordinated social services through the adoption of ICT

NCSS, with the support from the MSF and in partnership with the Infocomm Development Authority of Singapore, began rolling out the Social Service Sector Infocomm Technology (ICT) Master Plan (SS2016). The five-year master plan, announced in March 2012, aimed to raise the ICT capability of some 500 service providers to drive productivity and innovation. It also aimed to create an integrated client-centric environment as well as streamline information management in the sector.

A **SS2016 Social Service Delivery Study** was carried out to establish the overall ICT requirements to support integrated services in the sector. The consultancy study started in September 2012 and reached out to more than 80 stakeholders including VWOs, Help Agencies and government agencies to better understand the current processes, policies, capabilities and constraints. A clearer view of the sector's needs was established in order to formulate a future state of service delivery. The ICT Blueprint, Implementation Roadmap and Change Management Plan were developed to facilitate the implementation of the recommendations from the study.

A **Business Process Re-Engineering (BPR) Study** for FSCs was conducted over seven months from May 2012. The objectives of the BPR Study were to streamline the

FSC processes, strengthen their analytical capabilities and enhance information sharing. Three themes emerged from the study: a more collaborative environment to foster the sharing of information; providing holistic intervention through a co-ordinated response; and increasing the accessibility of tools to help agencies in evaluating trends, needs and effectiveness of social services. These were identified as key areas to shape new capabilities in the next phase of the sector's development. Recommendations from the BPR Study were channelled to the SS2016 Social Service Delivery Study for implementation across the whole social service sector.

SS2016's first ICT innovation project – **Engage@FSC** – was announced in January 2013. Mobile tablets would be deployed for FSCs to increase usage of technology in their work with clients. The project was conceptualised to increase the mobility of social service professionals. More ICT innovation pilots will be rolled out in FY2013, with mass deployment and adoption of successful projects.

An **ICT Adoption Landscape Study** was also carried out in 2012 to facilitate the development of customised training modules and affordable and sustainable ICT solutions and packages for the sector.



“FSCs deliver professional help and services directly to individuals and families. As community focal points for social support, it is necessary that ICT enhances the experience of giving and receiving help.”

Ms Ang Bee Lian
CEO, NCSS



Enter the future of social services with SS2016! Download a QR code reader app and scan this code or visit <http://youtu.be/R2GGrEbl8hI> to view the SS2016 video



SOCIAL SERVICE
ICT MASTERPLAN 2016
Integrate • Connect • Transform



“The first ICT pilot involves the deployment of mobile tablets to all FSCs to help caseworkers perform their work on the move. Conducting home visits is a core function of the FSCs in reaching out to individuals and families requiring support. With these tablets, the FSCs can now ‘find, explore and experiment’ with mobile applications to better engage their clients, enhance staff productivity, and improve service delivery.”

Mr Chan Chun Sing
Acting Minister for Social and Family Development at the FSC Seminar 2013

Wed, Mar 27, 2013

The Straits Times

Tablets on the way for social workers

All 41 family service centres to get devices by June to boost efficiency

By LIM YI HAN

When social worker Desmurn Lim, 35, conducts home visits, he uses a pen and paper to take down notes. He then has to transfer the notes to his computer when he returns to the office. But by the middle of the year, he will be trading pen and paper for a computer tablet. With the tablet, which can be pre-loaded with applications, including one that lets him gain access to the database of clients, he can easily retrieve information on his clients while he is on the move.

The tablets will be handed out to all 41 family service centres (FSCs) here by June as part of an initiative to help the social service sector boost productivity and efficiency. Each FSC will receive three tablet devices. Called Engage@FSC, it is one of the projects under a five-year masterplan for the social service sector to adopt information and communications technology. The masterplan was launched last year by the Ministry of Social and Family Development, National Council of Social Service (NCSS) and the Infocomm Development Authority of Singapore.

The FSCs, which are usually located at the void decks of Housing Board blocks, are the first stop for residents who need help with family or social issues, or require information and referral services. Referring to the tablet project, a ministry spokesman said: “This will allow social workers to perform their work on the move, increase face time with clients

and schedule appointments on the spot.” The tablets can be pre-loaded with applications such as note-taking tools. Added an NCSS spokesman: “The objective of the project is to jumpstart an ecosystem where FSCs discover how technology can work for them.”

For the centres, having tablets can benefit both staff and clients as it saves time. Mr Daniel Chien, chief operating officer of the FSCs under Care Corner Singapore, said the tablets can speed up the transfer of information to various help agencies to provide “timely assistance”. He added: “The tablets enable the social workers to update, save and store their case notes into the database after every session, wherever they are. This increases work efficiency and avoids duplication of work.”

Madam Ho Sau Kuen, executive director of the Sembawang Family Service Centre, agrees that it could speed up a client’s application for help schemes, as work can be done on the spot. Instead of residents making a trip down to the centre to submit documents required when they apply for help, social workers can use the tablets to scan documents when they conduct home visits, she noted. “We can also help clients check the various community resources or schemes available to them.”

For Mr Lim, he is looking forward to having a tablet for work. He said: “We need to keep up with the changing times and needs.”

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

Raising the Profile of NCSS and the Social Service Sector

OUTCOMES

- Increased awareness of NCSS and the social service sector
- Built strategic partnerships with the media



To raise the awareness and profile of NCSS and the social service sector, active engagement with the media is a priority at NCSS. We continue to cultivate and strengthen our relationships with media friends and partners. By working closely with them, we have been able to improve and maintain a good public image as well as raise more awareness of the available social services, initiatives and new developments within the social service sector for the disadvantaged individuals and families we serve.



Source: The Straits Times, AsiaOne and Shin Min Daily News © Singapore Press Holdings Limited. Reproduced with permission

Engaging the Media

Key Communications Initiatives

- SSTI Increases Opportunities for Social Service Practitioners to Pursue Social Work Degree
- Community Chest to Raise Record \$72.3 million in FY2012
- New President to Helm the National Council of Social Service
- Launch of SSTI Alumni for Richer Engagement of Social Service Professionals
- ComChest Heartstrings Walk 2012 Raised Record \$1.3 million
- Community Chest Award Recipients Raised Record \$52 million
- National Council of Social Service Celebrates 20th Anniversary
- Extending The Straits Times School Pocket Money Fund to Post-Secondary School Students
- Record Amount Raised from Christmas Light-Up Ceremony
- Madam Halimah to be NCSS Adviser
- Measuring Impact of Social Service
- First Batch of Social Work Diploma Holders Begins Work as Social Work Associates

“Needy Singaporeans received more than \$55 million in aid after the Community Chest recorded its best annual fund-raising sum.”

The New Paper, 29 September 2012

“MSF and NCSS will “continue to keep social service careers attractive” and come up with development programmes and opportunities. Ms Ang Bee Lian, chief executive officer of NCSS, agreed that it is necessary to create another group of social service professionals (Social Work Associates) because there is a need for more services.”

The Straits Times, 29 March 2013

Outdoor Publicity and Corporate Materials

Promoting and developing greater community involvement and awareness through strategic partnerships and communication efforts.

2.6m
people reached
through outdoor
media

Foreign Visits



“During the visit, my colleagues and I were impressed by the enthusiasm in rehabilitation services for persons with intellectual disabilities in Singapore. We learnt a lot through the fruitful and inspiring sharing and discussions which we found very informative and useful.”

Ms Julia Yuen
Convener of Singapore Exchange
Tour 2013, Hong Chi Association

246
foreign visitors

China	113	Russia	17
Hong Kong	40	Thailand	24
Japan	18	Taiwan	17
Macau	17	Vietnam	6

CODE OF GOVERNANCE

CODE OF GOVERNANCE: GOVERNANCE EVALUATION CHECKLIST FOR NCSS (1 APRIL 2012 – 31 MARCH 2013) (For Institutions of a Public Character (IPCs¹) – Advanced Tier)

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

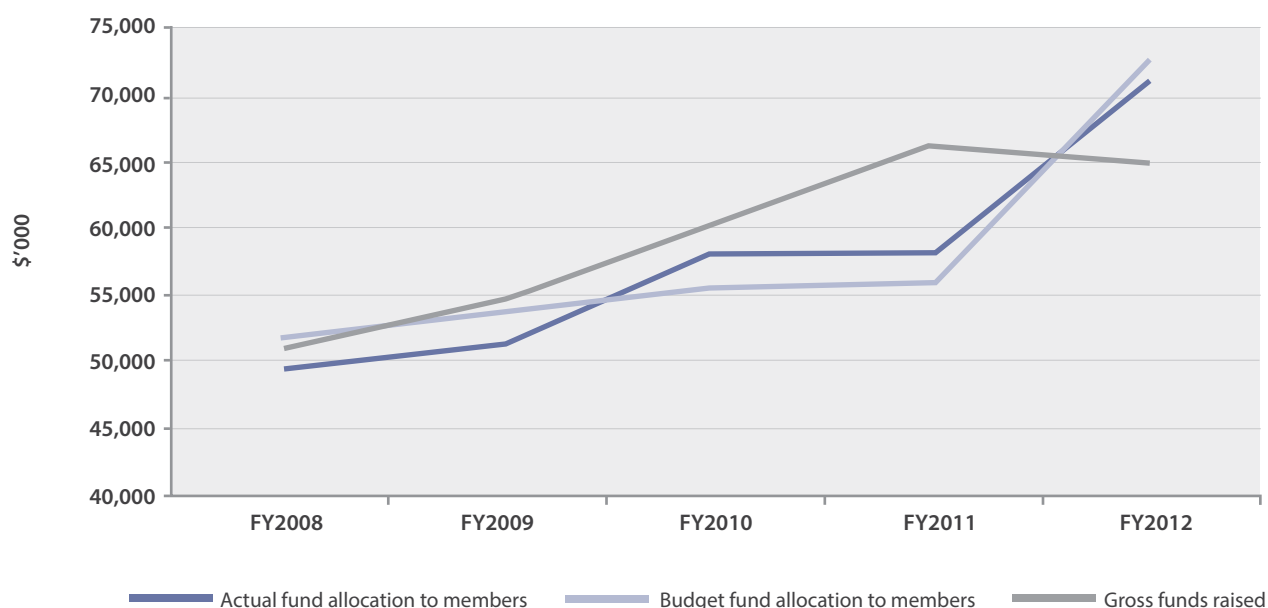
¹Large IPCs are defined to have gross annual receipts of \$10 million or more in each of its two immediate preceding financial years.

S/N	Code Description	Code ID	Compliance	Explanation
Strategic Planning				
9	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied	The Board is involved in the review of any major shift in NCSS's corporate strategy and/or reorganisation, which could include review of the NCSS purpose and mission. The Board is also informed of significant changes to NCSS focus areas and resources required through the approval process at the various Board committees. The purpose and mission are communicated to members and the public through a number of channels, including the corporate website and annual reports.
10	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	The Board approves the strategic plan as reflected in the NCSS work plan which contains activities to achieve the objectives.
Human Resource Management				
11	The Board approves documented human resource policies for staff.	5.1	Complied	Human resource policies are documented and approved by the NCSS Executive Committee. Approval of these policies is recorded in the minutes of the meetings.
12	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	Systems such as annual appraisal exercise, mid-year performance review, career development plan and training programmes are in place.
13	There is a system to address grievances and resolve conflicts.	5.11	Complied	Grievance procedures for staff are spelled out in Human Resource operational manual.
Financial Management and Controls				
14	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	Finance policies and procedures are documented. Workflow, forms and answers to Frequently Asked Questions are updated regularly for staff via the intranet to give greater clarity.
15	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied	Internal audits are conducted regularly to review the processes and assess adequacy of internal controls.
16	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	The annual work plan and budget are submitted for approval by the NCSS Board in March. Analysis of financial reports are also tabled at the NCSS Board meetings.
17	The charity discloses its reserves policy in the annual report.	6.4.1	Complied	The reserves policy is disclosed in the notes of audited accounts.
18	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.3	Complied	NCSS's investment mandate is approved by the Minister for Social and Family Development and the NCSS Investment Committee.

S/N	Code Description	Code ID	Compliance	Explanation
Fund-Raising Practices				
19	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	Finance policies and procedures are reviewed regularly and donations are received in compliance with the procedures.
Disclosure and Transparency				
20	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	Copies of annual reports are sent to all NCSS members prior to the NCSS Annual General Meeting (AGM) each year and adopted at the AGM. The report is published on the NCSS corporate website.
21	No Board member is involved in setting his or her own remuneration.	2.2	Not Applicable	NCSS does not provide Board members with any remuneration.
22	The charity discloses the exact remuneration and benefits received by each Board member in the annual report.	8.2	Not Applicable	NCSS does not provide any remuneration/ benefits to its Board members.
23	No staff is involved in setting his or her own remuneration.	2.2	Complied	Remuneration is determined by the remuneration policy that has been approved by NCSS Executive Committee.
24	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied	The annual remuneration of all NCSS staff, in salary bands, is disclosed in the annual report.
Public Image				
25	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	Information is made available on the corporate website. Publications such as annual reports and Rapport magazines are sent to various stakeholders including NCSS member organisations, donors, government bodies and grassroots organisations.

MANAGEMENT DATA AND ANALYSIS

COMMUNITY CHEST FUNDS RAISED AND ALLOCATED



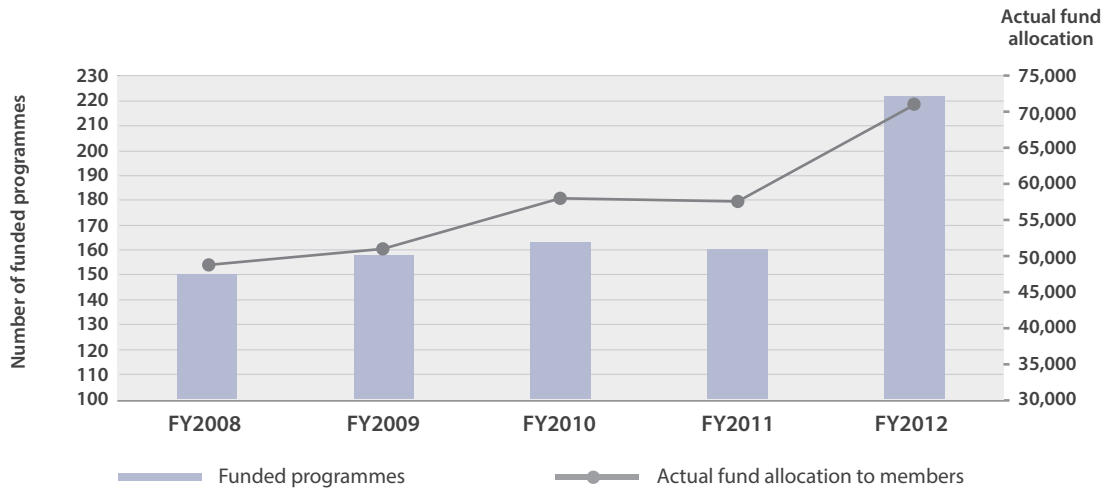
In the last financial year, NCSS allocated \$70.9m to the programmes supported by Community Chest, higher than the previous year of \$57.6m. The higher allocation in FY2012 was due to increased funding channelled to Special Schools, EIPIC, FSCs and the newly-funded Enhanced STEP-UP programmes. The norm cost and salary review have also contributed to an overall increase in allocation.

Community Chest was able to meet the fund-raising target of \$72.3m with support from Tote Board and the community, comprising gross funds raised from FY2012 and surplus funds raised from the previous year. In the existing three-year funding agreement for FY2010 to FY2012, the Tote Board has pledged an annual funding of \$17m. In a separate agreement, it has pledged a further \$8m for FY2011 and \$9m for FY2012, bringing the total pledged donations from Tote Board to \$25m and \$26m for FY2011 and FY2012 respectively.

The disbursement of funds in FY2012 at \$70.9m was lower than the fund-raising target of \$72.3m due to a difference in projected needs and actual needs. The fund-raising target set at the beginning of FY2012 was based on projected needs and number of clients to be served by the supported programmes. During the year, the actual funds disbursed were adjusted according to the actual needs and number of clients served. Since FY2007, any surplus arising from the funds raised but not disbursed in the financial year will be rolled forward into the next financial year's fund-raising efforts. To meet the marked increase in the funding needs for FY2012, gross funds raised by Community Chest was complemented by the surplus funds raised from previous year to reach the final disbursement needs of \$70.9m.

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

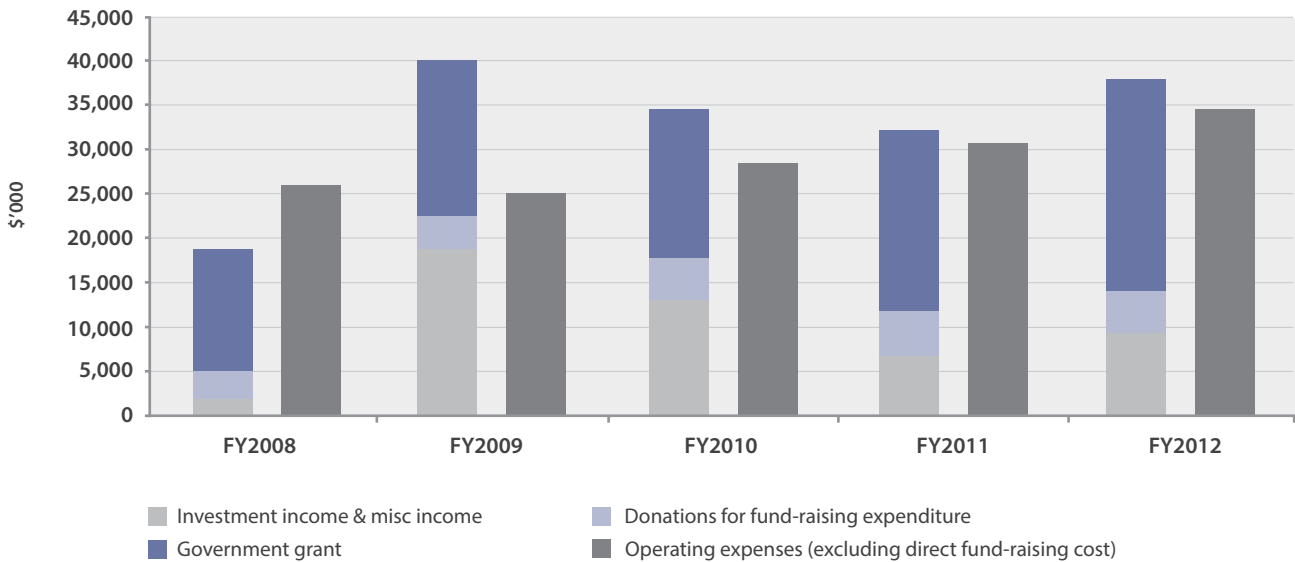
FUNDED PROGRAMMES



FY2010 actual fund allocation includes a \$3m one-off grant to VWOs.

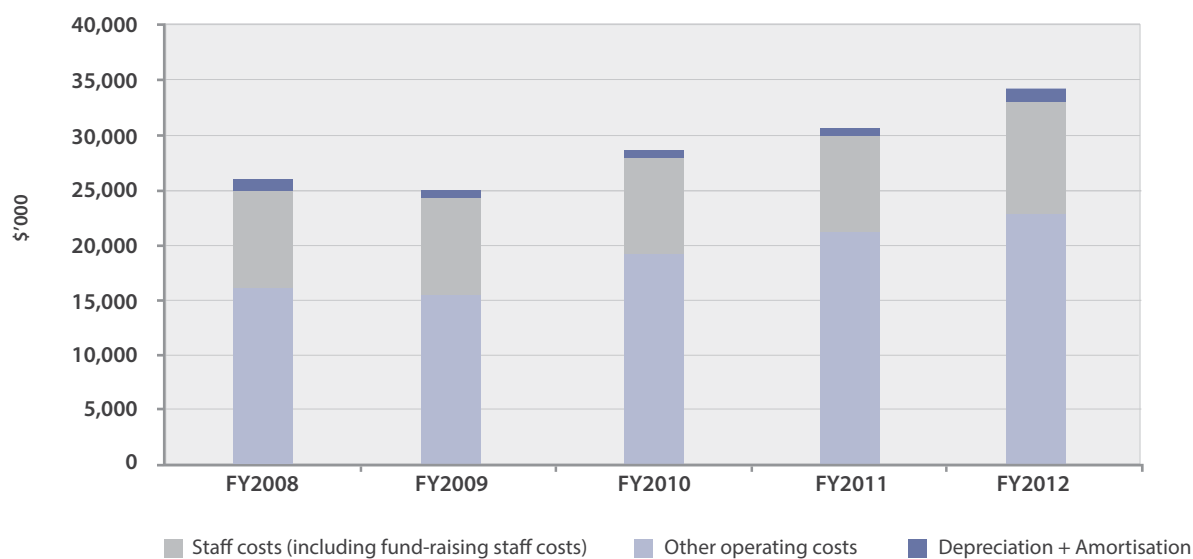
The fund allocation from Community Chest had increased by 44% from \$49.1m in FY2008 to \$70.9m in FY2012. This was due mainly to Community Chest supporting more programmes/projects. The number of programmes had increased from 149 in FY2008 to 221 in FY2012. In addition, fund allocation was adjusted annually to adequately resource VWOs to manage inflation and other cost increases.

NCSS OPERATING COSTS & INCOME



NCSS operating expenses are funded by government grant, donations for fund-raising expenditure and investment income. In the current financial year, NCSS had a surplus of \$3.1m before Community Chest operations. The surplus in NCSS in FY2012 was due primarily to the mark-to-market gain of investments carried at fair value through profit and loss.

BREAKDOWN OF OPERATING COSTS



Headcount increased from 278 to 303, with staff costs increasing from \$21.2m to \$22.6m. This was due mainly to the increase in headcount and reduction in the number of resignees.

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

Annual Remuneration* ^	No. of Staff	
	FY2012	FY2011
< \$50,000	116	118
\$50,000 to \$100,000	154	131
\$100,001 to \$150,000	26	22
\$150,001 to \$200,000	4	4
\$200,001 to \$250,000	1	1
\$250,001 to \$300,000	1	1
\$300,001 to \$400,000	1	1
Total	303	278

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

^ Includes remuneration for staff on secondment to NCSS

FINANCIAL STATEMENTS

61	Independent Auditors' Report
63	Statement of Financial Position
64	Income and Expenditure Statement
66	Statement of Comprehensive Income
67	Statement of Changes in Statutory Funds and Reserve
68	Statement of Cash Flows
69	Notes to Financial Statements

INDEPENDENT AUDITORS' REPORT

Members of the Council

National Council of Social Service

Established in Singapore under the National Council of Social Service Act

Report on the financial statements

We have audited the accompanying financial statements of National Council of Social Service (the "Council"), which comprise the statement of financial position as at 31 March 2013, the statement of income and expenditure, statement of comprehensive income, statement of changes in statutory funds and reserve and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 60 to 87.

Management responsibility for the financial statements

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

Auditors' responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements are properly drawn up in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards to present fairly, in all material respects, the state of affairs of the Council as at 31 March 2013 and the results, changes in statutory funds and reserves and cash flows of the Council for the year ended on that date.

Report on other legal and regulatory requirements

Requirements under the Act

Management's responsibility for compliance with legal and regulatory requirements

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

Auditors' responsibility

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

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

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

Opinion

In our opinion:

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

Requirements under Charities (Institutions of a Public Character) Regulations

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

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

KPMG LLP

KPMG LLP

Public Accountants and
Certified Public Accountants

Singapore

4 June 2013

STATEMENT OF FINANCIAL POSITION

As at 31 March 2013

	Note	2013 \$'000	2012 \$'000
Non-current assets			
Property, plant and equipment	4	6,921	7,268
Intangible assets	5	687	975
Held-to-maturity financial assets	6	29,125	30,012
Available-for-sale investments	7	2,055	10,380
Investments at fair value through profit or loss	8	14,376	14,426
Total non-current assets		<u>53,164</u>	<u>63,061</u>
Current assets			
Held-to-maturity financial assets	6	7,017	11,775
Investments at fair value through profit or loss	8	102,678	50,865
Debtors, pledged receivables and prepayments	9	12,099	6,423
Cash and bank balances	10	120,508	163,180
Total current assets		<u>242,302</u>	<u>232,243</u>
Total assets		<u>295,466</u>	<u>295,304</u>
Funds of the Council			
Statutory funds:			
Endowment fund	12	191,884	191,884
General fund	13	48,291	45,127
ComChest fund	14	15,015	21,449
Total funds		<u>255,190</u>	<u>258,460</u>
Reserve			
Investments revaluation reserve		<u>55</u>	<u>377</u>
Non-current liabilities			
Deferred capital grants	15	7,419	4,911
Current liabilities			
Sundry creditors and accruals	16	32,802	31,556
Total liabilities		<u>40,221</u>	<u>36,467</u>
Total funds, reserve and liabilities		<u>295,466</u>	<u>295,304</u>
Net assets of trust funds	11	<u>92,112</u>	<u>70,037</u>



Mr Hsieh Fu Hua
President
4 June 2013



Ms Cheang Chin Neo@Frances Cheang
Honorary Treasurer
4 June 2013

INCOME AND EXPENDITURE STATEMENT

Year ended 31 March 2013

	Note	2013 \$'000	2012 \$'000
Operating and investment income:			
Interest from bank balances		382	211
Interest income from held-to-maturity financial assets		1,474	1,837
Dividend income from available-for-sale investments		500	461
Dividend income from investments at fair value through profit or loss		679	772
(Loss)/Gain on investments at fair value through profit or loss:			
- investments held by the Council		(50)	267
- funds managed by fund managers (capital guaranteed/capital protected)		1,813	(1,024)
Loss on sale of available-for-sale investments		(3)	-
Gain on redemption/disposal of held-to-maturity financial assets		7	-
Subscriptions and miscellaneous income		919	426
Gain on disposal of property, plant and equipment		-	1
Total operating and investment income		5,721	2,951
Operating and investment expenditure:			
Staff costs - salaries and related costs		(16,062)	(14,165)
Contributions to defined contribution plan		(2,088)	(1,792)
Operating lease expenses			
- Temporary Occupation Licence fee		(515)	(400)
- Other operating lease expenses		(490)	(268)
Depreciation of property, plant and equipment	4	(469)	(448)
Amortisation of intangible assets	5	(389)	(325)
Bad debts written off		*	(2)
Funding of Community Chest operating expenses ⁽¹⁾		(1,554)	(2,686)
Other expenses		(5,890)	(4,178)
Total operating and investment expenditure		(27,457)	(24,264)
Operating deficit before government and other grants		(21,736)	(21,313)
Government and other grants:			
Operating grants		23,363	19,699
Amortisation of deferred capital grant	15	377	387
Grants for Temporary Occupation Licence fee		428	428
Total government and other grants		24,168	20,514

* The amount is less than \$1,000.

INCOME AND EXPENDITURE STATEMENT

Year ended 31 March 2013

	Note	2013 \$'000	2012 \$'000
Operating surplus/(deficit) before Schools of SSTI ⁽²⁾ and Community Chest Operations		2,432	(799)
Schools of SSTI			
Proceeds and claims from SSTI courses		3,751	4,076
Less: Direct SSTI course expenditure		(1,991)	(2,400)
Staff costs – salaries and related costs		(788)	(1,087)
Contributions to defined contribution plan		(118)	(160)
Other administrative expenses		(116)	(271)
Depreciation of property, plant and equipment	4	(4)	(9)
Amortisation of intangible assets	5	(2)	(8)
Net surplus from Schools of SSTI		<u>732</u>	<u>141</u>
Operating surplus/(deficit) for the year before Community Chest Operations		3,164	(658)
NCSS Charitable Fund (Community Chest Only)			
Funding from NCSS operating income ⁽¹⁾		1,554	2,686
Direct donations for fund-raising operating expenses ⁽¹⁾		4,164	4,617
Less: Staff costs – salaries and related costs		(3,085)	(3,572)
Contributions to defined contribution plan		(416)	(465)
Depreciation of property, plant and equipment	4	(97)	(92)
Amortisation of intangible assets	5	(104)	(82)
Other fund-raising expenses		<u>(2,016)</u>	<u>(3,092)</u>
		–	–
Fund-raising proceeds from Community Chest	23	64,603	66,237
Less: Service allocations to members	17	<u>(70,872)</u>	<u>(57,638)</u>
		(6,269)	8,599
Less: Payment of under allocation of prior years		(165)	(214)
(Deficit)/Surplus from Community Chest		<u>(6,434)</u>	<u>8,385</u>
(Deficit)/Surplus for the year	13	<u>(3,270)</u>	<u>7,727</u>



Mr Hsieh Fu Hua
President
4 June 2013



Ms Cheang Chin Neo@Frances Cheang
Honorary Treasurer
4 June 2013

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

⁽²⁾Social Service Training Institute.

STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 March 2013

	Note	2013 \$'000	2012 \$'000
(Deficit)/Surplus for the year		(3,270)	7,727
Other comprehensive income			
Investment revaluation reserve (available-for-sale financial assets):			
- Net change in fair value		(60)	97
- Reserve transferred to statement of income and expenditure upon disposal of financial assets		(262)	-
Other comprehensive (loss)/income for the year, net of income tax		(322)	97
Total comprehensive (loss)/income for the year attributable to Council funds		(3,592)	7,824

STATEMENT OF CHANGES IN STATUTORY FUNDS AND RESERVE

Year ended 31 March 2013

	Note	Statutory Funds			Investments	Total
		Endowment Fund \$'000	General Fund \$'000	ComChest Fund \$'000	Revaluation Reserve \$'000	
At 1 April 2011		191,884	45,785	13,064	280	251,013
Surplus for the year		-	7,727	-	-	7,727
Net change in fair value of available-for-sale financial assets		-	-	-	97	97
Transfer	13,14	-	(8,385)	8,385	-	-
At 31 March 2012		191,884	45,127	21,449	377	258,837
At 1 April 2012		191,884	45,127	21,449	377	258,837
Deficit for the year		-	(3,270)	-	-	(3,270)
Net change in fair value of available-for-sale financial assets		-	-	-	(60)	(60)
Investment revaluation reserve transferred to statement of income and expenditure upon disposal of financial assets		-	-	-	(262)	(262)
Transfer	13,14	-	6,434	(6,434)	-	-
At 31 March 2013		191,884	48,291	15,015	55	255,245

STATEMENT OF CASH FLOWS

Year ended 31 March 2013

	Note	2013 \$'000	2012 \$'000
Operating activities			
(Deficit)/Surplus for the year		(3,270)	7,727
Adjustments for:			
Depreciation of property, plant and equipment		570	549
Amortisation of intangible assets		495	415
Interest income from bank balances		(382)	(211)
Interest income from held-to-maturity financial assets		(1,474)	(1,837)
Dividend income from available-for-sale investments		(500)	(461)
Dividend income from investments at fair value through profit or loss (held by the Council)		(679)	(772)
Loss on sale of available-for-sale investments		3	-
Gain on redemption/disposal of held-to-maturity financial assets		(7)	-
(Gain)/Loss on investments at fair value through profit or loss		(1,763)	757
Amortisation of deferred capital grants		(377)	(387)
Gain on disposal of property, plant and equipment		-	(1)
Operating (loss)/profit before working capital changes		(7,384)	5,779
Debtors, pledged receivables and prepayments		(5,771)	5,079
Sundry creditors and accruals		1,246	14,942
Cash flows (used in)/from operating activities		(11,909)	25,800
Investing activities			
Purchase of property, plant and equipment		(223)	(328)
Expenditure on software development		(207)	(584)
Interest received on bank balances		387	205
Interest received on held-to-maturity financial assets		1,621	1,853
Dividend income received		1,179	1,233
Purchase of held-to-maturity financial assets		(9,162)	(104,990)
Proceeds from maturity, disposal and early redemption of held-to-maturity financial assets		14,757	144,500
Purchase of investments at fair value through profit or loss		(50,000)	-
Proceeds from disposal of investments at fair value through profit or loss		-	45,584
Proceeds from disposal of property, plant and equipment		-	1
Proceeds from redemption and disposal of available-for-sale investments		8,000	-
Cash flows (used in)/from investing activities		(33,648)	87,474
Financing activity			
Proceeds from capital grants		2,885	2
Cash flows from financing activity		2,885	2
Net (decrease)/increase in cash and bank balances		(42,672)	113,276
Cash and bank balances at beginning of year		163,180	49,904
Cash and bank balances at end of year	10	120,508	163,180

NOTES TO FINANCIAL STATEMENTS

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of the Council on 4 June 2013.

1 Domicile and activities

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

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

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

2 Basis of preparation

2.1 Statement of compliance

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

2.2 Basis of measurement

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

2.4 Use of estimates and judgments

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

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

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year is included in note 3.5 – impairment of assets and note 22 – estimation of fair values of financial instruments.

2.5 Changes in accounting policies

The adoption of new or revised SB-FRS which became effective during the year did not have a material impact 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.

NOTES TO FINANCIAL STATEMENTS

3.1 Foreign currency transactions

Transactions in foreign currencies are translated into the functional currency of the Council at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated 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 period, adjusted for effective interest and payments during the period, and the amortised cost in foreign currency translated at the exchange rate at the end of the year.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical costs are translated using the exchange rate at the date of transaction. Foreign currency differences arising on retranslation are recognised in profit or loss, except for the following differences which are recognised in other comprehensive income arising on the retranslation of available-for-sale equity instruments, a financial liability designated as a hedge of the net investment in a foreign operation, or qualifying cash flow hedges, which are recognised in other comprehensive income.

3.2 Financial instruments

(i) Non-derivative financial assets

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

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

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

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

Financial assets at fair value through profit or loss

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

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

Held-to-maturity financial assets

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

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

NOTES TO FINANCIAL STATEMENTS

Loans and receivables

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

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

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits.

Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are designated as available for sale or are not classified in any of the above categories of financial assets. Available-for-sale financial assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, they are measured at fair value and changes therein, other than impairment losses and foreign currency differences on available-for-sale debt instruments, are recognised in other comprehensive income and presented in the investments revaluation reserve. When an investment is derecognised, the gain or loss accumulated in the investments revaluation reserve is reclassified to the statement of income and expenditure.

Available-for-sale financial assets comprise equity securities.

(ii) Non-derivative financial liabilities

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

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

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

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

Other financial liabilities comprise sundry creditors and accruals.

3.3 Property, plant and equipment

(i) Recognition and measurement

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

(ii) Depreciation

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

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

Computer equipment	33 ¹ / ₃ %
Furniture and equipment	10% to 50%
Leasehold improvements	10%
Motor vehicles	20%
Other leasehold building	3 ¹ / ₃ %

NOTES TO FINANCIAL STATEMENTS

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

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

3.4 Intangible assets

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

3.5 Impairment

(i) Non-derivative financial assets

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

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

Loans and receivables and held-to-maturity investment securities

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

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

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

Available-for-sale financial assets

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

NOTES TO FINANCIAL STATEMENTS

(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, the assets' recoverable amounts are estimated.

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

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

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

3.6 Trust Funds

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

3.7 Provisions

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

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

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

3.8 Government grants

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

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

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

3.9 Revenue recognition

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

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

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

NOTES TO FINANCIAL STATEMENTS

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

Training programme income is recognised when the services are rendered.

3.10 Employee benefits

Defined contribution plans

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

Employee leave entitlement

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

3.11 Leases

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

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

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

NOTES TO FINANCIAL STATEMENTS

4 Property, plant and equipment

	Computer equipment \$'000	Furniture and equipment \$'000	Leasehold improvements \$'000	Motor vehicles \$'000	Other leasehold building \$'000	Total \$'000
Cost						
At 1 April 2011	1,509	1,774	105	–	10,552	13,940
Additions	149	114	–	65	–	328
Disposals	(266)	(11)	–	–	–	(277)
At 31 March 2012	1,392	1,877	105	65	10,552	13,991
Additions	24	94	105	–	–	223
Disposals	(6)	(2)	–	–	–	(8)
At 31 March 2013	1,410	1,969	210	65	10,552	14,206
Accumulated depreciation						
At 1 April 2011	1,389	1,342	27	–	3,693	6,451
Depreciation charge for the year	77	101	11	11	349	549
Disposals	(266)	(11)	–	–	–	(277)
At 31 March 2012	1,200	1,432	38	11	4,042	6,723
Depreciation charge for the year	92	107	10	13	348	570
Disposals	(6)	(2)	–	–	–	(8)
At 31 March 2013	1,286	1,537	48	24	4,390	7,285
Carrying amount						
At 1 April 2011	120	432	78	–	6,859	7,489
At 31 March 2012	192	445	67	54	6,510	7,268
At 31 March 2013	124	432	162	41	6,162	6,921

	2013 \$'000	2012 \$'000
Depreciation expense charged to:		
Statement of income and expenditure:		
- operating and investment expenditure	469	448
- Schools of SSTI	4	9
- NCSS Charitable Fund	97	92
	570	549

NOTES TO FINANCIAL STATEMENTS

5 Intangible assets

	2013 \$'000	2012 \$'000
Cost		
At beginning of year	9,475	8,891
Additions	207	584
At end of year	9,682	9,475
Amortisation		
At beginning of year	8,500	8,085
Amortisation for the year	495	415
At end of year	8,995	8,500
Carrying amount		
At beginning of year	975	806
At end of year	687	975
Amortisation expense charged to:		
Statement of income and expenditure:		
- operating and investment expenditure	389	325
- Schools of SSTI	2	8
- NCSS Charitable Fund	104	82
	495	415

6 Held-to-maturity financial assets

	2013 \$'000	2012 \$'000
Current assets		
Quoted bonds, at amortised cost	3,019	11,775
Unquoted bonds, at amortised cost	3,998	-
	7,017	11,775
Fair value of quoted bonds	3,031	11,820
Fair value of unquoted bonds	4,045	-
Non-current assets		
Quoted bonds, at amortised cost maturing:		
Within 2 to 5 years	9,001	15,006
More than 5 years	20,124	15,006
	29,125	30,012
Fair value of quoted bonds	30,988	31,632

The bonds have fixed coupon rates ranging from 1.10% to 4.84% (2012: 1.30% to 4.84%) per annum. The maturity dates range from June 2013 to January 2026 (2012: May 2012 to January 2026).

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

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

NOTES TO FINANCIAL STATEMENTS

7 Available-for-sale investments

	2013 \$'000	2012 \$'000
Quoted equity shares, at fair value	2,055	10,380

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

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

8 Investments at fair value through profit or loss

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

	2013 \$'000	2012 \$'000
Investments held by the Council		
- Quoted equity securities	14,376	14,426
Funds managed by fund managers	102,678	50,865
Total investments at fair value through profit or loss	117,054	65,291
Non-current	14,376	14,426
Current	102,678	50,865
	117,054	65,291

Included in the funds managed by fund managers are investments where the fund managers have guaranteed the principal amounts if the investment are carried to the end of the management term and investments in capital protected notes that are redeemable at par on maturity of the notes. The principal guaranteed funds account for \$55,769,000 (2012: \$33,555,000) of the carrying amounts above, for which the fund managers have guaranteed the aggregate principal balance amounting to \$50,000,000 (2012: \$30,000,000). The principal of the capital protected notes, amounting to \$45,000,000 (2012: \$15,000,000) are redeemable at par on maturity.

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

The performance of the investments held by the Council and funds managed by fund managers are actively monitored and managed on a fair value basis.

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

NOTES TO FINANCIAL STATEMENTS

9 Debtors, pledged receivables and prepayments

	Gross 2013 \$'000	Gross 2012 \$'000
Debtors and pledged receivables	10,702	4,780
Interest receivable on bonds	455	545
Sundry deposits	623	12
Loan and receivables	11,780	5,337
Advance disbursement to agencies	*	706
Prepaid operating expenses	307	368
Advances to suppliers	12	12
	12,099	6,423

*The amount is less than \$1,000.

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

	Gross 2013 \$'000	Gross 2012 \$'000
Not past due	11,676	5,188
Past due 1-30 days	56	35
Past due 31-90 days	7	7
More than 90 days	41	107
	11,780	5,337

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

10 Cash and bank balances

	2013 \$'000	2012 \$'000
Cash at bank	46,503	109,167
Fixed deposits	74,000	54,008
Cash on hand	5	5
	120,508	163,180

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

Fixed deposit bears interest at an average rate of 0.69% (2012: 0.68%) per annum and for a tenure of approximately 95 days (2012: 94 days).

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

NOTES TO FINANCIAL STATEMENTS

11 Trust Funds

	2013 \$'000	2012 \$'000
VWOs - Charities Capability Fund:		
- VWO Capability Fund 1	-	902
- VWO Capability Fund 2	1,562	3,806
- VWO Capability Fund 3	382	-
- ComCare and Others	3	3
Charities Fund	1,079	2,060
Charities Fund 2	(179)	-
IMCDF – Reinvestment Fund for SWTS	425	384
	3,272	7,155
WDA Disability Employment Project Fund	135	168
MOE Special Education Fund	30,247	24,736
School Pocket Money Fund	198	368
Tote Board Social Service Fund	4,299	(44)
Lee Wee Kheng Fund	25,893	25,542
MCYS Funding for VWOs Development Budget	1,870	1,356
MCYS Funding for VWOs Recurrent Budget	13,012	9,813
The Wan Boo Sow Charity Fund	66	12
President's Challenge	11,098	931
Social Service Sector ICT Master Plan	2,022	-
Total	92,112	70,037
Represented by:		
Bank balances	92,380	68,607
Fixed deposits	11,000	11,000
Sundry receivables	2,512	128
Held-to-maturity financial assets	7,087	6,013
Investments at fair value through profit or loss	6,060	5,926
	119,039	91,674
Less: Sundry creditors	(26,927)	(21,637)
	92,112	70,037
Balance as at beginning of the year	70,037	96,845
Incoming resources	258,198	215,764
Outgoing resources	(236,123)	(242,572)
Net movement for the year	22,075	(26,808)
Balance as at end of the year	92,112	70,037

12 Endowment Fund

	2013 \$'000	2012 \$'000
At beginning and end of year	191,884	191,884

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

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

NOTES TO FINANCIAL STATEMENTS

Interest, dividends and other income derived from the Endowment Fund are credited to the General Fund. The Endowment Fund may be used for such purposes as may be approved by the Minister in writing. The Endowment Fund is intended to provide a safeguard towards continuity of funding for all member Voluntary Welfare Organisations in the event the Council has difficulties in raising funds. During the year, any 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 transfers have been made in the current and prior year.

13 General Fund

	Note	2013 \$'000	2012 \$'000
At beginning of year		45,127	45,785
(Deficit)/Surplus for the year		(3,270)	7,727
Transfer from/(to) ComChest Fund	14	6,434	(8,385)
At end of year		48,291	45,127

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

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

14 ComChest Fund

	Note	2013 \$'000	2012 \$'000
At beginning of year		21,449	13,064
Transfer (to)/from General Fund	13	(6,434)	8,385
At end of year		15,015	21,449

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

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

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

15 Deferred capital grants

	2013 \$'000	2012 \$'000
Capital grant received	18,858	15,973
Accumulated amortisation:		
At beginning of year	11,062	10,675
Amortisation for the year	377	387
At end of year	11,439	11,062
Net	7,419	4,911
Amortisation charged to:		
Statement of income and expenditure:		
- Government and other grants	377	387

NOTES TO FINANCIAL STATEMENTS

16 Sundry creditors and accruals

	2013 \$'000	2012 \$'000
Sundry creditors	4,878	2,013
Grant income received in advance	12,786	16,267
Accrued operating expenses	9,433	7,959
Advances held for designated projects	5,705	5,317
	32,802	31,556

17 Service allocations to members

	2013 \$'000	2012 \$'000
Allocation to members	70,788	57,580
Project expenditure	84	58
Service allocations charged as an expense to proceeds from Community Chest	70,872	57,638

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

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

18 Significant related party transactions

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

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

(a) Compensation of key management personnel

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

	2013 \$'000	2012 \$'000
Short-term employee benefits	2,571	2,372
Contributions to defined contribution plan	214	158
	2,785	2,530
	2013	2012
Number of key management personnel	15	14

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

NOTES TO FINANCIAL STATEMENTS

(b) Other related party transactions

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

	2013 \$'000	2012 \$'000
Ministry of Social and Family Development		
Grant income and income on provision of services received and recognised	22,995	20,231
Singapore Totalisator Board		
Donation received and recognised	30,164	29,617
Ministry of Education		
Grant income received and recognised	231	231
Ministry of Finance		
Grant income received and recognised	681	532
Licence fee for accounting software paid/payable	(524)	(287)
Infocomm Development Authority of Singapore		
Service fee paid/payable	(1,971)	(1,571)
People's Association		
Temporary Occupation Licence fee paid/payable	(551)	(428)
Civil Service College		
Training courses fees paid/payable	(91)	(142)

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

19 Commitments

	2013 \$'000	2012 \$'000
(a) Approved funding to members	51,744	70,706
(b) Operating leases		
Non-cancellable operating lease payable are as follows:		
	2013 \$'000	2012 \$'000
Within one year	3,052	631
Between one and five years	8,488	1,523
More than five years	204	571
	11,744	2,725

20 Number of employees

The number of employees in the Council at the end of the year was 303 (2012: 278). Total staff costs of the Council amounted to \$22,557,000 (2012: \$21,241,000).

NOTES TO FINANCIAL STATEMENTS

21 Taxation

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

22 Financial risk management

Overview

The Council are 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.

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

At the statement of financial position date, the maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position. There was no significant concentration of credit risk except for receivables from 2 debtors (2012: 1) which accounted for 61% (2012: 43%) of the Council's outstanding debtors and pledged receivables.

Liquidity risk

In the management of liquidity risk, the Council monitors and maintains a level of cash and bank balances deemed adequate to finance the Council's operations and to mitigate the effects of fluctuations in short-term cash flows. The Council's exposure to liquidity risk relates primarily to its sundry creditors and accruals, as presented in note 16, which are due within 1 year.

Reserves management

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

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

Market risk

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

NOTES TO FINANCIAL STATEMENTS

Interest rate risk

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

	Effective interest rate %	Fixed interest rate maturing			Total \$'000
		Within 1 year \$'000	Within 2 to 5 years \$'000	More than 5 years \$'000	
2013					
Fixed deposits with financial institutions	0.69	74,000	–	–	74,000
Held-to-maturity financial assets	4.00	7,017	9,001	20,124	36,142
		81,017	9,001	20,124	110,142
2012					
Fixed deposits with financial institutions	0.68	54,008	–	–	54,008
Held-to-maturity financial assets	3.81	11,775	15,006	15,006	41,787
		65,783	15,006	15,006	95,795

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

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

Market price risk

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

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

At the reporting date, if market prices for the investments in debt and equity securities had declined by 10%, assuming all other variables remain constant, the investments revaluation reserve of the Council would decrease by approximately \$206,000 (2012: \$1,038,000) and the Council's (deficit)/surplus for the year would increase/decrease by approximately \$11,705,000 (2012: \$6,529,000). An increase in 10% of the equity prices would have an equal but opposite effect.

NOTES TO FINANCIAL STATEMENTS

Accounting classifications and fair values

Fair values versus carrying amounts

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

	Note	Designated at fair value \$'000	Held-to- maturity \$'000	Loans and receivables \$'000	Available- for-sale \$'000	Other financial liabilities \$'000	Total carrying amount \$'000	Fair value \$'000
2013								
Held-to-maturity financial assets	6	-	36,142	-	-	-	36,142	38,064
Available-for-sale investments	7	-	-	-	2,055	-	2,055	2,055
Financial assets designated at fair value through profit or loss	8	117,054	-	-	-	-	117,054	117,054
Loans and receivables	9	-	-	11,780	-	-	11,780	11,780
Cash and bank balances	10	-	-	120,508	-	-	120,508	120,508
		117,054	36,142	132,288	2,055	-	287,539	289,461
Sundry creditors and accruals*	16	-	-	-	-	20,016	20,016	20,016

	Note	Designated at fair value \$'000	Held-to- maturity \$'000	Loans and receivables \$'000	Available- for-sale \$'000	Other financial liabilities \$'000	Total carrying amount \$'000	Fair value \$'000
2012								
Held-to-maturity financial assets	6	-	41,787	-	-	-	41,787	43,452
Available-for-sale investments	7	-	-	-	10,380	-	10,380	10,380
Financial assets designated at fair value through profit or loss	8	65,291	-	-	-	-	65,291	65,291
Loans and receivables	9	-	-	5,337	-	-	5,337	5,337
Cash and bank balances	10	-	-	163,180	-	-	163,180	163,180
		65,291	41,787	168,517	10,380	-	285,975	287,640
Sundry creditors and accruals*	16	-	-	-	-	15,289	15,289	15,289

* Excluding grant income received in advance

NOTES TO FINANCIAL STATEMENTS

Estimates of fair values

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

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

Fair value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method as at 31 March 2012 and 31 March 2013. The different levels have been defined as follows:

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

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Level 4 \$'000
2013				
Available-for-sale financial assets	2,055	–	–	2,055
Financial assets designated at fair value through profit or loss	14,376	55,846	46,832	117,054
2012				
Available-for-sale financial assets	10,380	–	–	10,380
Financial assets designated at fair value through profit or loss	14,426	33,560	17,305	65,291

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

Level 3 financial assets comprise managed funds with a substantial portion of the funds invested in unquoted securities.

At the reporting date, if market prices for the level 3 financial assets decrease by 10%, assuming all other variables remain constant, the Council's (deficit)/surplus for the year would increase/decrease by approximately \$4,683,000 (2012: \$1,731,000). An increase in 10% of the equity prices would have an equal but opposite effect.

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

	2013 \$'000	2012 \$'000
At 1 April	17,305	60,072
Purchase	30,000	–
Losses recognised in the statement of income and expenditure	(473)	(189)
Disposal	–	(42,578)
Balance as at 31 March	46,832	17,305
Total losses for the year included in the statement of income and expenditure for assets held at 31 March	(473)	(189)

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

NOTES TO FINANCIAL STATEMENTS

23 Tax deductible donations

Fund-raising proceeds from Community Chest during the financial year include tax deductible donations received amounting to \$43,553,000 (2012: \$45,981,000).

24 New accounting standards and interpretations published

As of the balance sheet date, certain new standards, amendments and interpretations to existing accounting standards have been published. For the Council, the following relevant new/revised financial reporting standards and interpretations are mandatory with effect from the annual period commencing 1 April 2013:

SB-FRS 1 (Amendments)	Presentation of Items of Other Comprehensive Income
SB-FRS 107 (Amendments)	Disclosures – Offsetting of Financial Assets and Financial Liabilities
SB-FRS 113	Fair Value Measurements

SB-FRS 1 was amended to improve the consistency and clarity of the presentation of items of other comprehensive income (OCI). The amendments also highlighted the importance that is placed on presenting profit or loss and OCI together and with equal prominence. The amendment also includes a requirement to group items presented in OCI on the basis of whether they are potentially reclassifiable to the statement of income and expenditure subsequently (reclassification adjustments). The Council's statement of other comprehensive income would need to reflect such changes once the amendment becomes effective.

The amendments to SB-FRS 107 require entities to disclose information on financial assets and financial liabilities that are offset on the face of the balance sheet and those that are presented gross on the face of the balance but are subject to enforceable master netting arrangements or similar agreements. This is to enable users of an entity's financial statements to evaluate the effect or potential effect of netting arrangements, including rights of set-off associated with the entity's recognised financial assets and recognised financial liabilities, on the entity's financial position. The amendments are to be applied retrospectively, but are not likely to have a significant impact to the Council's financial statements.

SB-FRS 113 replaces the fair value measurement guidance contained in different SB-FRSs with a single definition of fair value. The standard also establishes a framework for measuring fair value and sets out the disclosure requirements for fair value measurements. The adoption of this standard will require the Council to re-assess the bases used for determining the fair values computed for measurement and disclosures purposes and would result in more extensive disclosures on fair value measurements.

NCSS (COMMUNITY CHEST)
FUND DISBURSEMENT

FY2012
DISBURSEMENT (\$)**Dignifying the Lives of the Elderly**

Alzheimer's Disease Association	
• Alzheimer's Disease Association Specialised Caregiver Support Service (Dementia)	87,060
• New Horizon Centre (Toa Payoh)	64,845
Asian Women's Welfare Association	
• AWWA Community Home for Senior Citizens	260,236
• AWWA READYCARE Centre	195,035
Bright Hill Evergreen Home	712,361
HCA Hospice Care	
• HCA Specialised Caregiver Support Service (Palliative)	87,060
• Day Hospice Centre (formerly known as Hospice Day Care Centre)	427,112
• Home Hospice Service (formerly known as Hospice Home Care Service)	868,856
Lions Befrienders Service Association (Singapore)	
• Lions Befrienders	791,309
Metta Welfare Association	
• Metta Hospice Care	72,008
PERTAPIS Education and Welfare Centre	
• PERTAPIS Senior Citizens Fellowship Home	46,266
Presbyterian Community Services	
• Dorcas Home Care Service	59,136
SAGE Counselling Centre	
• SAGE Counselling Centre	225,466
• The Seniors Helpline	38,429
Sathya Sai Social Service (Singapore)	
• Tembusu Home Help Service	12,178
Singapore Leprosy Relief Association	
• SILRA Home	127,653
Sunlove Abode for Intellectually-Infirmed Ltd	
• Sunlove Dementia Day Care	43,645
• Sunlove Home Help Service	90,469
Sunshine Welfare Action Mission	
• SWAMI Dementia Day Care	38,731
• SWAMI Home Help Service	78,859
Thye Hua Kwan Moral Charities Limited	
• THK Care Provider - <i>NEW</i> ¹	35,992
• THK Home Help Service East	98,581
• THK Home Help Service West	209,928
TOUCH Community Services Limited	
• TOUCH Home Care - Ensuite - <i>NEW</i> ¹	15,486
• TOUCH Home Care - Home Help (formerly known as TOUCH Home Care)	131,806
• Centre of Specialisation (Senior Activity Centre) ²	20,350
Subtotal (Dignifying the Lives of the Elderly)	4,838,857

Helping Persons with Disabilities Lead Independent Lives

Association for Persons with Special Needs	
• APSN Centre for Adults	612,396
Autism Association (Singapore)	
• Eden Centre for Adults	44,563
Bizlink Centre Singapore Ltd	
• Business Development Division	506,264
• Employment Placement Division	234,892
• Vocational Assessment Division	205,289

FY2012
DISBURSEMENT (\$)

Centre for Enabled Living Ltd	
• 'LTA Cares' Fund	150,000
• NCSS Special Assistance Fund	486,000
Cerebral Palsy Alliance Singapore (CPAS) (formerly known as The Spastic Children's Association of Singapore)	
• CPAS - Day Activity Centre (formerly known as SCAS Day Activity Centre for Persons with Cerebral Palsy and Other Disabilities)	99,063
• CPAS - Goodwill Rehabilitation & Occupational Workshop (GROW) (formerly known as SCAS Goodwill, Rehabilitation & Occupational Workshop (GROW))	328,814
Metta Welfare Association	
• Metta Day Activity Centre for the Intellectually Disabled	57,245
Movement for the Intellectually Disabled of Singapore	
• Hi-Job! - <i>NEW</i> ³	9,535
• IDEA Employment Development Centre	1,169,052
• MINDS Ang Mo Kio Training and Development Centre	245,399
• MINDS Clementi Training and Development Centre	227,524
• MINDS MYG	18,736
• MINDSville@Napiri - Home	393,426
• MINDSville@Napiri - Hostel/Group Home	166,911
• MINDSville@Napiri - Napiri Training and Development Centre	85,832
• SIA-MINDS Employment Development Centre	1,442,464
• Woodlands Employment Development Centre	1,074,759
Singapore Association for Mental Health	
• SAMH Bukit Gombak Group Homes	44,396
• SAMH Insight Centre	941,195
• SAMH Oasis Day Centre	142,911
Singapore Association of the Visually Handicapped	
• Braille Production Unit	163,686
• Library Services	35,222
Society for the Physically Disabled	
• Employment Support Programme	62,390
• Sheltered and Production Workshop	563,856
• SPD Therapy Hub	503,757
• Specialised Case Management Programme	244,815
• The SPD-SOKA Day Activity Centre	346,153
• The Specialised Assistive Technology Centre	183,173
Special Needs Trust Company Ltd	
• SNTC Trusteeship Scheme ⁴	63,808
SUN-DAC (2 centres)	270,092
The Singapore Association for the Deaf	
• SAdeaf Deaf Access	193,958
The Singapore Cheshire Home	
• The Singapore Cheshire Home Day Care Centre	157,140
• The Singapore Cheshire Home Residential Care	314,291
Thye Hua Kwan Moral Charities Limited	
• Community Integration Support Programme for People with Visual Impairment	118,137
• Skills Training and Sheltered Employment Programme for People with Visual Impairment	310,081
• THK Therapy Services	292,960
TOUCH Community Services Limited	
• TOUCH Ubi Hostel	42,552
Subtotal (Helping Persons with Disabilities Lead Independent Lives)	12,552,737
Keeping Families Together	
Asian Women's Welfare Association	
• AWWA Family Service Centre	321,737

FY2012
DISBURSEMENT (\$)

Beyond Social Services	
• Bukit Ho Swee Family Service Centre	204,744
Care Corner Counselling Centre	1,027,803
Care Corner Family Service Centre (Admiralty)	264,210
Care Corner Family Service Centre (Queenstown)	237,271
Care Corner Family Service Centre (Toa Payoh)	314,419
Care Corner Family Service Centre (Woodlands)	259,747
Care Corner Singapore Ltd	
• Care Corner Family Service Centre (Tampines)	159,212
Counselling and Care Centre	856,202
Fei Yue Family Service Centre	
• Fei Yue Family Service Centre (Bukit Batok)	223,337
• Fei Yue Family Service Centre (Champions Way)	14,492
• Fei Yue Family Service Centre (Choa Chu Kang)	246,471
• Fei Yue Family Service Centre (Yew Tee)	195,893
Foundation of Rotary Clubs (Singapore) Ltd	
• Rotary Family Service Centre	204,744
Good News Community Services	
• Pasir Ris Family Service Centre	200,589
HELP Family Service Centre	423,473
Kampong Kapor Family Service Centre	246,742
Lakeside Family Centre	
• Lakeside Family Centre (Jurong East)	214,215
• Lakeside Family Centre (Jurong West)	414,955
Marine Parade Family Service Centre	
• @27 Family Service Centre	173,109
• Marine Parade Family Service Centre	277,486
Methodist Welfare Services	
• Covenant Family Service Centre	196,164
• Daybreak Family Service Centre	195,893
• Tampines Family Service Centre	273,915
Persatuan Pemudi Islam Singapura	
• As-Salaam PPIS Family Support Centre	423,473
• PPIS Family Service Centre (East)	177,805
• PPIS Family Service Centre (West)	177,823
Promoting Alternatives to Violence	
• PAVE at Siglap - <i>NEW⁵</i>	37,214
REACH Community Services Society	
• REACH Family Service Centre	218,039
Samaritans of Singapore	1,381,124
Sembawang Family Service Centre	204,744
Serangoon Moral Family Service Centre	218,912
Shan You Counselling Centre	
• Shan You Counselling and Casework	352,761
Singapore After-Care Association	
• SACA Aftercare Case Management Service	133,379
Singapore Anti-Narcotics Association	
• SANA Aftercare Case Management Service	103,430
Singapore Buddhist Lodge Welfare Foundation	
• SBL Vision Family Service Centre	187,024
Singapore Indian Development Association	
• SINDA Family Service Centre	195,543
Society of Sheng Hong Welfare Services	
• Hougang Sheng Hong Family Service Centre	199,698

FY2012
DISBURSEMENT (\$)

The Ang Mo Kio Family Service Centres	
• The Ang Mo Kio Family Service Centres (Ang Mo Kio)	282,784
• The Ang Mo Kio Family Service Centres (Cheng San)	287,228
• The Ang Mo Kio Family Service Centres (Punggol)	57,969
• The Ang Mo Kio Family Service Centres (Sengkang)	318,574
The Ramakrishna Mission	
• WINGS Family Support and Counselling Programme	347,573
Thye Hua Kwan Moral Charities Limited	
• THK Family Service Centre @ Bedok North	383,357
• THK Family Service Centre @ Bukit Panjang	195,254
• THK Family Service Centre @ MacPherson	246,140
• THK Family Service Centre @ Tanjong Pagar	255,593
TRANS Family Services	
• Trans Family Service Centre (Bedok)	232,556
• Trans Family Service Centre (Bukit Timah)	159,212
Whispering Hearts Family Service Centre	264,191
Subtotal (Keeping Families Together)	14,188,223
Nurturing Children and Youth to Succeed	
Ain Society	
• Ain Society - Enhanced STEP-UP (Service A and B)	10,140
Alive Community Network	
• Alive Community Network - Enhanced STEP-UP (Service A and B) - <i>NEW</i> ⁶	17,700
Asian Women's Welfare Association	
• AWWA Early Years Centre ⁷	795,445
• AWWA School	1,532,198
• AWWA TEACH ME Services	826,685
Association for Persons with Special Needs	
• Chaoyang School	956,152
• Katong School	911,250
• Tanglin School	1,077,838
Autism Association (Singapore)	
• Eden Children's Centre (Clementi) ⁷	220,890
• Eden Children's Centre (Simei) ⁷	238,968
• Eden School	1,615,790
Autism Resource Centre (Singapore)	
• Pathlight School	3,111,476
• ARC WeCAN EIP (formerly known as WeCAN) ⁷	565,693
Bethesda Care & Counselling Services Centre	
• Bethesda Care & Counselling Services Centre - Enhanced STEP-UP (Service A and B)	4,680
Bethesda Community Assistance and Relationship Enrichment Centre	
• Bethesda Community Assistance and Relationship Enrichment Centre - Enhanced STEP-UP (Service A and B) - <i>NEW</i> ³	4,980
Boys' Town, Singapore	
• Boys' Town - Enhanced STEP-UP (Service A and B)	4,500
Canossian Daughters of Charity	
• Canossian EIPIC ⁷	104,507
• Canossian School	374,271
Care Community Services Society	
• Care Community Services Society - Enhanced STEP-UP (Service A and B)	7,650
Care Corner - Teck Ghee Youth Centre	
• Care Corner - Teck Ghee Youth Centre - Enhanced STEP-UP (Service A and B)	36,113
Care Corner Family Service Centre (Admiralty)	
• Care Corner Family Service Centre (Admiralty) - Enhanced STEP-UP (Service A and B)	44,100
Care Corner Family Service Centre (Woodlands)	
• Care Corner Family Service Centre (Woodlands) - Enhanced STEP-UP (Service A and B)	10,500

FY2012
DISBURSEMENT (\$)

Care Corner Singapore Ltd	
• Care Corner Family Service Centre (Tampines) - Enhanced STEP-UP (Service A)	8,850
Cerebral Palsy Alliance Singapore (CPAS) (formerly known as The Spastic Children's Association of Singapore)	
• CPAS - EIPIC (formerly known as SCAS Early Intervention Programme for Infants and Children (EIPIC)) ⁷	1,311,996
• CPAS - Therapy Rehabilitation (formerly known as SCAS Therapy Rehabilitation)	218,035
• The Spastic Children's Association School	1,061,590
Children-At-Risk Empowerment Association	
• Children-At-Risk Empowerment Association (CARE Singapore) - Enhanced STEP-UP (Service A) - NEW ³	4,575
EMCC	
• EMCC - Enhanced STEP-UP (Service A)	8,880
EN Community Services Society	
• EN Community Services Society - Enhanced STEP-UP (Service A)	30,000
Fei Yue Community Services	
• eGEN	251,317
• Fei Yue EIPIC ⁷	893,358
• Fei Yue Family Service Centre (Choa Chu Kang) - Enhanced STEP-UP (Service A) ⁸	1,350
• Fei Yue Family Service Centre (Yew Tee) - Enhanced STEP-UP (Service A and B) ⁸	3,750
• Fei Yue Project 180 - Enhanced STEP-UP (Service A and B) ⁸	3,450
Good News Community Services	
• Pasir Ris Family Service Centre - Enhanced STEP-UP (Service A)	1,350
Kampong Kapor Family Service Centre	
• Kampong Kapor Family Service Centre - Enhanced STEP-UP (Service A)	6,720
Lakeside Family Centre	
• Lakeside Family Centre (Jurong East) - Enhanced STEP-UP (Service A)	225
• Lakeside Family Centre (Jurong West) - Enhanced STEP-UP (Service A)	1,800
Life Community Services Society	
• Friends of Children and Youth	156,091
Lutheran Community Care Services Limited	
• Lutheran Community Care Services - Enhanced STEP-UP (Service A and B)	37,440
MCYC Community Services Society	
• MCYC Community Services Society - Enhanced STEP-UP (Service A)	3,000
Metta Welfare Association	
• Metta Preschool @ Punggol ⁷	437,590
• Metta Preschool @ Simei ⁷	439,742
• Metta School	1,371,701
Morning Star Community Services	
• Morning Star Community Services - Enhanced STEP-UP (Service A)	16,800
Movement for the Intellectually Disabled of Singapore	
• Fernvale Gardens School	1,050,282
• Lee Kong Chian Gardens School	1,200,650
• MINDSville@Napiri - Children's Wing	76,599
• Towner Gardens School	1,246,335
• Woodlands Gardens School	1,254,623
National Council of Social Service	
• SPED Financial Assistance Scheme	175,684
Persatuan Persuratan Pemuda Pemudi Melayu (Malay Youth Literary Association)	
• Frenz	437,676
• Persatuan Persuratan Pemuda Pemudi Melayu - Enhanced STEP-UP (Service A and B)	81,480
Presbyterian Community Services	
• Grace Orchard School	1,272,365
Rainbow Centre	
• Rainbow Centre - Margaret Drive School	1,690,749
• Rainbow Centre - Yishun Park School	1,959,477
• Rainbow Centre EIP Margaret Drive (formerly known as Rainbow Centre EIPIC @ Margaret Drive) ⁷	1,011,262
• Rainbow Centre EIP Yishun Park (formerly known as Rainbow Centre EIPIC @ Yishun Park) ⁷	1,234,747

FY2012
DISBURSEMENT (\$)

REACH Community Services Society	
• REACH Family Service Centre - Enhanced STEP-UP (Service A and B)	3,525
Singapore Association of the Visually Handicapped	
• Lighthouse School	323,154
Society for the Physically Disabled	
• Building Bridges EIPIC Centre (Jurong) ⁷	190,335
• Building Bridges EIPIC Centre (Tiong Bahru) ⁷	95,662
St Andrew's Mission Hospital	
• St Andrew's Autism School	972,532
Student Advisory Centre Limited	
• Student Advisory Centre Limited - Enhanced STEP-UP (Service A)	41,250
Students Care Service	
• Learning and Social Support Programme	375,720
• Students Care Service (Clementi) - Enhanced STEP-UP (Service A and B)	9,000
• Students Care Service (Hougang) - Enhanced STEP-UP (Service A and B)	4,500
• Students Care Service (Yishun) - Enhanced STEP-UP (Service A and B)	3,600
• SYNC (3 centres)	917,331
• Youth COP	246,252
The Ang Mo Kio Family Service Centres	
• The Ang Mo Kio Family Service Centres (Cheng San) - Enhanced STEP-UP (Service A and B)	11,363
The Ramakrishna Mission	
• WINGS Counselling Centre - Enhanced STEP-UP (Service A)	11,100
The Salvation Army	
• Kids In Play	93,093
The Singapore Association for the Deaf	
• SAdDeaf Community Integration Support for the Hearing Impaired - Itinerant Support Service (formerly known as SAdDeaf Community Integration Support for the Hearing Impaired)	207,312
• Singapore School for the Deaf	130,772
Thye Hua Kwan Moral Charities Limited	
• THK EIPIC Centre @ Ang Mo Kio ⁷	76,377
• THK EIPIC Centre @ Choa Chu Kang ⁷	1,107,862
• THK EIPIC Centre @ Tampines ⁷	138,415
• THK EIPIC Centre @ Woodlands ⁷	847,341
TOUCH Community Services Limited	
• TOUCH Community Services Limited - Enhanced STEP-UP (Service A and B)	22,200
Yong-en Care Centre	
• Yong-en Care Centre - Enhanced STEP-UP (Service A) ⁹	1,920
Young Men's Christian Association of Singapore	
• Young Men's Christian Association of Singapore - Enhanced STEP-UP (Service A and B)	13,088
Youth Guidance Outreach Services	
• Youth Guidance Outreach Services - Enhanced STEP-UP (Service A)	16,425
Subtotal (Nurturing Children and Youth to Succeed)	37,293,194
FY2012 Expected Annual Adjustment¹⁰	1,900,000
Fund Disbursement for Programmes	70,773,011
Project Expenditure¹¹	99,153
Total for Funded Programmes Including Project Expenditure	70,872,164

Notes

- 1 Programme was funded from September 2012.
- 2 Programme was funded on project basis.
- 3 Programme was funded from January 2013.
- 4 Programme receives full funding from MSF with effect from December 2012.
- 5 Programme was funded from February 2013.
- 6 Programme was funded from July 2012.
- 7 The higher funding amounts for EIPIC is due to provision for additional funding for children who require up to an additional year in EIPIC before admission into mainstream primary schools or waiting for admission into Special Schools.
- 8 Funding for programme has ceased from April 2013.
- 9 Funding for programme has ceased from January 2013.
- 10 This is a provision for adjustment to FY2012 funding of per cap programmes that have served higher than expected musters. The disbursements are expected after FY2012 audited accounts are submitted.
- 11 Project expenditure includes funding to build the capability of VWOs, professionalise the social service sector, raise public awareness of social services, provide for higher allocation to programmes after meeting certain standards and adjust for prior year.
- 12 All funding figures in this listing are rounded to the nearest dollar.

COMMITTEES AND LISTINGS

COMMITTEES

EXECUTIVE COMMITTEE

President

Mr Hsieh Fu Hua PBM
President (2012 – current)

Vice Presidents

Mr Phillip Tan Eng Seong JP, BBM(L), BBM, PBM
Vice President (2006 – current)
Honorary Treasurer (2002 – 2006)
Honorary Treasurer (1992 – 1998)

Mr Cyril Chua PBM

Vice President (2008 – current)

Honorary General Secretary

Mr Richard Sim Hwee Cher
Honorary General Secretary (2012 – current)
Honorary Treasurer (2008 – 2012)

Honorary Treasurer

Ms Frances Cheang JP, BBM, PBM
Honorary Treasurer (2012 – current)
Honorary General Secretary (2011 – 2012)
Vice President (2002 – 2004)
Honorary Treasurer (1998 – 2002)

Member (MSF representative)

Ms Ong Toon Hui PPA(P)

SERVICES COMMITTEE

Chairman

Mr Cyril Chua PBM

Member

Mr Hsieh Fu Hua PBM (till December 2012)

Service Advisors

Children Disability Services

Professor Ho Lai Yun JP, BBM, PBM, PBS
Mrs Sandra Berrick

Adult Disability Services

Mr Chew Kwee San
Mr Lee Kim Siang BBM(L), BBM, PBM

Children, Youth & Family Services

Mr Alex Lee JP
Dr Ang Seng Bin

Eldercare Services

Mr Charles Tan
Mr David Alexander Ong JP, PBM
Dr Mary Ann Tsao BBM, PBM

Members

Ms Ang Bee Lian PPA(P)
Dr Jason Cheah

Representatives

Mrs Boon-Ngee Sebastian
Tote Board

Mrs Choo Swee Gek (from January 2013)

Mdm Ong Kwee Lan (till December 2012)
MOE

Ms Denise Low P. Kepujian
MSF

Mr Hwang Peng Yuan BBM, PPA(P), PBM
(from March 2013)

Mr Tan Puay Kern PPA(P) (from March 2013)
Community Chest

Mr Yip Hon Weng
MOH

Secretary

Ms Tina Hung

COMMUNITY CHEST COMMITTEE

Chairman

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

Vice Chairmen

Mr Edmund N S Tie BBM, PBM
Mr Eric Ang PBM
Mr Hwang Peng Yuan BBM, PPA(P), PBM

Honorary General Secretary

Mr Richard Sim Hwee Cher

Honorary Treasurer

Ms Frances Cheang JP, BBM, PBM

Members

Ms Bernadette Sim (till February 2013)
Ms Charlene Chang (till October 2012)
Mr Chew Kwee San (from September 2012)
Ms Denise Low P. Kepujian (from January 2013)
Mr Freddy Soon PPA(P), BBM
Mr Goh Liang Kwang PPA(P)(L)
COL Gan Siow Huang (from January 2013)
Mr Ho Sing
Mr Patrick Garcia Fiat
COL Lew Chuen Hong (till November 2012)
Mr Liak Teng Lit
Mr Lim Jit Chek PPA(P)
Mr Lim Tien Hock PPA(G)
Mr Ong Kim Seng BBM (till December 2012)
Mr Phillip Tan Eng Seong JP, BBM(L), BBM, PBM
Mr Peter Wee PPA(G)(T), PBS(T)
Mr Tan Puay Kern PPA(P)
Ms Toh Su Fen PPA(P) (from February 2013)

AUDIT COMMITTEE

Chairman

Ms Yeo Lian Sim PPA(E)

Members

Mr Chew Kwee San
Ms Ooi Chee Kar
Mr Robert Chew
Mr Sallim Abdul Kadir JP, PBM

RESOURCE PROVISIONS COMMITTEE

Chairman

Mr Girija Pande

Vice Chairman

Mr Richard Sim Hwee Cher

Members

Mr Alex Lee JP
Mr Eugene Seah

INVESTMENT SUBCOMMITTEE

Chairman

Mr Phillip Tan Eng Seong JP, BBM(L), BBM, PBM
(till March 2013)
Ms Chan Chia Lin (from April 2013)

Members

Ms Chan Chia Lin (from August 2012 till March 2013)
Mr Danny Koh
Ms Frances Cheang JP, BBM, PBM
Mr Richard Sim Hwee Cher (till July 2012)
Mr Ronald Seah
Mr Tow Heng Tan

SSTI MANAGEMENT COMMITTEE

Chairman

Professor Tsui Kai Chong

Members

Ms Chan Chia Lin
Ms Frances Cheang JP, BBM, PBM
Ms Ong Toon Hui PPA(P)

SSTI ADVISORY COMMITTEE

Chairman

Professor Tsui Kai Chong

Members

Dr Ang Seng Bin
Ms Denise Low P. Kepujian
Ms Frances Cheang JP, BBM, PBM
Ms Gog Soon Joo
Professor Ho Lai Yun JP, BBM, PBM, PBS
Dr Kua Ee Heok
Dr Mary Ann Tsao BBM, PBM

SHARE COMMITTEE**Co-Chairmen**

Mr Eric Ang PBM
Mr Liak Teng Lit

Members

Mr Amos Tan
Mr Wong Ann Chai PPA(P)
Ms Bernadette Sim (till February 2013)
Ms Charlene Chang (till October 2012)
Mr Declan MacFadden
Ms Denise Low P. Kepujian (from January 2013)
Professor Narayan Pant
Mr Patrick Garcia Fiat
Ms Low Peck Kem
Ms Cho Pei Lin
Mr Peter Koh
Mr Renny Yeo PBM
Mr Tan Puay Kern PPA(P)

COMMUNITY CHEST AWARDS COMMITTEE**Chairman**

Mr Eric Low Siak Meng BBM(L)

Members

Ms Frances Cheang JP, BBM, PBM
Mr Galen Tan
COL Lew Chuen Hong
Mr Lim Jit Chek PPA(P)
Mr Lim Tien Hock PPA(G)
Mr Mark Syn
AC Ng Guat Ting
Mr Tan Puay Kern PPA(P)

CHRISTMAS ON A GREAT STREET 2012 LIGHT-UP CEREMONY ORGANISING COMMITTEE**Chairman**

Mr Hwang Peng Yuan BBM, PPA(P), PBM

Members

Ms Charlene Chang
Mr Freddy Soon PPA(P), BBM
Mr Patrick Garcia Fiat
Mr Peter Wee PPA(G)(T), PBS(T)
Mr Tan Puay Kern PPA(P)

CHRISTMAS CHARITREES @ MARINA BAY 2012 ORGANISING COMMITTEE**Chairman**

Mr Tan Puay Kern PPA(P)

Members

Mr Lim Jit Chek PPA(P)
Mr Lim Tien Hock PPA(G)
Mr Peter Koh

COMCHEST HEARTSTRINGS WALK 2012 ORGANISING COMMITTEE**Chairman**

Mr George Tanasijevich

Members

Mr Hwang Peng Yuan BBM, PPA(P), PBM
Mr Tan Puay Kern PPA(P)
Mr Lim Tien Hock PPA(G)
Mr Lim Jit Chek PPA(P)
Mr Goh Liang Kwang PPA(P)(L)
COL Lew Chuen Hong
Mr Chester Chua
Ms Lisa Williamson

WORLD GOURMET SUMMIT 2012 CHARITY DINNER ORGANISING COMMITTEE**Chairman**

Dr Henry Tay

Members

Ms Jennie Chua JP, BBM, PPA(P), PBM
Mr Eric Ang PBM

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Dr Yap Mui Teng

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Ms Doris Lee (from 1 November 2012)

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Mr Christopher Chiam

Mrs Fatimah Eunus

Ms Josephine Chu

Mr Kay Teck Hui

NCSS NETWORKS

Disability Network

EIPIC Network

Human Resource Network

Integrated Eldercare Network

Children, Youth & Family Services Network

Local Service Planning Network

Mental Health Network

(In collaboration with Agency for Integrated Care, Health Promotion Board and Institute of Mental Health)

Psychologists' Network

Research Network

Senior Activity Centre Network

Sheltered Home Network

Social Workers' Network

LISTINGS

FULL MEMBERS

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

- Riding for The Disabled Association of Singapore
RiverLife Community Services Limited
Rochore Kongsi for the Aged
RSVP Singapore The Organisation of Senior Volunteers
SAGE Counselling Centre
Salem Welfare Services Ltd
Salvation Army, The
Samaritans of Singapore
Sanctuary House Ltd.
SASCO Senior Citizens' Home
SATA CommHealth
Sathya Sai Social Service (Singapore)
Sembawang Family Service Centre
Sembawang Tamils' Association
Serangoon Moral Family Service Centre
Shan You Counselling Centre
Sian Chay Medical Institution
Singapore After-Care Association
Singapore Anglican Community Services
Singapore Anti-Narcotics Association
Singapore Association for Mental Health, The
Singapore Association for the Deaf, The
Singapore Association for the Study of Obesity
Singapore Association of Social Workers
Singapore Association of the Visually Handicapped
Singapore Buddhist Free Clinic
Singapore Buddhist Lodge Welfare Foundation
Singapore Buddhist Welfare Services
Singapore Cancer Society
Singapore Children's Society
Singapore Christian Home For The Aged
Singapore Chung Hwa Medical Institution
Singapore Corporation of Rehabilitative Enterprises (SCORE)
Singapore Council of Women's Organisations
Singapore Heart Foundation
Singapore Indian Development Association (SINDA)
Singapore Leprosy Relief Association
Singapore Life Saving Society, The
Singapore National Stroke Association
Singapore Planned Parenthood Association, The
Singapore Red Cross Society
Singapore Tenkasi Muslim Welfare Society, The (Singapore Tenkasi Muslim Nalanapivirithi Sangam, The)
Singapore Thong Chai Medical Institution
Society for The Aged Sick
Society for the Physically Disabled, The
Society for the Promotion of Attention Deficit Hyperactivity Disorder Research and Knowledge
Society for WINGS
Society of Sheng Hong Welfare Services
Society of St. Vincent De Paul (National Council of Singapore)
Special Needs Trust Company Limited
Sree Narayana Mission (Singapore)
Sri Krishna Mandir Welfare Society
St Andrew's Cathedral Home for the Aged
St Andrew's Mission Hospital
St Gabriel's Foundation
St Luke's ElderCare Ltd
St Luke's Hospital
St. Hilda's Community Services Centre
St. John's Home for Elderly Persons
Student Advisory Centre Limited
Students Care Service
SUN-DAC
Sunlove Abode for Intellectually-Infirmed Ltd
Sunshine Welfare Action Mission (SWAMI)
Tai Pei Old People's Home
Tai Pei Social Service (TPSS)
- Taman Bacaan Pemuda Pemudi Melayu Singapura (Singapore Malay Youth Library Association)
Teen Challenge (Singapore)
Tent, The
The Hiding Place (Christian Home Mission) Ltd
The National Kidney Foundation
The Singapore Cheshire Home
Thong Kheng Welfare Services Society
Thye Hua Kwan Moral Charities Limited
TOUCH Community Services Limited
TOUCH Family Services Ltd
TOUCH Youth Limited
TP Healthcare Ltd
TRANS Family Services
Transient Workers Count Too (TWC2)
Tsao Foundation
Tung Ling Community Services
Turning Point, The
Very Special Arts Singapore Ltd
Viriya Community Services
Wan Min Community Services
WE CARE Community Services Limited
Whispering Hearts Family Service Centre
Wicare Support Group
Willing Hearts
Woodlands Social Centre
Xin Yuan Community Care
Yayasan Mendaki
Yong-en Care Centre
Young Men's Christian Association of Singapore
Young Women's Christian Association of Singapore
Youth Guidance Outreach Services
Zion Home for the Aged
- ASSOCIATE MEMBERS**
Action Group for Mental Illness
Aidha Ltd
American Women's Association of Singapore
Apex Club of Bukit Timah, The
Apex Club of Radin Mas
Apex Club of Singapore (City), The
Association For Early Childhood Educators (Singapore)
Association for Psychiatric Rehabilitation (Singapore)
Australian & New Zealand Association (Singapore)
BinjaiTree
Blossom World Society
Blue Cross Charitable Institution
Buddhist Cultural Centre
Buddhist Union, The
Centre for Non-Profit Leadership
Centre of Activity and Recreation for the Elders (CARE)
Chen Su Lan Trust
Cheshire Homes Far Eastern Regional Council, The
Children's Charities Association of Singapore, The
City College Holdings Ltd
Compassion Fund Ltd
Council for Third Age
Credit Counselling Singapore Society
Disabled People's Association
Federation of Youth Clubs, Singapore
Food from the Heart
Friends of the Disabled Society
Gerontological Society
Girl Guides Singapore
Girls' Brigade, Singapore, The
Guide Dogs Association of the Blind Ltd
Habitat For Humanity Singapore Ltd
Haemophilia Society of Singapore
Healthy Aging Association (Singapore)
- I Love Children
Inner Wheel Club of Singapore
Inner Wheel Club of Singapore East
Inner Wheel Club of Singapore West
International Y's Men's Club of Singapore (Alpha Chapter), The
Joyful Charity
Junior Chamber of Singapore
Kamala Club, Singapore, The
Leap Foundation Ltd
Lee Foundation
Lembaga Biasiswa Kenangan Maulud (Prophet Muhammad's Birthday Memorial Scholarship Fund Board)
Lioness Club of Singapore, The
Lions Club of Singapore (East)
Lions Club of Singapore (North)
Lions Club of Singapore (Phoenix)
Lions Club of Singapore (Raffles City)
Lions Club of Singapore (Tanah Merah)
Lions Club of Singapore Oriental
Lions Club of Singapore Sentosa
Lions Club of Singapore, Jurong
Lions Club of Singapore, Serangoon Gardens
Lions Club of Singapore, Tanglin
Lions Community Service Foundation (Singapore)
MLK (Mainly I Love Kids) Fund
Muscular Dystrophy Association (Singapore)
Nanyang Technological University Welfare Services Club
National Arthritis Foundation
National Association of Apex Clubs of Singapore
National Safety Council of Singapore, The
National University of Singapore Students' Union
National Volunteer and Philanthropy Centre
Netherlands Charity Association, The
OnePeople.sg
Parkinson's Disease Society (Singapore)
Rotary Club of Singapore
Shared Services for Charities Limited
Sikh Sewaks Singapore
Sikh Welfare Council
Silver Ribbon (Singapore)
Singapore American Community Action Council, The
Singapore Association for Counselling
Singapore Association of Occupational Therapists
Singapore Association of the Institute of Chartered Secretaries and Administrators, The
Singapore Branch of the Mission to Seafarers, The
Singapore Buddhist Federation, The
Singapore Committee of the World Organisation for Early Childhood Education (OMEP), The
Singapore Dental Health Foundation
Singapore Disability Sports Council
Singapore Gujarati Society
Singapore Hospice Council
Singapore Indian Education Trust
Singapore International Chamber of Commerce
Singapore International Foundation
Singapore Kadayanallur Muslim League, The
Singapore Nurses Association
Singapore Physiotherapy Association
Singapore Psychological Society, The
Singapore Scout Association, The
Singapore Tao Yuan also named The World Red Swastika Society (Singapore Administration Centre)
Singapore Women's Association (Persatuan Wanita Singapura)
Social Innovation Park Limited
Society Against Family Violence
Society for Contenance (Singapore)
Society for the Prevention of Cruelty to Animals, Singapore
Soroptimist International of Singapore

Special Olympics, Singapore
 Speech-Language and Hearing Association (Singapore)
 Student Volunteer Corps (Singapore) (SVC)
 The Community Foundation of Singapore
 The Law Society of Singapore Pro Bono, Learning and Support Services
 The Straits Times School Pocket Money Fund
 The Wan Boo Sow Charity Fund Limited
 Thong Chai Institute of Medical Research
 Trybe Limited
 United Indian Muslim Association
 United World College of South East Asia
 Viva Foundation for Children with Cancer
 Zonta Club of Singapore

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\$10,000 & Above

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 Abbott Manufacturing Singapore Pte Ltd
 Advanced Material Engineering Pte. Ltd.
 AETOS Security Management Pte. Ltd.
 Agency For Integrated Care Pte Ltd
 Agri-Food and Veterinary Authority of Singapore
 Alexandra Health
 Amtek Precision Technology Pte. Ltd.
 Attorney-General's Chambers
 Avago Technologies International Sales Pte Ltd
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 Borneo Motors (Singapore) Pte Ltd
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 Central Provident Fund Board
 Certis CISCO Security Pte. Ltd.
 Changi Airport Group (Singapore) Pte. Ltd.
 Changi General Hospital Pte Ltd
 City Developments Limited
 Civil Aviation Authority of Singapore
 Coilcraft Industries Singapore Pte Ltd / Coilcraft Singapore Pte Ltd
 DBS Bank Ltd
 DBS Vickers Securities (Singapore) Pte Ltd
 Defence Science and Technology Agency
 Delphi Automotive Systems Singapore Pte Ltd
 DFS Venture Singapore (Pte) Limited
 DSO National Laboratories
 E M Services Private Limited
 Energy Market Authority
 ExxonMobil Asia Pacific Pte. Ltd.
 Globalfoundries Singapore Pte. Ltd.
 Grand Hyatt Singapore
 Health Promotion Board
 Health Sciences Authority
 Housing & Development Board
 IBM Singapore Pte Ltd
 Igxist Pte Ltd
 Immigration & Checkpoints Authority
 Inland Revenue Authority of Singapore
 Institute of Mental Health
 Institute of Technical Education
 JTC Corporation
 Jurong Health Services Pte Ltd
 Jurong International Holdings Pte Ltd
 Keppel FELLS Limited
 Keppel Shipyard Limited
 Keppel Singmarine Pte Ltd
 KK Women's and Children's Hospital Pte. Ltd.
 Land Transport Authority
 Langdon & Seah Singapore (Pte) Ltd
 Lubrizol Southeast Asia (Pte.) Ltd
 Maritime and Port Authority of Singapore
 MediaCorp Pte. Ltd.
 Micron Semiconductor Asia Pte Ltd
 Ministry of Communications and Information
 Ministry of Defence
 Ministry of Education
 Ministry of Finance
 Ministry of Foreign Affairs
 Ministry of Health
 Ministry of Home Affairs
 Ministry of Law
 Ministry of Manpower
 Ministry of National Development
 Ministry of Social and Family Development
 Ministry of Trade and Industry
 Monetary Authority of Singapore
 Nanyang Polytechnic
 Nanyang Technological University
 National Council of Social Service
 National Environment Agency
 National Heart Centre of Singapore Pte Ltd
 National Library Board
 National Parks Board
 National University Hospital (S) Pte Ltd
 National University of Singapore
 NCS Pte. Ltd.
 Ngee Ann Polytechnic
 Nippon Paint (Singapore) Company Private Limited
 NTUC Fairprice Co-operative Ltd
 NTUC Income Insurance Co-operative Limited
 Oversea-Chinese Banking Corporation Limited
 Panasonic Asia Pacific Pte. Ltd.
 Panasonic Factory Solutions Asia Pacific
 Panasonic Industrial Devices Semiconductor Asia
 Parliament of Singapore
 People's Association
 Petrochemical Corporation of Singapore (Private) Limited
 PSA Corporation Limited
 PSA Marine (Pte) Ltd
 PUB, The National Water Agency
 Public Service Division
 Raffles Hotel (1886) Ltd.
 Republic Polytechnic
 Roche Singapore Pte Ltd
 Royal Plaza on Scotts
 RSM Chio Lim LLP
 SATS Ltd
 SBS Transit Ltd
 Seagate Singapore International Headquarters Pte Ltd
 Seagate Technology International
 Sembawang Shipyard Pte Ltd
 SIA Engineering Company Limited
 Siltronic Samsung Wafer Pte Ltd
 Sime Darby Group
 Singapore Airlines Limited
 Singapore Armed Forces
 Singapore Civil Defence Force
 Singapore Customs
 Singapore Food Industries Pte. Ltd.
 Singapore General Hospital Pte Ltd
 Singapore Land Authority
 Singapore Police Force
 Singapore Polytechnic
 Singapore Pools (Private) Limited
 Singapore Post Limited
 Singapore Power Ltd

Singapore Press Holdings Limited
 Singapore Prison Service
 Singapore Sports Council
 Singapore Technologies Aerospace Ltd
 Singapore Technologies Electronics Limited
 Singapore Technologies Engineering Ltd
 Singapore Technologies Kinetics Ltd
 Singapore Technologies Marine Ltd
 Singapore Telecommunications Limited
 Singapore Test Services Private Limited
 Singapore Turf Club
 Singapore Workforce Development Agency
 SMOE Pte Ltd
 SMRT Automotive Services Pte. Ltd.
 SMRT Buses Ltd
 SMRT Corporation Ltd
 SMRT Trains Ltd
 Sony Electronics (Singapore) Pte. Ltd./SETS
 Sony Electronics Asia Pacific Pte. Ltd.
 ST Aerospace Engineering Pte Ltd
 ST Aerospace Engines Pte Ltd
 ST Aerospace Services Co Pte Ltd
 ST Aerospace Supplies Pte Ltd
 ST Aerospace Systems Pte Ltd
 ST Electronics (e-Services) Pte Ltd
 ST Electronics (Info-Comm Systems) Pte Ltd
 ST Electronics (Info-Software Systems) Pte Ltd
 ST Electronics (Satcom & Sensor Systems) Pte Ltd
 ST Electronics (Training & Simulation Systems) Pte Ltd
 ST Logistics Pte Ltd
 Standard Chartered Bank
 Stone Forest Accountserve Pte Ltd
 Subordinate Courts
 Surbana International Consultants Pte. Ltd.
 Surbana Site Supervisors Pte. Ltd.
 Symrise Asia Pacific Pte. Ltd.
 Tan Tock Seng Hospital Pte Ltd
 Temasek International Pte Ltd
 Temasek Polytechnic
 The Bank of Tokyo-Mitsubishi UFJ Ltd. Singapore Branch
 The Hour Glass Limited
 The Polyolefin Company (Singapore) Pte. Ltd.
 TP Vision Singapore Pte Ltd
 United Overseas Bank Limited
 UOB Kay Hian Private Limited
 Urban Redevelopment Authority
 Windsor Airmotive Asia Pte Ltd

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Kwan Im Thong Hood Cho Temple
 NTUC Fairprice Foundation Ltd
 Singapore Telecommunications Limited
 Tote Board and Singapore Pools (Private) Limited

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Estate of the Late Leong Kwong Meng
 Evangel Family Church Ltd
 Hitachi Group of Companies
 Keppel Care Foundation
 LoveSingapore Network of Churches
 Marina Bay Sands Pte. Ltd.
 Resorts World at Sentosa Pte. Ltd.
 Singapore Airlines Limited
 Singapore Press Holdings Limited and Singapore Press Holdings Foundation Limited
 StarHub Ltd
 Yip Choo Kin
 (In memory of the Late Mr Ling Hok Kee (Ming Guang))

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Keppel Offshore & Marine Ltd
Lee Foundation
Petrochemical Corporation of Singapore (Private) Limited
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Standard Chartered Bank
Xilinx Asia Pacific Pte. Ltd.

\$30,000 - \$49,999

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Tee Up Dormitory Pte. Ltd.

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Bayshore Green Pte Ltd
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Boh Chek Kwong
Cathay Organisation Holdings Ltd
Certis CISCO Security Pte Ltd
Chang Meng Kiat
Choo Chiau Beng
Dato Yap Kim San
DBS Bank Ltd
Ding Kit Yeng Elisa
Gan Siew Hua
Genesis Retail Pte Ltd
Gerard R Sunderaj
Hwa Chong Institution
JTC Corporation
Kao Shin Ping
Keppel Land International Limited
Kim Leng Tee Investments Pte Ltd
Koh Boon Chin
Lam Yew Chong
Lim Peng Chiok
Maha Bodhi School
Maritime and Port Authority of Singapore
Mee Toh School
Messe Düsseldorf Asia Pte Ltd
Michael Koh Ann Kheng
Micron Semiconductor Asia Pte. Ltd.
Mitsubishi Electric Asia Pte Ltd
Nanyang Primary School
Neo Cheng Hong
Ng Kin Swee
Oan Chim Seng
Phyllis Poh Beng Min
Pokka Sales & Marketing Pte Ltd
Raffles Girls' Primary School
Real Estate Developers' Association of Singapore
Rosyth School
Rudi's Fine Food Pte Ltd
RusSing Holdings
Santha Rajendra
Seah Buck Tiang
Sincere Medical Specialist Center For Women (S) Pte Ltd
Singapore Chinese Girls' Primary School
Stephen Chew Ban Eng
Straits Construction Singapore Pte Ltd
Tan Chee Wee
Tan Hiap Tia Bruce
Tanah Merah Country Club

Tecsia Lubricants Pte Ltd
The Estate of Cheng Mon Yun
Tian Kong Buddhist Temple
Toa Payoh Seu Teck Sean Tong
Wong Yew Choy
Yeo Yit Boon
Yin Fook Cheong
Zenaco CO2 (S) Pte. Ltd.

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Singapore Telecommunications Limited
United Overseas Bank Limited

\$100,000 - \$499,999

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Civil Aviation Authority of Singapore
Fu Lu Shou Si Mian Fo Pte. Ltd.
Land Transport Authority
Longines (The Swatch Group S.E.A. (S) Pte Ltd)
National University of Singapore
Pernod Ricard Singapore Pte Ltd
Peter Knipp Holdings Pte Ltd
POSB
Sentosa Development Corporation
Singapore Airlines Limited
Singapore Armed Forces
SMRT Corporation Ltd
Sphere Exhibits Pte Ltd
StarHub Ltd
The Great Eastern Life Assurance Company Limited
The Hongkong and Shanghai Banking Corporation Limited
The Japanese Association, Singapore

\$50,000 - \$99,999

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Emirates
Housing & Development Board
MediaCorp Pte Ltd
Project Happy Feet Ltd

\$30,000 - \$49,999

Limelite Productions Pte. Ltd.

\$10,000 - \$29,999

Bengawan Solo Pte Ltd
Frasers Centrepoint Limited
NTUC Fairprice Co-operative Ltd
Royal Plaza on Scotts
Singapore Post Limited
Swissôtel The Stamford, Singapore
The Automobile Association of Singapore

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Al-Istiqamah Mosque
Asiawide Printing Holdings Pte Ltd
Bengawan Solo Pte Ltd
Best Denki (S) Pte Ltd
Burger King (Singapore) Pte Ltd
Changi Airport Group (Singapore) Pte. Ltd.
Changi General Hospital Pte Ltd
Diners World Travel Pte Ltd
Eng Soon Auto Pte Ltd
ERC Institute Pte Ltd
Fu Lu Shou Si Mian Fo Pte. Ltd.
Hillgrove Secondary School

Housing & Development Board
Inland Revenue Authority of Singapore
Jurong Health Services
KinKang International Pte Ltd
Learning Interactive Pte Ltd
LightHouse Bistro Pte Ltd
Modetti Office Services
National Heart Centre of Singapore Pte Ltd
National Skin Centre (Singapore) Pte Ltd
NTUC Fairprice Co-operative Ltd
Pertama Merchandising Pte Ltd (Harvey Norman)
POSB
Ren Ting Trading
SAFRA National Service Association
Sakae Sushi
SGS Testing & Control Services Singapore Pte Ltd
SIM University
Singapore General Hospital
Singapore Maritime Officers' Union
Singapore Post Limited
Singapore Science Centre
Suki Group of Restaurants Pte Ltd
(Yaki Sushi, Suki Sushi, Nihon Mura, Sakura)
Tan Tock Seng Hospital Pte Ltd
VICOM Inspection Centre Pte Ltd

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Atelier Pour Homme
ATMD Bird & Bird LLP
Avalon Worldwide
Celebrate Christmas in Singapore
Chung De
Cosmoprof
Fitness First Singapore Pte Ltd
Food Empire
Fu Lu Shou Si Mian Fo Pte. Ltd.
Gardenia Foods (S) Pte Ltd
Gloria Photo Studio
Hillary Francis
ION Orchard
Isis.Doc.Face.Body.Spa
Istana
Kenny Neo
Li An Foodstuff Pte Ltd
Mapletree Commercial Property Management Pte. Ltd.
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Mary Chia Holdings Limited
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McDonald's Restaurants Pte Ltd
National Environment Agency
NDP EXCO 2012
Next Capital
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NTUC Fairprice Foundation Ltd
ONI Global Pte Ltd
Orchard Road Business Association
OTO Bodycare Pte Ltd
Pines Food Services
Preservation of Monuments Board
Pu Ti Lian She
Scott Tan
Silvian Imberg
Singapore Police Force Band, Police Quintet
Singapore Pools (Private) Limited
Singapore Red Cross Society
Singapore Tourism Board

Skechers Singapore Pte Ltd
 Spectacle Hut Pte Ltd
 St Andrew's Cathedral Choir
 Staedtler (Singapore) Pte Ltd
 Tanjong Katong Secondary School
 The Boys' Brigade in Singapore
 Urban Redevelopment Authority
 Volunteer Special Constabulary (VSC)
 Wisma Atria Shopping Centre
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 Zenaco CO2 (S) Pte Ltd

DONATIONS-IN-KIND
 NTUC Club

NCSS DINNER & DANCE SPONSORS

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 Everbest Shoes & Handbags Pte Ltd
 Far East Organisation
 First Printers Pte Ltd
 Hsieh Fu Hua
 Galaxy Insurance Consultants Pte Ltd
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 Jurong Bird Park
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 Ong Toon Hui
 Vanguard Interiors Pte Ltd

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 Care Corner – Teck Ghee Youth Centre
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 Pernod Ricard Singapore
 Rohag Singapore Pte Ltd
 Sentosa Development Corporation
 Singapore Airlines Limited

Singapore Armed Forces
 Singapore Press Holdings Limited
 Singapore Telecommunications Limited
 Society for the Physically Disabled
 Urban Development Authority
 United Overseas Bank
 Youth Guidance Outreach Services



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