

**#inclusive**

NCSS ANNUAL REPORT 2015





Aaron Yap, 20, is a student artist with Pathlight School. He is part of the special education school's Artist Development Programme.

Art as a form of self-expression, is characterised in Aaron's art pieces by his whimsical and highly imaginative style. He portrays people as animals and various other characters because of the unique way that he perceives the world around him. As a person with autism, he has a different perspective and outlook on the world. When we open our minds to see beyond our own preconceived notions, we will learn to appreciate the perspectives and embrace the differences of persons with special needs.

The artwork on the cover of this Annual Report is Aaron's interpretation of the Inclusive Playground at Bishan-Ang Mo Kio Park.

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## Mission

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

## Vision

Compassionate Society.  
Impactful Sector.  
Dignified Lives.

## Core Values

### PASSION

Our passion is the fuel that drives us through challenges and difficulties. We care intensely about improving the lives of the persons we serve. We believe strongly in what we do and are united as one in our common cause.

### IMPACT

We seek to make the world a better place for our beneficiaries. We dream big, because even if we fall short, we will have made positive changes.

### COLLABORATION

We collaborate internally and externally because we achieve more together. We reach across boundaries to help each other progress.

### COURAGE

We are committed to listening and speaking up. We challenge the status quo to inspire breakthroughs. We do what is right, and not because it is popular or easy.





## President's Message



Former President S R Nathan (left), with Mr Hsieh Fu Hua and Mr Sim Gim Guan during a visit to Social Service Institute on 20 October 2015.

2015 was the year NCSS re-examined our perspective of the social service sector. As our society develops and evolves, our approach in serving the needs of our community has to keep pace with these changes. In this regard, we undertook a study, adopting the World Health Organisation framework to understand the quality of life of our clients.

The quality of life approach enables us to look at the whole person beyond his or her immediate vulnerabilities. This perspective takes into account psychological, physical, spiritual, social and environmental needs. With this holistic view, we address the total wellbeing of a person and not just his or her basic needs. For instance, an unemployed person with mental health issues in recovery needs not just a job but understanding from his colleagues and respect for his self-esteem.

This set of lens has given NCSS greater clarity as to what success means for the sector. We have hence revisited our initiatives with a vision emphasising on dignity and inclusion. To augment this, we need a stronger ecosystem where the government, VWOs, donors, professionals, volunteers, corporates and the wider community work together to bring about a collective impact on the social service sector, creating better lives for the clients. NCSS will play its part to promote such an ecosystem.

We have been very pleased with the collective impact achieved in the Care & Share movement for SG50 led by NCSS through Community Chest, which drew on the efforts of many parties. 241 member charities, including Community Chest, and the community involving 275,000 volunteers raised over \$800 million donations during the Movement. Government matched this with \$500 million, bringing the total contribution for the sector to \$1.3 billion.

Crucial to the sector are what former President S R Nathan called "souls" who directly serve the beneficiaries. In this regard, NCSS has placed significant emphasis on developing professional capabilities and leadership that are motivated with the passion to serve. We launched the National Social Work Competency Framework to empower social workers to chart their career and professional development. We also made good strides in the Sun Ray scheme, wherein 47 passionate, high quality candidates have since been recruited to be developed as future leaders for the sector.

I hope the unified spirit which we witnessed in the jubilee year continues to encourage increasing partnerships in our sector. We need an ecosystem of many active participants, especially passionate and capable professionals, to make a strong collective contribution. We will then be able to progress to a more inclusive society, serving the whole being of our beneficiaries.

<sup>1</sup> The National Social Work Competency Framework was jointly supported by Ministry of Social and Family Development (MSF), Ministry of Health (MOH) and NCSS.

## CEO's Message

The Care & Share Movement provided a rousing start to the Jubilee weekend through the Community Chest Heartstrings Walk 2015 - SG50 Community Heartbeats. This event rallied more than 10,000 beneficiaries, corporate and individual volunteers, and members of the public to celebrate SG50 together. Besides raising funds to meet the needs of the social service sector, the movement has also begun to nurture a community spirit amongst Singaporeans that will help shape an inclusive and caring society. Our thanks go out to the numerous corporate, government and sector partners for making this movement a tremendous success.

The Inclusive Playground at Bishan-Ang Mo Kio Park was a vision that was brought to life with help from various stakeholders. This project is one of our many sector-wide projects that aims to remove barriers and promote greater social interaction and integration of persons with disabilities into the community. Beyond building the hardware infrastructure that supports persons with disabilities, what is more critical is addressing the mindsets and providing services and programmes that engender social integration and inclusion in our daily lives.

Our collaborative efforts with our corporate and community partners also help to contribute towards a more effective social service ecosystem. The continued support from Tote Board through the Tote Board Social Service Fund will continue to help us fund and resource VWOs to benefit the community. SHARE as One programme is another avenue for collaboration with businesses and for the community to contribute to the sector. Working in partnership with the National Volunteer

and Philanthropy Centre (NVPC), we hope more businesses will broaden their corporate giving to support VWOs in a sustainable manner through their corporate social responsibility efforts.

To build capabilities in the social service sector, NCSS embarked on the Develop Board Members Initiative (DBVI), which aims to elevate the strengths and capabilities of Board members of non-profit organisations (NPOs). The full suite of programmes under DBVI, which includes networking opportunities, the sharing of best practices and a Non-Profit Directors Programme with the Singapore Institute of Directors (SID), will help develop effective Boards that will positively impact the NPOs they serve in. We are also working alongside partners like the Centre for Non-Profit Leadership, in collaboration with Tote Board, for the ACE Capstone Leadership Programme for Non-Profits. Another new development for SSI is bringing education innovation and leveraging on technology to invigorate the learning experience of social service professionals. This will be done through SMART classrooms, launched when SSI relocates to its Tiong Bahru premises in September.


Looking ahead, we need to constantly consider how we may achieve greater impact as we strive to meet evolving social service needs. While leveraging on partnerships, and building the capabilities and capacity of our VWOs are essential steps, our organisation needs to be prepared to meet future challenges. We will remember our call is to make a difference in the lives of those whom we serve. Our shared values of Passion, Impact, Collaboration and Courage will also anchor our efforts in our continued pursuit to bring about social change in our community.

## Our Appreciation

We would like to express our gratitude to our Ministry's Permanent Secretary Mr Chan Heng Kee, for his leadership and full support for NCSS throughout his tenure. His drive and passion for the sector has been inspiring. We warmly welcome Mr Chew Hock Yong, who will be leading the Ministry as Permanent Secretary.

We are very grateful to outgoing MSF representative on our Board, Deputy Secretary Ong Toon Hui. She helped greatly in fostering a closer relationship between MSF and NCSS and made thoughtful contributions in our Board deliberations. We are pleased to have Dr Lee Tung Jean joining us as the MSF representative on our Board.

We are most thankful to all our members, fellow professionals, donors, volunteers and the wider community for their contributions. Finally, we are grateful for the privilege for NCSS to play our part in serving our beneficiaries.

  
**HSIEH FU HUA**  
President

  
**SIM GIM GUAN**  
Chief Executive Officer



**On Photo**

Ms Roszana Chu and her daughter Hannah Teo at the **Inclusive Playground** in Bishan-Ang Mo Kio Park. Hannah, 9, attends Rainbow Centre Margaret Drive School. She enjoys outdoor play, and is on the slide equipped with rollers that stimulates the sense of touch and eases friction.



As a leader in the social service sector,  
we shape the social service landscape by

**identifying  
and meeting  
social needs**



Uniquely positioned in the social service sector, we are able to interface not just with government bodies and national agencies, but also with direct service providers and intermediaries to shape the social sector landscape.

With the aim of making a difference in the lives of those we serve, NCSS identifies areas of critical, emerging and underserved needs, pioneers responsive and innovative solutions and scales effective social service initiatives for vulnerable groups, including children, youth, families, seniors, persons with disabilities and persons with mental health issues.

### IMPROVING LIVES OF THOSE IN NEED



\$171.6m to support



8 befriending & mentoring programmes  
52 programmes for children with disability



5,291 clients served by the programmes met desired outcomes



Children and youth from disadvantaged backgrounds attain developmental outcomes comparable to their peers

\$5.5m to support

55 school based programmes  
6 children & youth programmes  
2 child protection specialist centres

4,030 clients served by the programmes met desired outcomes

Children and youth at risk remain in education or employment, to reduce antisocial behaviours and juvenile delinquency

\$51.1m to support

70 family support programmes  
14 employment support programmes  
14 residential programmes  
51 community-based disability/mental health programmes

25,956 clients served by the programmes met desired outcomes

Community integration of vulnerable individuals

\$7.8m to support

6 befriending & counselling programmes  
73 senior engagement programmes

8,315 clients served by the programmes met desired outcomes

Vulnerable and isolated seniors stay connected and able to age in place

\$1.1m to support

7 caregiver support programmes

4,758 clients served by the programmes met desired outcomes

Care options and support in place for caregivers of vulnerable individuals

For number of clients served and met desired outcomes, data was from Enhanced Programme Evaluation System, correct as of 20 May 2016.

## Addressing needs in the community

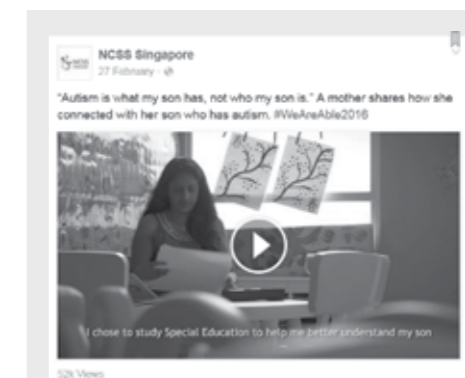


Paper planes soaring into the air at the We Are Able! Conference.

### Enabling persons with disabilities

On its own, paper is not able to fly, but with a few folds, it can be transformed into a plane. Similarly, with support, persons with disabilities can achieve greater heights.

The 2nd **We are Able!** event was held on 27 February 2016 with the aim of empowering persons with disabilities to be active agents of change in society. The event was graced by Minister Tan Chuan-Jin who lauded community efforts to create a more inclusive society. Three inspiring videos were shown during the event, and a panel dialogue was also held with persons with disabilities and caregivers to glean insights on how to include and empower others. We Are Able! was attended by close to 400 people comprising persons with disabilities, caregivers and sector partners.



#### SUPPORT FOR WE ARE ABLE! VIDEOS

The videos that were shown during the event were uploaded on Facebook. One of the videos profiling a caregiver Ms Selina Gomez and her journey with her son with autism had approximately 52,000 views as of end-March 2016. The Straits Times also conducted an interview with Mr Michael Yeong, a pastor with cerebral palsy who was featured in one of the videos.



## Helping persons with mental health issues to play a greater role

In 2015, NCSS embarked on a journey to create a tiered approach and progression pipeline towards recovery and client empowerment for persons with mental health issues, also known as persons in recovery. The aim is to create greater awareness about recovery possibilities and how persons in recovery can make valued contributions in society. Work has begun on an in-depth and customised training programme in partnership with the Institute of Mental Health and mental health VWOs so that more persons in recovery can achieve competencies and be employed as peer specialists to support the recovery and re-integration of other persons in recovery in the community.

More than 170 caregivers, volunteers, service providers and peer specialists turned up on World Mental Health Day to recognise the value and celebrate the contributions of caregivers and persons in recovery, at the **Caregivers Conference 2015**, which was jointly organised by NCSS and Caregivers Alliance Limited (CAL) from 9 to 10 October 2015.



(From left to right) Ms Tina Hung, Deputy CEO of NCSS; Dr Amy Khor, Guest-of-Honour; Ms Sally Thio, Executive Director of CAL; and Mr Keith Chua, Chairman of CAL at the Caregivers Conference 2015.

NCSS also partnered SPD to develop a strengths-based mental wellbeing training programme, I.M.Powered, to equip students with special needs attending mainstream schools with skills and knowledge to better manage life transitions. The training includes theory and practicum components where both students and parents participate in activities to tackle mental wellbeing issues together.

*Peer support services are provided by a group of people who have been specially trained to support others on a similar journey of recovery based on their own personal experience with mental illness. Not only will this be transformative and cathartic to those delivering such services, these services will also give confidence and support to those recovering.*

- Ms Anita Fam, Chairman of NCSS Services Committee, on peer support services in the mental health sector.



“

Peer support training was started in 2011 by Singapore Association for Mental Health, in partnership with other VWOs. To date, close to 70 have been trained, and five of these trainees have found work as peer specialists. They share their personal experiences with fellow persons in recovery, show them care and concern, counsel them and share coping strategies.

Madam Junainah, 63, is one of these peer specialists. Having been through the arduous process of recovery, Madam Junainah's experiences have prepared her to be effective in her role at Club HEAL. At the VWO, Madam Junainah cuts a motherly figure teaching persons in recovery vocational skills that she hopes will help them walk out of their situation with confidence, having been on the receiving end of such encouragement before.

*I was determined to conquer that dark period of my life when I realised that there were people who cared and wanted to help people like us. Today, I still remember how just one person made an impact on my recovery and my integration back into society. My counsellor was kind, patient and warm, and his willingness to reach out to me really made a difference. The time of darkness also taught me about myself, and helped me tap on my inner reservoir of resilience and strength.*

- Madam Junainah, on the process of her recovery



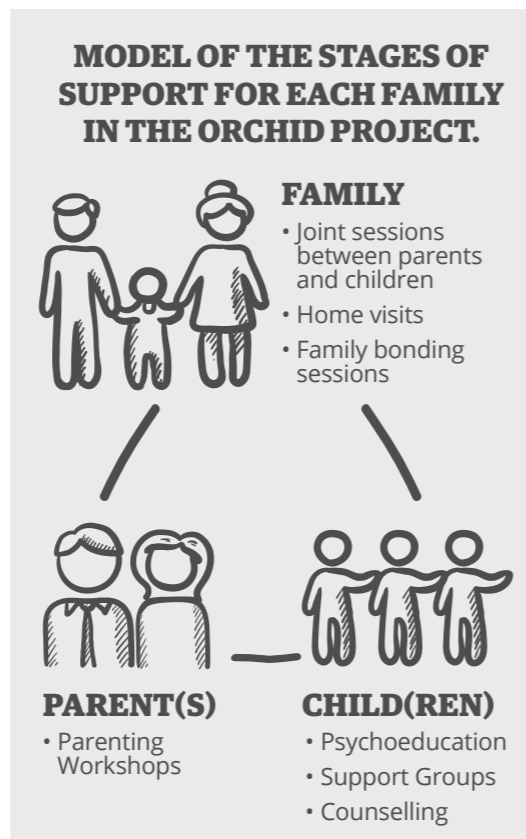
## Enhancing the wellbeing of children and youth

**N**CSS partnered Lutheran Community Care Services (LCCS) to develop and implement **The Builders' Project** in two primary schools. The project uses a whole-of-school approach based on the concept of Restorative Practice that moves away from focusing on individual behavioural problems and advocates relationship-building. This is achieved by fostering a caring and respectful school climate through building effective relationships between students, teachers and parents. More than 250 students and 30 teachers have attended workshops run by LCCS in 2015. This project was part of NCCS' efforts to move intervention for children and youth at-risk further upstream. A thorough evaluation study is being conducted to test the effectiveness of the project in hope that it will benefit more schools in the future.

*The Builders' Project has helped us as a school to examine and address students' needs more completely. Students who have been through different aspects of The Builders' Project are showing good signs of progress especially in terms of their character development. Our teachers too are learning new competencies as they work with the LCCS staff.*

*- Head of one of the schools participating in The Builders' Project.*

NCCS supported the developmental needs of children living with parents with mental health issues through **The Orchid Project**, which provided family-centric support in managing the effects of mental health issues. This programme was piloted in partnership with Ang Mo Kio Family Service Centre Community Services. It is projected that up to 50 families will be supported. The project was developed based on the Orchid Hypothesis, which suggests that given a favourable and positive environment, children born into the most challenging circumstances can still flourish and achieve their potential. By adopting a multi-layered approach, the child and his or her family will be strengthened as one unit. Together they can thus overcome the challenges of living with mental health issues and the child can achieve optimal developmental outcomes similar to their counterparts.



*The Scaffold Programme designed opportunities for parent-child bonding to strengthen family ties.*

**The Scaffold Programme** is a preventive intervention programme that has supported mid-risk lower secondary students in achieving better school focused outcomes. Using evidence-based intervention models, youth workers conducted groupwork sessions to engage the students on their personal goals, and adopted a strengths-based approach to impart skills for positive youth development. In Scaffold, the youth workers partnered closely with teachers and school counsellors to ensure continuity and follow-through in the support for the youth in school. They also designed creative parent-child bonding opportunities to build stronger relationships in the youth's family. The programme is in its third year of pilot with CARE Singapore, Students Care Service and eight secondary schools in 2016.

*My parents now trust me to be able to manage my own matters, and they know that I have good friends to hang out with after school*

*- Student participant in The Scaffold Programme, on how his parents' perception of him has changed.*

**OVER 2014 AND 2015, THE SCAFFOLD PROGRAMME REACHED OUT TO**



**579** Students in **8** Schools



## Empowering seniors to live dignified lives

**I**nternational Day of Older Persons was celebrated in Singapore for the second year on 3 October 2015. Leveraging on the celebration as a multi-stakeholder platform, NCSS gathered VWOs, community and corporate partners to join hands to foster stronger ties among seniors and their loved ones. Over 13,000 seniors expressed their gratitude to someone they would like to appreciate through the Thank You cards.

Mr Kang Siew Keng, 71, a senior with Peace-Connect Seniors Activity Centre, thanked a medical social worker who had gone out of her way to make arrangements for him when he had been diagnosed with a stroke. Immensely grateful, he said, "Today I have a chance to tell her the words 'Thank You'."

*Showing gratitude helps us to bond with one another. When we appreciate others, we are giving and encouraging them to give. Collectively, we become a community of carers where we support one another to lead fulfilling lives.*

*- Emeritus Senior Minister (ESM) Goh Chok Tong, guest-of-honour at the International Day of Older Persons event.*



ESM Goh Chok Tong, Ms Tina Hung (front row, right), Deputy CEO of NCSS, and guests displaying the International Day of Older Persons Thank You Cards.



Corporate volunteers were trained on how to interact with seniors, and facilitated the writing of the Thank You cards for seniors to express appreciation for their loved ones.

During the International Day of Older Persons, Madam Siti Binte Buang, 72, showed her appreciation for her friend, Madam Kalsom Bee Binte A. Hamid with a Thank You card.

The inaugural **Seniors Empowered!** seminar was held on 23 February 2016. It was attended by more than 260 policy makers, planners and practitioners from social and health sectors, as well as social enterprises. Volunteers and students were also present at the seminar. Participants learnt from regional speakers on best practices in leveraging on seniors' strengths, creating opportunities for them and empowering them. Collectively, these efforts aim to strengthen the belief and approach that seniors are assets, with much to contribute and the ability to take charge of their own well-being. The seminar was made possible by the generous donation from Dr Robert C. K. Loh, former President of NCSS, and his friends.



VWOs showcased some of their programmes to participants during the Seniors Empowered! seminar.



More than 260 participants attended the inaugural Seniors Empowered! seminar.




# Pioneering solutions

**E**nvisioning inclusive play for all children, NCSS partnered National Parks Board (NParks) in developing the **Inclusive Playground** at Bishan-Ang Mo Kio Park. This playground was made possible by the Care & Share Movement, with donations from Community Chest's corporate partners and government's matching grant.

Children with and without special needs had the rare opportunity to play together at the launch of the Inclusive Playground on 22 August 2015. For many children with special needs, it was their first time on the merry-go-round and swings, which were both wheelchair-accessible. The initiative has opened the way for 10 more inclusive playgrounds to be built island-wide by end-2017. These include two collaborations between NCSS and NParks at Pasir Ris Park and West Coast Park, and another two with town councils.

To complement this effort, the **Children In Action** programme was implemented to partner VWOs to encourage inclusive play between children at these playgrounds.



**5 OF THE 11**  
**INCLUSIVE**  
**PLAYGROUNDS**  
were made possible by the  
Care & Share Movement.



Tan Chuan-Jin added 3 new photos  
22 August 2015

**SUPER BIG THUMBS UP!**

2 years ago, Fazlin Abdullah saw two sisters playing at the playground. One has Multiple Sclerosis while the other, able bodied, was climbing. She looked down and saw her sister in the wheelchair, and climbed down. She told her sister, 'never mind, it's not fun anyway'. Faz is with NCSS Singapore. She felt that we should build a playground that is inclusive for all our children. There have also been some inputs from the community.

I was really happy this morning. How can you not be when you look at the beaming smiles and cheery faces when the kids swung up and down, swirled around, the sheer fun, thrill and joy of playing at the launch of the Bishan-Ang Mo Kio Inclusive Playground. I was impressed by the students from Pathlight who briefed me on the playground!

There is a wheelchair-accessible swing, a wheelchair-friendly merry-go-round, and many other special-needs-friendly features, such as a slide that provides additional tactile stimulations using rollers and flooring with stronger colour and contrast for children with low vision. This playground is made possible by Care & Share Movement with donations from Community Chest Singapore corporate partners and the government's matching grant, and with strong support from NParks - Let's Make Singapore Our Garden. Today's launch is a first small step for us in realising our vision of a more inclusive Singapore. We will be building 10 more inclusive playgrounds: 2 will be in HDB estates. Keep a lookout for them around your neighbourhood!

We will also be programming for kids from mainstream school to be there with the special needs children.

I would like to go beyond this if possible! Let's see how it goes!  
Great job to all who made this happen for all our kids!  
#NCSSSG #NCSSSingapore #InclusivePlayground #NparksBUZZ  
The Purple Parade #SGEnable SG Enable

Like Comment Share

Facebook post by Minister for Social and Family Development Tan Chuan-Jin on the launch of the Inclusive Playground at Bishan-Ang Mo Kio Park.



“

*Darwisy used to just watch his elder brother Danish playing at the playground, but with the Inclusive Playground, they can now play together. When I heard and saw him laughing during the launch of the inclusive playground, I was so happy for him. He couldn't stop telling his grandma and cousins how much fun he was having!*

- Madam Norashikin, Darwisy's mother, on his experience at the Inclusive Playground at Bishan-Ang Mo Kio Park

Play is important and beneficial to a child, regardless of his or her physical and mental abilities, as it allows the child to develop age-appropriate social, communication, motor and cognitive skills.

Darwisy Md Sauji, 7, has cerebral palsy. Due to his condition, he has never had an opportunity to play with his brother, Danish on the same playground. At the launch of the Inclusive Playground at Bishan-Ang Mo Kio Park, Darwisy had a fun-filled experience playing on the inclusive play equipment with his brother and other children.



NCSS and Temasek Cares successfully piloted an intervention and support programme for preschoolers diagnosed with autism and learning delays. The programme, **Temasek Cares - Integration Support for Preschoolers with Autism (TC-ISPPA)**, introduced improved transition support processes to support these children as they transit from their preschools into mainstream primary schools.

In influencing systems and policies to effect sustainable solutions for current, emerging and underserved needs, NCSS also led the co-creation of a pro-active initiative to strengthen

the support for retrenched persons and their families. The initiative **Strengthening support for retrenched persons and their families in an economic downturn** involved sharing with retrenched persons about the community resources that were relevant to their unique concerns and needs and the assessment of needs by social service professionals during retrenchment exercises. This was done in partnership with organisations in the 3P sectors, such as the National Trades Union Congress. This ongoing partnership will strengthen the person-centricity and timeliness of support for retrenched persons.

## PUBLIC EDUCATION

NCSS has been involved in public education efforts to build an inclusive society and to promote greater awareness and acceptance of individuals with different abilities.



### Be Socially Enabled Campaign

In the lead-up to the ASEAN Para Games (APG), NCSS ran a Be Socially Enabled Public Education Campaign. The campaign, featuring Singapore para athletes, aimed to raise public awareness on how to interact with persons with disabilities in a socially enabling way.



### Carpark Label Scheme Public Education Campaign

With the support of many government agencies and SG Enable, NCSS launched a public education initiative on accessible parking lots. The public education effort reminds drivers to be gracious by not parking in accessible parking lots, as they are for persons with disabilities who truly need them.



### Interacting with Seniors booklet from the Removing Barriers series

As part of the Removing Barriers series that started in 2014, NCSS produced another booklet to educate the public on interacting with seniors. The booklet seeks to debunk the myths of ageing and to provide readers with tips on how to interact with seniors.

# Re-thinking service planning for stronger social impact

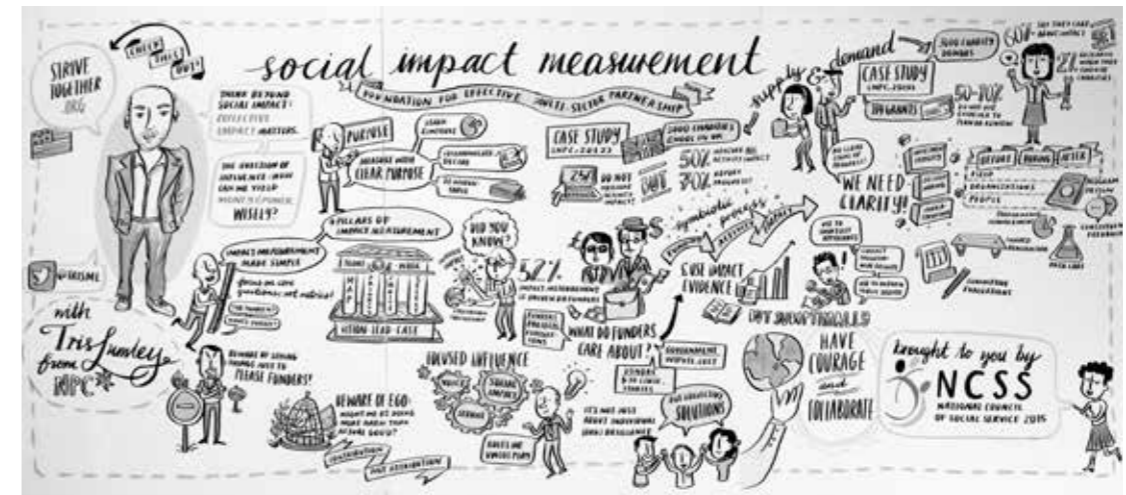


Illustration of breakout session by Director of Development at New Philanthropy Capital, Mr Tris Lumley at the NCSS Members Conference & Annual General Meeting 2015.

Beyond the current services that are provided, NCSS is aware that changing conditions on the ground often call for new ways of handling them. NCSS embarked on various research projects to understand the needs and gaps in the social sector. The data from these projects is then used to guide pioneering initiatives and to identify gaps and areas of improvement for current services.

Several new multi-year research projects were initiated in 2015. One of them was a three-year project to examine employment issues among young persons with mental health issues from a multi-stakeholder perspective. Two other three-year projects explore the financial well-being of vulnerable populations and the help-seeking behaviour of vulnerable families.

In addition, a nine-month project to study the challenges faced by caregivers with complex needs was launched in 2015. It is the first project by NCSS that has commissioned a design consultant to look into this area of need. The study will help NCSS design concepts and programmes to better serve caregivers who

face challenges as they care for their loved ones and family members. The project encourages partners, at the individual, organisational and community levels, to brainstorm and co-create solutions, based on the insights and observations drawn from the fieldwork.

Apart from partnering corporate organisations, NCSS also forged partnerships with agencies for service improvement.

To strengthen current services, NCSS partnered with CARF International, one of the largest global accreditation bodies for human and health services, on a pilot accreditation project with four VWOs that included on-site assistance and training.

NCSS also engaged New Philanthropy Capital (United Kingdom) and Centre for Social Impact (Australia) to facilitate learning initiatives among the public, private and people sectors in the field of social impact. In November 2015, Ms Tina Hung, Deputy CEO, presented the social sector's standards and impact journey at the 2nd MSF-CSC Conference - Effective Social Policy-making through Impact Measurement and Evaluation.





**On Photo**

Volunteers and youth at Care Corner - Teck Ghee Youth Centre enjoying a lighthearted moment before their monthly Youth Ranger mentoring session. In the back, from left: Yong Eng Hock, 16; Christopher Adrian Chia Hsien Loong, volunteer; Khng Hong Nian, 16; Jeffrey Kusumawan, 15; Mr Daniel Ong, Head, Youth Services & Corporate Partnership; and Aiden Mustafa Bin Hassan, volunteer. In front, from left: Wu Guo Qiang, 19; Wilson Lo Kir Fook, 17; and Joel Ng, 19.

We drive

**capability and  
capacity building  
for effective VWOs**

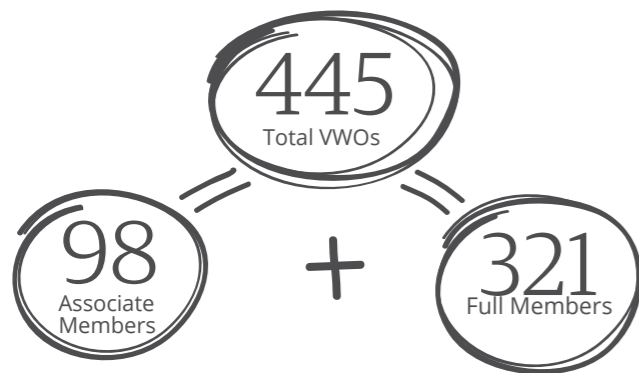
so that our beneficiaries can reach their full potential



As part of growing the sector's manpower and organisational capabilities, NCSS works closely with member VWOs, sector professionals and industry experts to widen talent pipelines and build a larger pool of committed and skilled individuals.

NCSS also seeks to help member VWOs identify challenges, explore best practices and optimise their processes so as to enhance efficiency in their overall operations.

### NCSS MEMBERSHIP



### THE VWOs-CHARITIES CAPABILITY FUND

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

\$12.2m	\$7.6m	\$1.9m
Built Professional Capabilities	Enhanced Organisational Excellence	Seeded Innovation & Powered Productivity

### CAREER CENTRE ACTIVITIES IN FY2015

2,145 potential job candidates reached through 7 local career fairs	3,515 career enquiries through walk-ins, calls and emails	Reached out to 3,595 students via career and scholarship talks	250 successful job placements in 77 Social Service Organisations
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### BUILDING A SKILLED SECTOR

137 Scholarships and awards



15,367 training places filled

714 training programmes delivered by the Social Service Institute in its second year as the appointed Continuing Education and Training centre for social services.

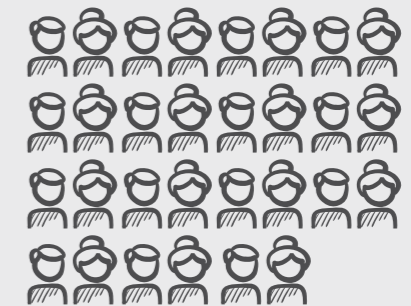
## Drawing out the best from people in the sector



Minister for Social and Family Development Tan Chuan-Jin interacting with social service professionals at the launch of the National Social Work Competency Framework on 20 November 2015.

Major initiatives launched in 2015 to develop and grow the people in the sector include the National Social Work Competency Framework, the SkillsFuture Study Awards and the Singapore Workforce Skills Qualifications (WSQ) namely, WSQ Advanced Certificate in Social Service and WSQ Diploma in Social Service.

The **National Social Work Competency Framework (NSWCF)**, which was launched in November 2015, details the career opportunities for social workers and the accompanying job roles, knowledge, skills and behavioural attributes necessary for their career progression. NSWCF empowers social workers to assess their competency level, identify developmental needs, and chart their own developmental plans, while organisations can also understand and adopt a competency-based approach to talent management.



### 30 COMMUNITY AND MEDICAL SOCIAL WORKERS

were inducted into 'The Starting Point: An On-boarding Programme for Social Workers', a 5-day programme designed based on the NSWCF. This programme aims to build a strong foundation and to guide the development of social workers across different settings.





Social Service Scholars with Minister Tan at Social Service Institute Graduation and Awards Ceremony 2015.

The social service sector is participating in the SkillsFuture national movement and hopes to leverage on the initiative for sector professionals to meet their training and development needs. One of the initiatives under SkillsFuture that NCSS is involved in is the **SkillsFuture Study Awards**, which aims to equip Singaporeans in their early and mid-careers to further develop skills to work in the sector.

Those interested in social work as a career also have the opportunity to pursue skills relevant to the social service sector. The development of the WSQ qualifications has given a boost to the sector. The two WSQ qualifications, the **Advanced Certificate in Social Service** and the **Diploma in Social Service**, were jointly developed by Ministry of Social and Family Development, Singapore Workforce Development Agency and Social Service Institute (SSI), in consultation with industry stakeholders. They were launched in October 2015 and 70 learners were accepted in the first intake in February 2016.

The WSQ programmes will gradually replace the SSI Diploma in Social Service (DSS) and Higher Diploma in Social Service (HDSS), which will see its existing batches of students graduate in 2017.

In September 2015, 84 graduates from SSI's DSS and HDSS celebrated the completion of their programmes.

Among the **30 HDSS GRADUATES** who graduated, 10 of them have enrolled into the UniSIM Bachelor of Social Work.



**34 SCHOLARS RECEIVED**  
The Social Service Scholarship, Singapore-Industry Scholarship and Prime Minister Social Service Awards



# Strengthening VWO leadership

As part of ensuring that the leadership of VWOs function and execute their roles well, NCSS has come up with multiple initiatives to strengthen the leadership capabilities of VWOs through developing their Boards.



(Top) Mr Fermin Diez, Deputy CEO, delivering an address at the start of the Board Members Network session. (Below) Participants of the Board Members Network session engaging actively in various discussions.

The **Develop Board Volunteers Initiative** aims to build well-functioning boards that produce stronger VWOs in the social service sector, where board members are committed to enhance the boards' performance with good board practices. It offers a structured learning system for the varied learning styles and all levels of experience of non-profit board members. SSI launched a series of programmes under this initiative, and they include Governance Month, the Board Members Network and the NonProfit Directors Programme.

More than 350 new board members participated in **Governance Month** which saw experts in board practices sharing the finer points of enhancing the effectiveness of board members in areas of Code of Governance. They also had opportunities to learn about roles and responsibilities of board members, and about issues like financial oversight, legal liabilities, conflict of interest and fraud management in NPOs.





A Memorandum of Understanding was signed on 10 July 2015 to mark the collaboration between SSI and the Singapore Institute of Directors (SID) to develop the NonProfit Directors Programme for the non-profit and social service sector.

The **Board Members Network** is a platform for board members to enhance their capabilities for the effective governance of their VWOs. It serves as a collaboration and engagement platform for board members with differing levels of expertise. More than 90 board members from over 50 VWOs shared key board management issues and lessons in their VWOs, learned best practices and created collective knowledge to deepen capabilities for future collaboration during sessions held in October 2015 and January 2016.

Together with the Singapore Institute of Directors (SID), SSI launched the **NonProfit Directors Programme** in October 2015 for experienced board members to learn how to strengthen the organisational effectiveness of their nonprofit organisations (NPOs). The Programme is designed around the learning needs of board members of NPOs. Its faculty comprises practitioners and leaders in the non-profit field who combine their insights and knowledge of the sector with case studies to showcase the real-life struggles of boards in their various leadership roles.

Each module was hosted at a different venue in collaboration with an NPO partner to provide participants with an in-depth understanding of ground realities relevant to the module and described in the case studies. 30 non-profit directors participated in the first intake of the programme.

### 20 SOCIAL SERVICE FELLOWS FOR FY 2015



The Social Service Fellowship was launched in FY2015 and it aims to recognise outstanding social service professionals who have made noteworthy contributions to the sector and to inspire younger professionals to pursue excellence in their careers.



“

Peng Hai Ying is part of Sun Ray, a scheme to groom social service leaders for the sector. The scheme has given Hai Ying the opportunity to undertake a leadership role at SUN-DAC. As the executive director, Hai Ying is currently spearheading a project that uses technology to help SUN-DAC clients more effectively. SUN-DAC is working with the Infocomm Development Authority of Singapore (IDA) to set up a virtual reality gaming system to help track the progress of individual clients, and enhance and improve their motor, cognitive and perceptual skills.

*SUN-DAC has benefitted tremendously from our participation in the Sun Ray scheme. Hai Ying, who was seconded to SUN-DAC under the scheme since July this year, has already made a huge, positive impact. Her leadership and her work ethic have transformed the staff morale at the centre. The board has seen a huge change in the speed at which things get done.*

– Mr Peter Low, Chairman of SUN-DAC



# Leveraging on best practices with VWOs

The avenues that NCCS has been exploring best practices with VWOs in 2015 include, among other initiatives, the Members Conference, Bite-size Projects and the Request for Innovations initiative.

On 6 August 2015, over 700 representatives from NCCS member VWOs and partners gathered at the Marina Bay Sands Expo and Convention Hall for the annual Members Conference and Annual General Meeting (AGM), NCCS' largest member engagement platform for the year.

Participants engaged in a day's line-up of programmes that explored ways to build stronger public, private and people partnerships for a vibrant social service sector. Minister Tan Chuan-jin was the guest-of-honour and Dr Noeleen Heyzer, social scientist and former United Nations Under-Secretary-General was the keynote speaker. There were also booths at the conference that gave participants the opportunity to understand more about services provided by organisations that specialise in helping VWOs build their capabilities.



Dr Noeleen Heyzer, social scientist and former United Nations Under-Secretary-General, shared insights from her vast experience working with stakeholders on an international level.

Ongoing initiatives that aim to improve the organisational and innovation capabilities of VWOs to achieve higher levels of productivity and innovation include the Bite-size Projects and Requests for Innovation.

**Bite-size Projects** are consultancy projects that aim to improve VWOs' organisational capabilities to achieve higher levels of productivity. Between January and June 2015, 11 pilot projects were completed with 11 VWOs and four consultancies in five categories, which are: client empowerment, community engagement, space utilisation, financial processes and service/process delivery. In October 2015, VWOs that were part of the Bite-size Projects shared their consultancy journeys with 53 other VWOs. The sharing session saw the VWOs sharing their experiences of the

6-month projects and the challenges that were encountered. With the experience and learning from the pilot phase, Bite-size Phase 2 was launched in March 2016 with more projects and also introduced a new category: devices or technology enabler. This category seeks to explore the suitability of enhancing productivity through a device or technology.

In **Requests for Innovation**, NCCS conducts active scanning of innovations, ideas or projects that are useful for VWOs and the social service sector, and matches the needs of VWOs with these external partners through the VWO Development team. By seeking collaborations with interested partners, these innovations are then able to see further use, meet social service needs, and improve productivity.





# Enabling better stewardship of volunteers

**V**olunteers are a precious resource in the social service sector. They augment manpower in the social service sector by fulfilling a complementary role alongside full-time staff and social service professionals. Effective engagement of skilled volunteers can enhance service delivery and offer long-term human capital solutions for VWOs.

In FY2015, NCSS developed and launched a **Volunteer Management Toolkit** with the National Volunteer & Philanthropy Centre (NVPC) to help VWOs put in place good volunteer management practices and identify ways of increasing partnership with volunteers. The Toolkit also highlights ways for VWOs to attract and manage regular volunteers, and for them to play a more active role in the VWOs.

NCSS also conducted five workshops to help equip close to 100 volunteer managers with a deeper understanding of the Toolkit.

To better engage VWOs and to encourage the sharing of corporate volunteering experience and best corporate social responsibility practices, NCSS partnered with NVPC to host the **Corporate Giving Practitioners' Network**. The network sessions were well-received, demonstrating that corporates have a strong desire to understand the needs of the social service sector and how they can best contribute through volunteerism or sustained giving.



## LOCAL COMMUNITY VOLUNTEERISM - REKINDLING THE KAMPUNG SPIRIT

At an SGfuture dialogue session, over 50 representatives in Kembangan Chai Chee discussed how community volunteerism in the neighbourhood can support disadvantaged groups for even better outcomes. The ideas and suggestions will seed a pilot model of community volunteerism that helps seniors, children, families and youth from disadvantaged backgrounds.



“

Care Corner - Teck Ghee Youth Centre, partnered with NCSS in a pilot study where certain jobs were redesigned to allow volunteers to take on more meaningful roles to augment existing manpower. This created capacity for staff to focus on core activities thus further benefiting their clients. Of the 15 programmes that the Centre runs, 12 programmes involve volunteers which total more than 500 today.

*The volunteer management framework developed by NCSS, has been helpful and a useful booster in helping non-profits such as Care Corner Singapore further develop its capacities and capabilities to grow volunteerism and encourage active citizenry to meet social needs.*

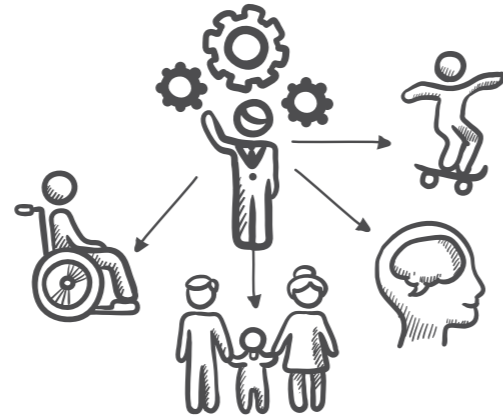
- Mr Yap Poh Kheng, CEO of Care Corner



# NCSS Member Benefits

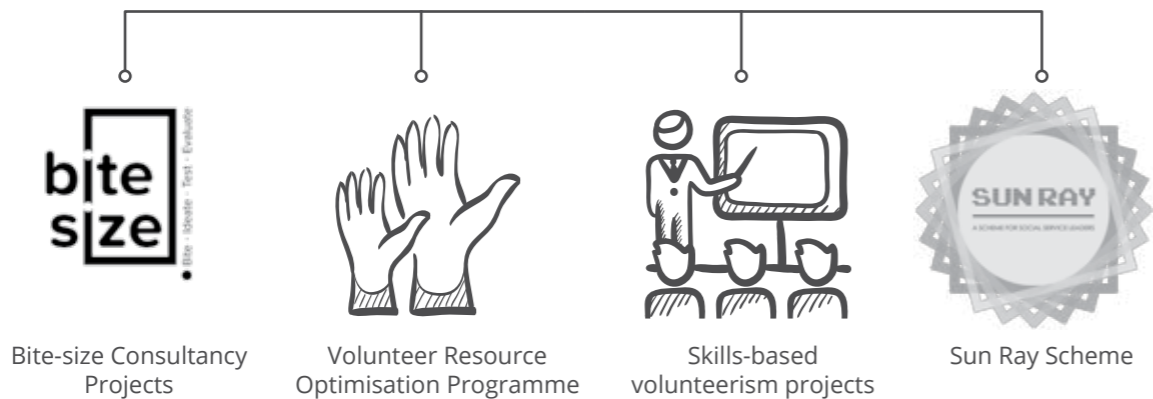
## VWO NETWORKS

As part of a 450-strong network of VWOs, an NCSS member will always be informed of the latest developments in the social service sector. Member VWOs can join networks in various sectors e.g. disability, mental health, etc. These networks bring VWOs serving similar segments of the population together to share best practices and identify potential partnerships.



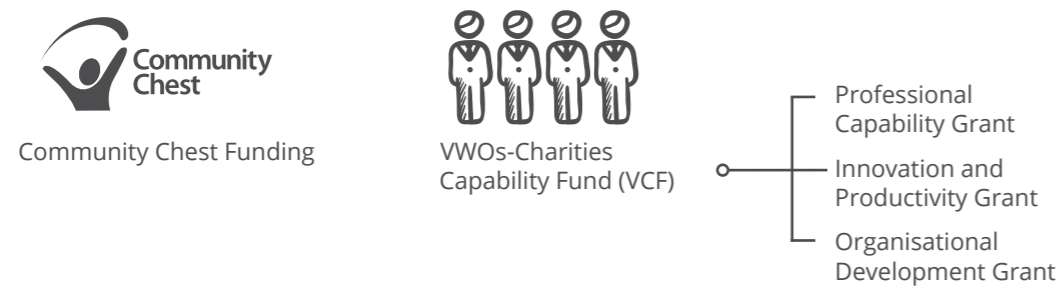
## CAPABILITY & CAPACITY BUILDING PROJECTS

NCSS members will have opportunities to be part of various capability and capacity building projects



## FUNDING SCHEMES

NCSS members can apply to various funding schemes to boost their organisational capabilities and capacity

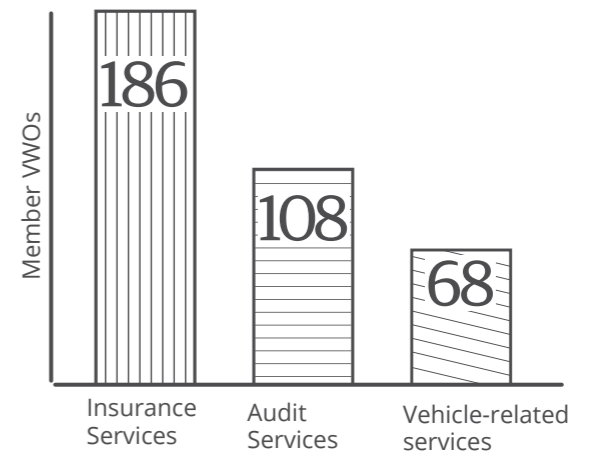


## COMMON SERVICES

NCSS members enjoy preferential rates for Common Services such as



Top 3 Common Services used by Member VWOs



Savings resulting from Common Services and Benefit Schemes

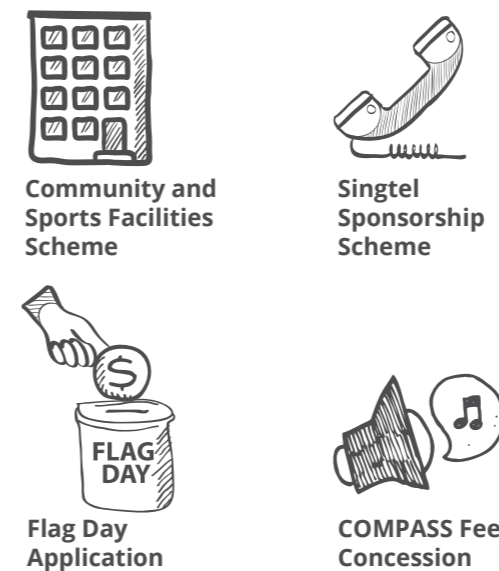
365 (80%)  
member VWOs



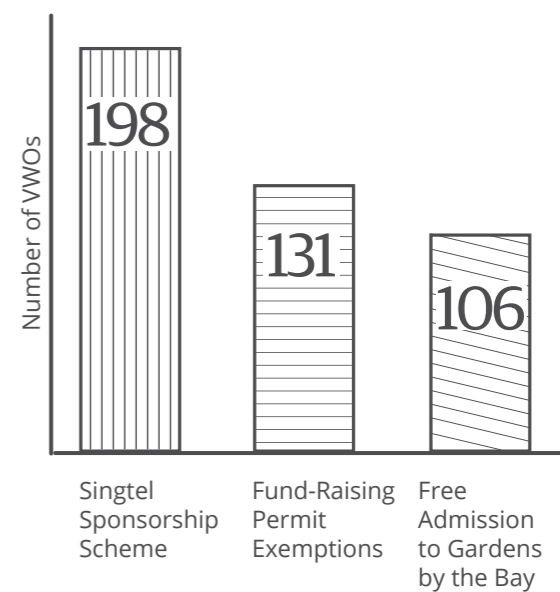
enjoyed total cost savings of  
\$8.5m

## BENEFIT SCHEMES

They also have access to various Benefit Schemes



Top 3 Benefit Schemes used by Member VWOs





**On Photo**

Ms Katherine Han (centre), 64, a resident at The Singapore Cheshire Home, is one of the many beneficiaries who have benefitted from **Eat Well With Us**, Pan Pacific Hotel Group's novel community outreach initiative that aims to empower the resident cooks at residential facilities under six VWOs with recipes and skills to add to the variety of the daily meals served to the beneficiaries. She is pictured here with Mr Andy Oh (right), Pan Pacific Orchard, Singapore's Executive Chef and lead chef of the programme, and Madam Ong Tui Fong (left), one of the resident cooks at the Home.



We help Singapore become a more inclusive society by

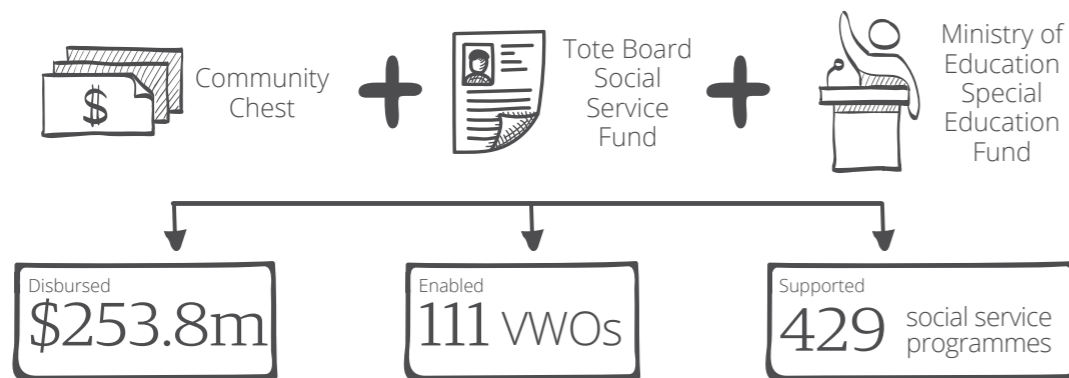
**attracting and  
engaging the  
wider community**



**W**e can demonstrate our respect and care for the disadvantaged by giving of our time, energy and skills to better their lives. NCSS hopes to galvanise and engage the community through various fund-raising and engagement events and initiatives, and through volunteering time and expertise to build a more caring and inclusive society.

As many helping hands are required to meet varying needs of the community, NCSS leverages on partnerships with the government, our member VWOs, corporates, organisations as well as the public at large.

### SUSTAINABLE FUNDING TO MEET NEEDS IN FY2015<sup>^</sup>



<sup>^</sup> Figures shown above are for the period of 1 April 2015 to 31 March 2016.

### CARE & SHARE MOVEMENT FOR SG50 & MATCHING GRANT USAGE<sup>\*</sup>

The movement involved over **275,000** volunteers

More than **3,500** events

and raised over **\$800m** during the 28 months of the Movement from 1 December 2013 to 31 March 2016.



Capability building	New programmes
\$49.2m	\$96.8m
Capacity building	Critical existing needs
\$94.5m	\$20.5m

Total amount approved for VWOs' use **\$261m**

<sup>\*</sup> Figures are based on approved VWOs' application of proposed Care & Share matching grant use submitted from 1 December 2013 to 31 December 2015.

## Galvanising the community

**A**n inclusive society begins with the community. NCSS galvanises the community to do their part for the disadvantaged through events and initiatives organised by Community Chest, Care & Share Movement for SG50 and President's Challenge under its Fund-raising & Engagement Group.



Prime Minister Lee Hsien Loong made a surprise visit to the Community Chest Heartstrings Walk 2015.

One of the year's highlights was the **Community Chest Heartstrings Walk 2015 - SG50 Community Heartbeats**, which kicked off the Jubilee Weekend. Co-organised with Marina Bay Sands and as part of the Care & Share Movement for SG50, the event brought together volunteers, beneficiaries and members of the public to a meaningful and interactive charity walk with pulsating drum beats.

Guest-of-Honour Deputy Prime Minister Teo Chee Hean and Minister for Social and Family Development Tan Chuan-jin joined in the four-kilometre charity walk in the Marina Bay area, which was held on 7 August 2015. Prime Minister Lee Hsien Loong's surprise visit led the event to a rousing high.

A record of **10,000 PEOPLE**, including 1,800 beneficiaries and caregivers from more than **60 CHARITIES** came together to celebrate SG50 in an engaging and inclusive way.







“

*The drumming training and performance offer new experiences and opportunities for our beneficiaries to be involved in celebrating Singapore's 50th year of nationhood. In doing so, the underprivileged feel that they too, are part of the more compassionate society we are building.*

*- Mr Phillip Tan, Chairman of Community Chest and the Steering Committee of the Care & Share Movement*

Many corporations joined in to prepare for this special event, which kickstarted the Jubilee Weekend. Staff volunteers from organisations like PropNex Realty, Marina Bay Sands, NTUC FairPrice, Sembcorp Marine, Xilinx Asia Pacific and National University of Singapore, formed multiple sections of the drumming contingent during the event. Corporate donor PropNex Realty's staff volunteers drummed with beneficiaries from REACH Community Services, and met with them prior to the event on a number of occasions to learn community drumming together. Through spending time together, PropNex staff forged a better understanding of the hopes and aspirations of these disadvantaged families helped by their support.

Another celebration of inclusivity was the inaugural **Community Chest Charity In The Park 2016** co-organised with Resorts World Sentosa. The event theme, **'Removing Barriers, Realising Dreams'** highlighted how the community can be more inclusive. Universal Studios Singapore was opened exclusively for that evening to welcome donors, volunteers, beneficiaries and their caregivers from 27 charities, many of whom visited the world-famous theme park for the first time.



*A beneficiary and his caregiver experiencing the carousel at the inaugural Community Chest Charity in the Park 2016.*

They sampled authentic ASEAN hawker fare, prepared by chefs and hawkers specially flown in from around the region for the charity event, and enjoyed the exciting rides. Posters and booklets providing tips on how to better interact with people with different disabilities were distributed during the event, which also raised more than \$2.3 million for charities.

Festive periods also provide many opportunities for individuals and corporate partners to look out and care for those who need help in our community. During the Lunar New Year period, over 1,400 individual and corporate volunteers were brought together by the **Community Chest Fu Dai** project. They packed and distributed sponsored daily essential grocery items to more than 1,700 seniors and families-in-need. During the **Community Chest Care & Share SG50 Christmas on a Great Street Light-up Ceremony** on 14 November 2015, close to \$1 million was raised by donors such as Hitachi Group of Companies, Lee Foundation, StarHub Ltd, Evangel Family Church and ION Orchard.



*Volunteers were all smiles packing festive packs at the Community Chest Fu Dai project.*



# Leveraging on partnerships

In line with the theme of engaging the wider community to build a caring and inclusive society, Community Chest embarked on many projects in the past year to engage the public, private and people sectors to do their part for the community. Many corporates and organisations made use of their networks and resources to organise innovative projects to raise funds, volunteer, and help raise awareness of social causes. The focus of these volunteerism efforts included skills-based volunteering, where professionals contribute their time and talent towards helping the beneficiaries.



A ground-up initiative to celebrate SG50 in a meaningful way, Love from the STARS saw international celebrities Jackie Chan, Wakin Chau, Eric Tseng and Jonathan Lee take centre stage in the name of charity. Singapore Power was the presenter and main sponsor of the event, where funds raised through Singapore Power Heartware Fund benefitted charities under Community Chest.



Many Community Chest beneficiaries never had the chance to board an airplane. Their dreams came true when Singapore Airlines (SIA) extended the SIA Charity Flight on board an A380 to over 300 beneficiaries. SIA volunteers completed the experience by providing them with special in-flight entertainment.

*We and our supporting partners are thrilled to be able to share with the beneficiaries the excitement of flying. We hope to provide them a unique and memorable experience that they will cherish forever. At the same time we are doing our part to give back to the community during Singapore's 50th birthday year while raising awareness for the many worthwhile programmes that Community Chest supports.*

- Mr Goh Choon Phong, Singapore Airlines Chief Executive Officer



The Land Transport Authority, in collaboration with public transport operator SMRT, decked out a train in purple in support of the Purple Parade, a movement in Singapore supporting the inclusion and celebrating the abilities of persons with special needs. Community Chest beneficiaries from Kids In Play and SPD were with Senior Minister of State for Foreign Affairs and Transport Mrs Josephine Teo as they sang during the train ride.



Mr Wee Ee Cheong, Deputy Chairman and Chief Executive Officer of United Overseas Bank, interacting with beneficiaries at the UOB Heartbeat Run/Walk. UOB commemorated its 80th anniversary in 2015 by donating substantially to local charities through Community Chest. In addition to these contributions, UOB is also a trailblazer in role modelling as an inclusive employer who hires persons with special needs. UOB's employees also organise regular activities to spend time with Community Chest beneficiaries.

*The Hour Glass is proud to be Community Chest's corporate partner for The Hour Glass Kitchen. We share the same beliefs and this is in line with our goal to enable and encourage seniors to interact with one another and stay connected. This programme will help seniors to foster relationships with one another and to reduce isolation.*

- Dr Henry Tay, Executive Chairman for The Hour Glass Limited, on the pilot programme with Community Chest for The Hour Glass Kitchen.

*Our partnership with Community Chest is a long-standing one, dating back to 2002 when we started the Singtel Touching Lives Fund to support children and youth with special needs in Singapore. We are very heartened that we have managed to raise over \$33 million to date to help our beneficiaries do their good work.*

- Ms Chua Sock Koong, Singtel Group CEO





# Carrying on the spirit of caring and sharing

The fund-raising and volunteerism efforts undertaken by members of the public and corporations over the year are fine examples of how the community-at-large responded to the Care & Share Movement for SG50, a nation-wide movement led by Community Chest to encourage corporations and individuals to contribute their time, talent and treasures towards helping the disadvantaged.

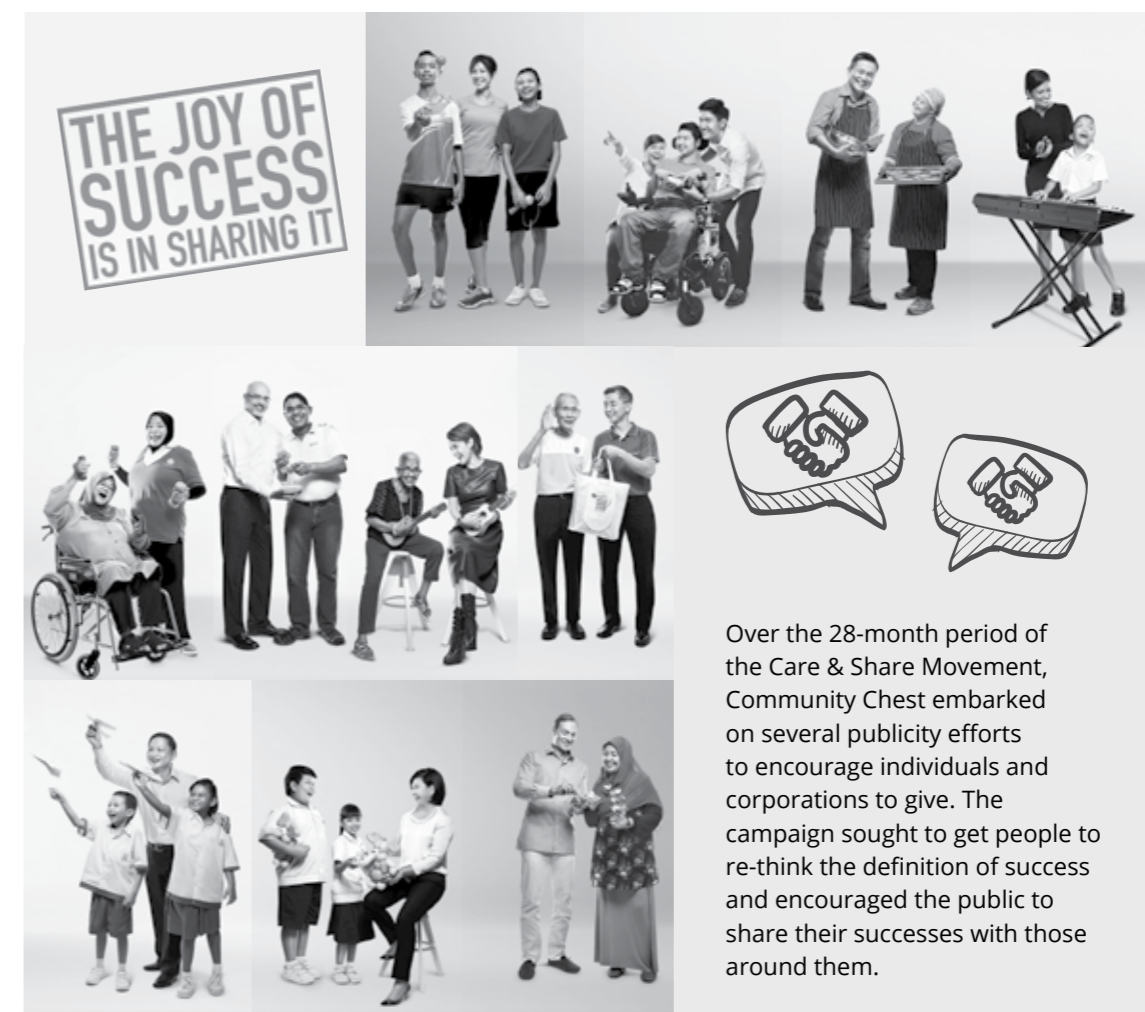
In support of the Movement, the Government set aside \$250 million to match eligible donations raised by Community Chest and over 200 participating charities between 1 December 2013 and 31 December 2014. These matched amounts went towards building the capabilities and capacities of the social service sector. As a result of the overwhelming support from the community in these 13 months, the Government extended its support to 31 March 2016 and doubled the matching grant to **\$500 million**.

“

*It is fundamentally not about the money, but about the spirit of community we are developing in Singapore: people living purposeful lives by taking an active part in the community, making life better for their fellowmen, and helping every Singaporean live a life of dignity.*

- DPM Tharman Shanmugaratnam, on the outcomes of the Care & Share Movement.

To express appreciation for the nation's contributions towards the Care & Share Movement and to celebrate the joint efforts in making Singapore a more caring and inclusive society, Community Chest hosted over 4,000 guests at the Care & Share Thank-You Show. Bringing together overseas and local artistes, representatives and beneficiaries from 241 charities under the Movement, as well as donors and supporters, the Show presented uplifting stories of different groups helped by the Movement. The Show was also streamed 'live' online and had a sponsored broadcast on Singtel TV's Preview Channel. To spread the thank-you message to the public, sponsored out-of-home and digital platforms like street lamp banners, newspaper advertisements, screens at commercial buildings and community centres were used.



Over the 28-month period of the Care & Share Movement, Community Chest embarked on several publicity efforts to encourage individuals and corporations to give. The campaign sought to get people to re-think the definition of success and encouraged the public to share their successes with those around them.



# Nurturing the next generation of givers



Riding on the success of the Sharity musical, a shortened version had also been making its rounds to the primary schools to bring the message of caring and sharing to more students.

**R**ecognising the value of inculcating good values in the next generation, Community Chest and President's Challenge are leading initiatives to encourage Singaporeans to give to the less-fortunate from an early age.

**Sharity Day** is one such initiative. Over 1,200 people, comprising children with special needs and volunteers, gathered at the Resorts World™ Theatre on 3 October 2015 to celebrate Sharity Day. Sharity, Community Chest's mascot, made its musical debut, performing alongside 50 children with special needs from Grace Orchard School, student volunteers from Pasir Ris Crest Secondary School and professional performers. Through catchy songs and a relatable storyline, the audience, especially the children, could identify with the message of caring and sharing behind the musical. Sharity also visited 20 primary schools to spread the caring message to over 20,000 students.



Students from Sengkang Green Primary School shared with Minister Tan Chuan-jin about Good Deeds with Sharity, a programme rolled out to Primary Three students to encourage them to jot down their acts of caring and to share them with their peers. Another Sharity programme, Family Time with Sharity, will be launched in 2016 to reinforce the importance of showing care and taking responsibility in the family to Primary One students.

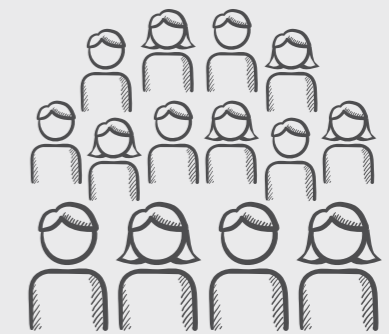


President Tony Tan added the final touches to the artwork by children from PCF Sparkletots Preschool @ Eunos Block 650 who participated in "Start Small Dream Big". The campaign saw over 8,000 pre-school children contributing more than 100,000 community service hours.

**President's Challenge**, an annual community outreach and fund-raising campaign for beneficiaries selected by the President's Office, is a call to all Singaporeans to do their part to build a more caring and inclusive society. It was initiated by then-President S R Nathan in 2000 and continued by President Tony Tan from 2012. In 2015, NCSS, through the Fund-raising and Engagement Group, was entrusted to lead President's Challenge with the Istana Office.

President's Challenge partnered the Early Childhood Development Agency in 2015 to launch "Start Small Dream Big", a campaign to develop responsibility and compassion among pre-school children through planning and participating in community service projects. These projects were initiated, planned and implemented by the children, with the support of centres and parents. 155 pre-schools (or 8,000 pre-school children) participated enthusiastically in the campaign.

The focus of President's Challenge Volunteer Drive (PCVD) 2015 was on youth volunteerism. Over 1,000 youth from Adam Road Presbyterian Church, The Boys' and Girls' Brigade Singapore and Kuo Chuan Presbyterian Secondary School came together to volunteer their time and talent at the PCVD event, Let's Carnival! @ Bishan.



**MORE THAN  
10,000  
VOLUNTEERS**

were part of  
President's Challenge 2015,  
10% more than in 2014



**OVER 50 FUND-  
RAISING EVENTS**

were conducted to support the

**87 CHARITIES  
AND VWOs  
UNDER PRESIDENT'S  
CHALLENGE 2015**



# Key Media Highlights



NCSS Singapore  
**FACEBOOK PAGE LIKES**  
 went up by  
**222%**  
 over the FY

Growth in overall likes, shares and comments on Facebook content

26% increase in unique page views compared to FY14

High engagement with fans for We Are Able! videos



# CODE OF GOVERNANCE

## CODE OF GOVERNANCE FOR CHARITIES & IPCs: GOVERNANCE EVALUATION CHECKLIST FOR NCSS (1 APR 2015 – 31 MAR 2016) (For Large IPCs<sup>1</sup> – Advanced Tier)

S/No	Key Code Guidelines	Code Guideline ID	NCSS Compliance	Remarks/Explanation
<b>Board Governance</b>				
1.	If the governing instrument permits staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2	Complied	The NCSS Act does not allow staff to become board members.
2.	Staff does not chair the Board.	1.1.2	Complied	The board is chaired by a volunteer appointed by the Minister for Social and Family Development.
3.	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent e.g. Finance Committee Chairman).	1.1.6	Complied	The term limit for the Honorary Treasurer is two consecutive terms of 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 will be assessed in the following ways before the end of its term this year: 1) Self-Evaluation 2) Senior Management's Evaluation of Board in General 3) Board's Evaluation of Senior Management in General
5.	The Board has an audit committee (or designated Board members) with documented terms of reference.	1.2.1	Complied	The terms of reference of the Audit Committee is in the Board Kit given to every Board member at the start of the term.
6.	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	The Board meets at least once every three months, with a quorum of 8 members (i.e. just over one-third) as specified in the NCSS Act.
<b>Conflict of Interest</b>				
7.	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	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.

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



Key Code Guidelines		Code Guideline ID	NCSS Compliance	Remarks/Explanation
S/No	Board Governance			
<b>Strategic Planning</b>				
9.	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied	The Board is involved in the review of any major shift in NCSS' corporate strategy and/or reorganisation, which would include changes to NCSS purpose and mission. The Board is also informed of significant changes to NCSS focus area and resources required, through approval at its respective committees.  The vision and mission are communicated to members and the public through a number of channels, including the corporate website and annual reports.
10.	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	The Board approves the strategic plan as reflected in the NCSS work plan which contains activities to achieve the objectives.
<b>Human Resource Management</b>				
11.	The Board approves documented human resource policies for staff.	5.1	Complied	Human resource policies with major financial impact <sup>2</sup> are documented and approved by the NCSS Executive Committee. Approval of these policies is recorded in the minutes of the meetings.
12.	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	Systems such as annual appraisal exercise, mid-year performance review, career development plan and training programmes are in place.
13.	There is a system to address grievances and resolve conflicts.	5.11	Complied	Grievance procedures for staff are spelled out in Human Resource operational manual.
<b>Financial Management and Controls</b>				
14.	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	Finance policies and procedures are documented.  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.

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

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



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

Annual Remuneration*		
Remuneration Band	FY14	FY15
<\$100,000	263	230
\$100,000 to \$200,000	45	88
\$200,001 to \$300,000	4	4
\$300,001 to \$400,000	1	2
\$400,001 to \$500,000	0	2
\$500,001 to \$600,000	1	0
<b>Total</b>	<b>314</b>	<b>326</b>

\* Salary and bonus (including employer's CPF contribution). This excludes remuneration for NCSS staff who are on secondment to ministries/statutory boards but includes secondment charges for staff who are seconded to NCSS.

We are committed and adhere closely to the Code of Governance For Charities and Institutions of a Public Character (IPCs). We also adopt the Charity Transparency Framework to enhance our disclosure and governance practices. The framework is based on a scorecard with 9 dimensions of disclosure which are aligned with the Code of Governance. The NCSS Charity Transparency Scorecard can be accessed via <http://www.ncss.gov.sg/About-Us/Finance-and-Corporate-Governance>

# FINANCIAL STATEMENTS

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# INDEPENDENT AUDITOR'S REPORT

Members of the Council  
National Council of Social Service

Established in Singapore under the National Council of Social Service Act  
For the financial year ended 31 March 2016

## 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 2016, 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 55 to 85.

### *Management responsibility for the financial statements*

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

### *Auditor's 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 so as to present fairly, in all material respects, the financial position of the Council as at 31 March 2016 and of the financial performance, changes in statutory funds and reserve and cash flows of the Council for the year ended on that date.

# INDEPENDENT AUDITOR'S REPORT

## 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 monies and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

### *Auditor's 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 monies 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 monies 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 monies 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.

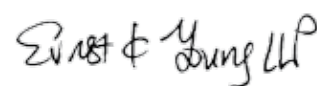


# INDEPENDENT AUDITOR'S REPORT

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

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

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

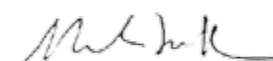


**Ernst & Young LLP**  
Public Accountants and  
Chartered Accountants  
Singapore


# STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2016

	Note	2016	2015
		\$'000	\$'000
<b>Non-current assets</b>			
Property, plant and equipment	4	7,269	8,029
Intangible assets	5	1,904	570
Held-to-maturity financial assets	6	28,356	22,193
Investments at fair value through profit or loss	7	5,237	5,409
<b>Total non-current assets</b>		<b>42,766</b>	36,201
<b>Current assets</b>			
Held-to-maturity financial assets	6	1,000	2,000
Investments at fair value through profit or loss	7	137,145	155,472
Debtors, grant receivables and prepayments	8	25,040	19,238
Cash and bank balances	9	123,235	97,629
<b>Total current assets</b>		<b>286,420</b>	274,339
<b>Total assets</b>		<b>329,186</b>	310,540
<b>Funds of the Council</b>			
Statutory funds:			
- Endowment fund	11	191,884	191,884
- General fund	12	38,230	45,230
- ComChest fund	13	61,050	28,496
<b>Total funds</b>		<b>291,164</b>	265,610
<b>Non-current liabilities</b>			
Deferred capital grants	14	5,546	6,337
Provision for reinstatement cost	15	150	150
<b>Total non-current liabilities</b>		<b>5,696</b>	6,487
<b>Current liabilities</b>			
Sundry creditors and accruals	16	32,326	38,443
<b>Total liabilities</b>		<b>38,022</b>	44,930
<b>Total funds, reserve and liabilities</b>		<b>329,186</b>	310,540
<b>Net assets of trust funds</b>	10	<b>161,550</b>	148,914



Mr Hsieh Fu Hua  
President



Mr Robert Chew  
Honorary Treasurer



# STATEMENT OF INCOME AND EXPENDITURE AND STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

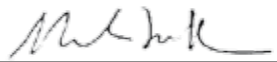
	Note	2016 \$'000	2015 \$'000
<b>Operating and investment income:</b>			
Interest income from bank balances		1,030	580
Interest income from held-to-maturity financial assets		1,045	1,096
Dividend income from investments at fair value through profit or loss		287	366
Net fair value gain/(loss) on investments at fair value through profit or loss:			
- investments held by the Council		(172)	122
- funds managed by fund managers	7	1,643	6,108
Gain on redemption of held-to-maturity financial assets		-	2
Amortisation of premium on held-to-maturity financial assets		(16)	(13)
Subscriptions and miscellaneous income		2,752	540
<b>Total operating and investment income</b>		<b>6,569</b>	<b>8,801</b>
<b>Operating and investment expenditure:</b>			
Staff costs - salaries and related costs	20	(20,886)	(16,433)
Contributions to defined contribution plan	20	(4,967)	(2,098)
Operating lease expenses			
- Temporary Occupation Licence fee		(1,422)	(1,231)
- Other operating lease expenses		(541)	(539)
Depreciation of property, plant and equipment	4	(565)	(467)
Amortisation of intangible assets	5	(223)	(193)
Funding of Community Chest operating expenses <sup>(1)</sup>		(927)	(125)
Building and system maintenance expenses		(2,068)	(2,111)
Project expenses		(13,462)	(4,675)
Utilities expenses		(134)	(189)
Other expenses		(2,828)	(2,353)
<b>Total operating and investment expenditure</b>		<b>(48,023)</b>	<b>(30,414)</b>
Operating deficit before government and other grants		(41,454)	(21,613)
<b>Government and other grants:</b>			
Operating grants		27,635	20,861
Amortisation of deferred capital grant	14	531	453
Grants for Temporary Occupation Licence fee		1,360	1,342
Care & Share matching grant		3,313	160
<b>Total government and other grants</b>		<b>32,839</b>	<b>22,816</b>
Operating (deficit)/surplus before SSI and Community Chest Operations		(8,615)	1,203

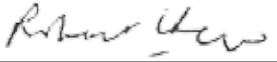
The accompanying notes form an integral part of the financial statements.

# STATEMENT OF INCOME AND EXPENDITURE AND STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

	Note	2016 \$'000	2015 \$'000
<b>Social Service Institute ("SSI")</b>			
Proceeds and claims from SSI courses		<b>7,464</b>	6,744
MSF Operating Grant		<b>1,359</b>	589
MSF Capital Grant	14	<b>264</b>	299
Tote Board Grant		<b>2,504</b>	4,659
Other Income		<b>225</b>	170
Less: Direct SSI course expenditure		<b>(2,398)</b>	(1,971)
Staff costs – salaries and related costs	20	<b>(4,052)</b>	(3,316)
Contributions to defined contribution plan	20	<b>(556)</b>	(436)
Other administrative expenses		<b>(1,411)</b>	(1,373)
Operating lease expenses			
- Temporary Occupation Licence fee		<b>(1,411)</b>	(1,604)
Depreciation of property, plant and equipment	4	<b>(338)</b>	(287)
Amortisation of intangible assets	5	<b>(35)</b>	(59)
Net surplus from SSI		<b>1,615</b>	3,415
Operating (deficit)/surplus for the year before Community Chest Operations		<b>(7,000)</b>	4,618
<b>NCSS Charitable Fund (Community Chest Only)</b>			
Funding from NCSS operating income <sup>(1)</sup>		<b>927</b>	125
Direct donations for fund-raising operating expenses <sup>(1)</sup>		<b>6,444</b>	7,204
Less: Staff costs - salaries and related costs	20	<b>(4,639)</b>	(4,450)
Contributions to defined contribution plan	20	<b>(752)</b>	(671)
Depreciation of property, plant and equipment	4	<b>(81)</b>	(98)
Amortisation of intangible assets	5	<b>(31)</b>	(63)
Other fund-raising expenses		<b>(1,753)</b>	(1,937)
Operating lease expenses			
- Temporary Occupation Licence fee		<b>(115)</b>	(110)
		<b>-</b>	-
Fund-raising proceeds from Community Chest	24	<b>88,956</b>	78,216
Less: Service allocations	17	<b>(56,402)</b>	(65,731)
Surplus from Community Chest		<b>32,554</b>	12,485
<b>NCSS Charitable Fund (Non-ComChest)</b>			
Other donation income		-	100
Less: Designated disbursement		-	(100)
		<b>-</b>	-
Surplus for the year	12	<b>25,554</b>	17,103
Total comprehensive surplus for the year attributable to Council funds	0	<b>25,554</b>	17,103

  
Mr Hsieh Fu Hua  
President

  
Mr Robert Chew  
Honorary Treasurer

(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.

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

# STATEMENT OF CHANGES IN STATUTORY FUNDS AND RESERVE

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

	Statutory Funds				
	Note	Endowment Fund \$'000	General Fund \$'000	ComChest Fund \$'000	Total \$'000
At 1 April 2014		191,884	40,612	16,011	248,507
Surplus for the year		-	17,103	-	17,103
Transfer	12,13	-	(12,485)	12,485	-
At 31 March 2015		191,884	45,230	28,496	265,610
At 1 April 2015		191,884	45,230	28,496	265,610
Surplus for the year		-	25,554	-	25,554
Transfer	12,13	-	(32,554)	32,554	-
At 31 March 2016		191,884	38,230	61,050	291,164

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

# STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

	Note	2016 \$'000	2015 \$'000
<b>Operating activities</b>			
Surplus for the year		25,554	17,103
Less: Grant income		(43,410)	(35,567)
Deficit before grant		(17,856)	(18,464)
Adjustments for:			
Depreciation of property, plant and equipment	4	984	852
Amortisation of intangible assets	5	289	315
Interest income from bank balances		(1,030)	(580)
Interest income from held-to-maturity financial assets		(1,045)	(1,096)
Dividend income from investments at fair value through profit or loss (held by the Council)		(287)	(366)
Gain on redemption of held-to-maturity financial assets		-	(2)
Unrealised gain on investments at fair value through profit or loss		(1,055)	(6,230)
Realised gain on sale of fair value through profit or loss		(416)	-
Amortisation of premium on held-to-maturity financial assets		16	13
Allowance for doubtful debt	8	12	20
<b>Operating loss before working capital changes</b>		(20,388)	(25,538)
Increase in debtors, grant receivables and prepayments		(2,866)	(2,128)
(Decrease)/increase in sundry creditors and accruals		(4,188)	5,626
<b>Cash flows from used in operating activities</b>		(27,442)	(22,040)
<b>Investing activities</b>			
Purchase of property, plant and equipment	4	(224)	(256)
Expenditure on software development	5	(1,623)	(470)
Interest received on bank balances		732	550
Interest received on held-to-maturity financial assets		896	1,126
Dividend income received		287	366
Purchase of held-to-maturity financial assets		(7,179)	-
Proceeds from redemption of held-to-maturity financial assets		2,000	8,000
Purchase of investments at fair value through profit or loss		-	(100,000)
Proceeds from disposal of investments at fair value through profit or loss		19,970	2,000
<b>Cash flows from/(used in) investing activities</b>		14,859	(88,684)
<b>Financing activity</b>			
Government and other grants received		38,189	33,985
<b>Cash flows from financing activity</b>		38,189	33,985
<b>Net increase/(decrease) in cash and cash equivalents</b>		25,606	(76,739)
Cash and cash equivalents at beginning of year		97,629	174,368
<b>Cash and cash equivalents at end of year</b>	9	123,235	97,629

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



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 1. General

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

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

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

## 2. Summary of significant accounting policies

### 2.1 Basis of accounting

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

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

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

### 2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Council has adopted all the new and revised standards that are relevant to its operations and effective for annual periods beginning on or after April 1, 2015. The adoption of these standards did not have any material effect on the results or the position of the Council.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 2.3 Standards issued but not yet effective

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

Description	Effective for annual periods beginning on or after	
SB-FRS 16, SB-FRS 38	Amendments to SB-FRS 16 and SB-FRS 38: <i>Clarification of Acceptable Methods of Depreciation and Amortisation</i>	1 January 2016
SB-FRS 16, SB-FRS 41	Amendments to SB-FRS 16 and SB-FRS 41: <i>Agriculture: Bearer Plants</i>	1 January 2016
SB-FRS 27	Amendments to SB-FRS 27: <i>Equity Method in Separate Financial Statements</i>	1 January 2016
SB-FRS 111	Amendments to SB-FRS 111: <i>Accounting for Acquisitions of Interests in Joint Operations</i>	1 January 2016
SB-FRS 114	Regulatory Deferral Accounts	1 January 2016
SB-FRS 110, SB-FRS 28	Amendments to SB-FRS 110 and SB-FRS 28: <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	1 January 2016
SB-FRS 1	Amendments to SB-FRS 1: <i>Disclosure Initiative</i>	1 January 2016
	Improvements to SB-FRSs (November 2014):	
	- Amendments to SB-FRS 105: <i>Non-current Assets Held for Sale and Discontinued Operations</i>	
	- Amendments to SB-FRS 107: <i>Financial Instruments: Disclosures</i>	
	- Amendments to SB-FRS 19: <i>Employee Benefits</i>	
	- Amendments to SB-FRS 34: <i>Interim Financial Reporting</i>	
SB-FRS 110, SB-FRS 112, SB-FRS 28	Amendments to SB-FRS 110, SB-FRS 112 and SB-FRS 28: <i>Investment Entities: Applying the Consolidation Exception</i>	1 January 2016
SB-FRS 115	Revenue from Contracts with Customers	1 January 2016
SB-FRS 1001	Accounting and Disclosure for Non-Exchange Revenue	1 January 2017
SB-FRS 109	Financial Instruments	1 January 2018

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

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

SB-FRS 115 establishes a five-step model that will apply to revenue arising from contracts with customers. Under SB-FRS 115, revenue is recognised at an amount that reflects the consideration which an entity expects to be entitled in exchange for transferring goods or services to a customer. The principles in SB-FRS 115 provide a more structured approach to measuring and recognising revenue when the promised goods and services are transferred to the customer i.e. when performance obligations are satisfied.

Key issues for the Council include identifying performance obligations, accounting for contract modifications, applying the constraint to variable consideration, evaluating significant financing components, measuring progress toward satisfaction of a performance obligation, recognising contract cost assets and addressing disclosure requirements.

Either a full or modified retrospective application is required for annual periods beginning on or after 1 January 2017 with early adoption permitted. The Council is currently assessing the impact of SB-FRS 115 and plans to adopt the new standard on the required effective date.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

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

### SB-FRS 109 Financial Instruments

SB-FRS 109 introduces new requirements for classification and measurement of financial assets, impairment of financial assets and hedge accounting. Financial assets are classified according to their contractual cash flow characteristics and the business model under which they are held. The impairment requirements in SB-FRS 109 are based on an expected credit loss model and replace the SB-FRS 39 incurred loss model. Adopting the expected credit losses requirements will require the Council to make changes to its current systems and processes.

The Council currently measures one of its investments in unquoted equity securities at cost. Under SB-FRS 109, the Council will be required to measure the investment at fair value. Any difference between the previous carrying amount and the fair value would be recognised in the opening retained earnings when the Council apply SB-FRS 109.

SB-FRS 109 is effective for annual periods beginning on or after 1 January 2018 with early application permitted. Retrospective application is required, but comparative information is not compulsory. The Council is currently assessing the impact of SB-FRS 109 and plans to adopt the standard on the required effective date.

## 2.4 Foreign currency

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

### Transactions and balances

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

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 2.5 Financial instruments

### (a) *Financial assets*

#### Initial recognition and measurement

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

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

#### Subsequent measurement

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

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

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

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

#### (ii) *Loans and receivables*

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

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

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

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

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

#### De-recognition

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



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 2.5 Financial instruments (cont'd)

### (b) Financial liabilities

#### Initial recognition and measurement

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

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

Other financial liabilities comprise sundry creditors and accruals.

#### Subsequent measurement

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

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

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

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

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

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

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

#### De-recognition

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 2.6 Property, plant and equipment

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

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

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

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

Assets under construction included in property, plant and equipment are not depreciated as these assets are not yet available for use.

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

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

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

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

## 2.7 Intangible assets

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 2.8 Impairment of financial assets

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

### (a) Financial assets carried at amortised cost

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

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

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

## 2.9 Impairment of non-financial assets

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

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

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

## 2.10 Cash and cash equivalents

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

## 2.11 Trust Funds

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 2.12 Provisions

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

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

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

## 2.13 Government grants

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

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

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

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

## 2.14 Revenue recognition

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

### (a) Donation

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

### (b) Dividend income

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

### (c) Interest income

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

### (d) Training programme income

Training programme income is recognised when the services are rendered. The income is recorded as part of the proceeds and claims from SSI courses in the statement of income and expenditure.



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 2.14 Revenue recognition (con't)

### (e) Sun Ray income

Sun Ray income is recognised when the services are rendered by employees seconded to the respective VWOs. The income is recorded as part of the subscriptions and miscellaneous income in the statement of income and expenditure.

## 2.15 Employee benefits

### Defined contribution plans

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

### Employee leave entitlement

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

## 2.16 Leases

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

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

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

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 2.17 Related parties

A related party is defined as follows:

- (a) A person or a close member of that person's family is related to the Council if that person:
  - (i) has control or joint control over the Council;
  - (ii) has significant influence over the Council; or
  - (iii) is a member of the key management personnel of the Council.
- (b) An entity is related to the Council if any of the following conditions applies:
  - (i) the entity and the Council are members of the same group (which means that each member is related to the others).
  - (ii) the entity is a post-employment benefit plan for the benefit of employees of either the Council or an entity related to the Council. If the Council is itself such a plan, the sponsoring employers are also related to the Council;
  - (iii) the entity is controlled or jointly controlled by a person identified in (a);
  - (iv) a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity.

## 3. Significant accounting judgements and estimates

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

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

The Council based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur. The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed in Note 2.8 *Impairment of financial assets* and Note 2.3 *Fair value of assets and liabilities*.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 4. Property, plant and equipment

	Computer equipment	Furniture and equipment	Leasehold improvements	Motor vehicles	Other leasehold building	Assets under construction	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cost</b>							
At 1 April 2014	1,428	1,975	214	65	10,552	2,071	16,305
Additions	51	17	193	-	-	145	406
Transfers	33	419	1,764	-	-	(2,216)	-
Disposals	-	(4)	-	-	-	-	(4)
At 31 March 2015	1,512	2,407	2,171	65	10,552	-	16,707
Additions	152	72	-	-	-	-	224
At 31 March 2016	1,664	2,479	2,171	65	10,552	-	16,931
<b>Accumulated depreciation</b>							
At 1 April 2014	1,353	1,642	59	37	4,739	-	7,830
Depreciation charge for the year	78	131	281	13	349	-	852
Disposals	-	(4)	-	-	-	-	(4)
At 31 March 2015	1,431	1,769	340	50	5,088	-	8,678
Depreciation charge for the year	53	150	419	13	349	-	984
At 31 March 2016	1,484	1,919	759	63	5,437	-	9,662
<b>Carrying amount</b>							
At 31 March 2015	81	638	1,831	15	5,464	-	8,029
At 31 March 2016	180	560	1,412	2	5,115	-	7,269

There is no provision for reinstatement cost included within addition of leasehold improvements for the year ended 31 March 2016. (31 March 2015: \$150,000).

	2016	2015
	\$'000	\$'000
Depreciation expense charged to statement of income and expenditure:		
- Operating and investment expenditure	565	467
- SSI	338	287
- NCSS Charitable Fund	81	98
	<b>984</b>	852

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 5. Intangible assets

	2016	2015
	\$'000	\$'000
<b>Cost</b>		
At 1 April	10,322	9,852
Additions	1,623	470
At 31 March	<b>11,945</b>	10,322
<b>Amortisation</b>		
At 1 April	9,752	9,437
Amortisation for the year	289	315
At 31 March	<b>10,041</b>	9,752
<b>Net carrying amount</b>	<b>1,904</b>	570
Amortisation expense charged to statement of income and expenditure:		
- Operating and investment expenditure	223	193
- SSI	35	59
- NCSS Charitable Fund	31	63
	<b>289</b>	315

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

## 6. Held-to-maturity financial assets

	2016	2015
	\$'000	\$'000
<b>Current:</b>		
Quoted bonds, at amortised cost	1,000	2,000
Fair value of quoted bonds	<b>1,003</b>	2,028
<b>Non-current:</b>		
Quoted bonds, at amortised cost maturing:		
- Within 2 to 5 years	12,084	11,084
- More than 5 years	16,272	11,109
	<b>28,356</b>	22,193
Fair value of quoted bonds	<b>28,957</b>	23,082
Total held-to-maturity financial assets	<b>29,356</b>	24,193

The bonds have fixed coupon rates ranging from 3.10% to 5.25% (2015: 3.10% to 5.13%) per annum. The maturity dates range from May 2016 to January 2026 (2015: January 2016 to January 2026).

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

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



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

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

	2016	2015
	\$'000	\$'000
Investments held by the Council:		
- Quoted equity securities	5,237	5,409
- Funds managed by fund managers	137,145	155,472
Total investments at fair value through profit or loss	<b>142,382</b>	160,881
Non-current	5,237	5,409
Current	137,145	155,472
	<b>142,382</b>	160,881

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

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

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

Included in the funds managed by fund managers are investments where the fund managers have guaranteed the principal amounts if the investments 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.

### Fund managed by fund managers

	2016	2015
	\$'000	\$'000
Net fair value gain for the year ended is as follow:		
- Realised gain upon disposal of funds	416	-
- Unrealised gain during the year	1,227	6,108
	<b>1,643</b>	6,108

No investment matured during the year ended 31 March 2016.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

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

The movement of the carrying value of funds at 31 March 2016 is as follows:

	Cost of investment	Carrying value of investment at beginning of the year	Disposal of investment during the year	Realised gain during the year	Unrealised (loss)/gain during the year	Carrying value of investment at end of the year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2016</b>						
(a) Principal guaranteed funds	20,000	20,922	-	-	(45)	20,877
(b) Capital protected notes	10,000	29,331	(19,970)	416	422	10,199
(c) Non principal guranteed or capital protected funds	100,000	105,219	-	-	850	106,069
	<b>130,000</b>	<b>155,472</b>	<b>(19,970)</b>	<b>416</b>	<b>1,227</b>	<b>137,145</b>

	Cost of investment	Carrying value of investment at beginning of the year	Addition of investment during the year	Realised gain during the year	Unrealised gain during the year	Carrying value of investment at end of the year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2015</b>						
(a) Principal guaranteed funds	20,000	20,471	-	-	451	20,922
(b) Capital protected notes	30,000	28,893	-	-	438	29,331
(c) Non principal guranteed or capital protected funds	100,000	-	100,000	-	5,219	105,219
	<b>150,000</b>	<b>49,364</b>	<b>100,000</b>	<b>-</b>	<b>6,108</b>	<b>155,472</b>

(a) The principal guaranteed funds account for \$20,877,000 (2015: \$20,922,000) of the carrying amounts above, for which the fund managers have guaranteed the aggregate principal balance amounting to \$20,000,000 (2015: \$20,000,000).

(b) The principal of the capital protected notes, amounting to \$10,000,000 (2015: \$30,000,000) are redeemable at par on maturity.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 8. Debtors, grant receivables and prepayments

	2016	2015
	\$'000	\$'000
Debtors	751	2,004
Grant and other receivables	22,650	16,189
Interest receivable on bank balances	348	50
Interest receivable on held-to-maturity financial assets	467	318
Sundry deposits	799	630
Prepaid operating expenses	13	35
Advances to suppliers	12	12
	25,040	19,238
Less: Prepaid operating expenses	(13)	(35)
Less: Advances to suppliers	(12)	(12)
Add: Cash and bank balances	123,235	97,629
Total loans and receivables	148,250	116,820

### Grant and other receivables

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

### Debtors that are past due but not impaired

The Council has receivables amounting to \$239,000 (2015: \$571,000) that are past due at the end of the reporting period but not impaired. These receivables are unsecured and the analysis of their aging at the end of the reporting period is as follows:

	2016	2015
	\$'000	\$'000
Debtors past due but not impaired:		
Past due 1-30 days	182	71
Past due 31-90 days	8	44
More than 90 days	49	456
	239	571

### Debtors that are impaired

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

	2016	2015
	\$'000	\$'000
Debtors- nominal amounts	32	20
Less: Allowance for doubtful debt	(32)	(20)
	-	-
Movement in allowance accounts:		
At 1 April	20	-
Charge for the year	12	20
At 31 March	32	20

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 9. Cash and bank balances

	2016	2015
	\$'000	\$'000
Cash at bank	37,817	41,570
Fixed bank deposits	85,410	56,051
Cash on hand	8	8
Cash and cash equivalents	123,235	97,629

Fixed bank deposits bear interest at an average rate of 1.63% (2015: 1.34%) per annum and for tenure of approximately 163 days (2015: 99 days).

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



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 10. Trust Funds

	2016	2015
	\$'000	\$'000
VWOs - Charities Capability Fund:		
- VWO Capability Fund 1	1	1
- VWO Capability Fund 2	527	776
- VWO Capability Fund 3	12,183	2,629
- ComCare and Others	3	3
Charities Fund	600	613
Charities Fund 2	3,287	1,908
IMCDF – Reinvestment Fund for SWTS	374	374
	<b>16,975</b>	6,304
WDA Disability Employment Project Fund	19	16
MOE Special Education Fund	20,047	64,982
School Pocket Money Fund	2,344	1,098
Tote Board Social Service Fund	9,156	5,608
Lee Wee Kheng Fund	26,845	25,837
MSF Funding for VWOs Development Budget	148	164
MSF Funding for VWOs Recurrent Budget	822	730
The Wan Boo Sow Charity Fund	58	59
President's Challenge	9,894	8,546
Social Service Sector ICT Master Plan	1,828	1,828
Care & Share	60,396	25,742
IDA Digital Inclusion Fund	7,992	8,000
Wing Tai Foundation	5,026	-
Total	<b>161,550</b>	148,914
Represented by:		
Bank balances	170,231	161,436
Fixed bank deposits	400	-
Sundry receivables	354	294
Held-to-maturity financial assets	29,344	24,576
	<b>200,329</b>	186,306
Less: Sundry creditors and accruals	<b>(38,779)</b>	(37,392)
	<b>161,550</b>	148,914
Balance as at beginning of the year	<b>148,914</b>	122,394
Incoming resources	<b>339,984</b>	294,070
Outgoing resources	<b>(327,348)</b>	(267,550)
Net movement for the year	<b>12,636</b>	26,520
Balance as at end of the year	<b>161,550</b>	148,914

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 11. Endowment Fund

	2016	2015
	\$'000	\$'000
At beginning and end of year	<b>191,884</b>	191,884

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

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

Interest, dividends and other income derived from the Endowment Fund are credited to the General Fund. The Endowment Fund may be used for such purposes as may be approved by the Minister in writing. The Endowment Fund is intended to provide a safeguard towards continuity of funding for all member Voluntary Welfare Organisations in the event the Council has difficulties in raising funds. During any financial year, the aggregate amount of General Fund and ComChest Fund that is in excess of two years of the Council's operating expenditure will be transferred from the General Fund to the Endowment Fund. No transfer has been made in the current and prior year.

## 12. General Fund

	Note	2016	2015
		\$'000	\$'000
At 1 April		<b>45,230</b>	40,612
Surplus for the year		<b>25,554</b>	17,103
Transfer to ComChest Fund	13	<b>(32,554)</b>	(12,485)
At 31 March		<b>38,230</b>	45,230

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

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

## 13. ComChest Fund

	Note	2016	2015
		\$'000	\$'000
At 1 April		<b>28,496</b>	16,011
Transfer from General Fund	12	<b>32,554</b>	12,485
At 31 March		<b>61,050</b>	28,496

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

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

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 14. Deferred capital grants

	2016	2015
	\$'000	\$'000
Capital grant received	18,862	18,858
<b>Accumulated amortisation:</b>		
At 1 April	12,521	11,769
Amortisation for the year	795	752
At 31 March	13,616	12,521
Net carrying amount	5,546	6,337
Amortisation charged to statement of income and expenditure:		
<i>Government and other grants:</i>		
- Amortisation of deferred capital grant	531	453
<i>SSI</i>		
- MSF Capital Grant	264	299
	795	752

## 15. Provision for reinstatement cost

	2016	2015
	\$'000	\$'000
At 1 April	150	-
Provision during the year	-	150
At 31 March	150	150

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

## 16. Sundry creditors and accruals

	2016	2015
	\$'000	\$'000
Sundry creditors	875	1,702
Accrued operating expenses	13,524	16,225
Advances held for designated projects	9,347	10,317
Grant income received in advance	8,580	10,199
	32,326	38,443
Less: Grant income received in advance	(8,580)	(10,199)
Total financial liabilities at amortised cost	23,746	28,244

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 17. Service allocations

	2016	2015
	\$'000	\$'000
Allocation to programmes/projects	50,867	57,330
Other allocations	5,535	8,401
Service allocations charged as an expense to proceeds from Community Chest	56,402	65,731
Service allocations charged as an expense to proceeds from other donation income	-	100
Service allocations	56,402	65,831

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

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

## 18. Significant related party transactions

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

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

### (a) Compensation of key management personnel

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

	2016	2015
	\$'000	\$'000
Short-term employee benefits	3,874	3,102
Contributions to defined contribution plan	267	221
	4,141	3,323

	2016	2015
Number of key management personnel	15	15

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



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 18. Significant related party transactions (cont'd)

### (b) Other related party transactions

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

	2016	2015
	\$'000	\$'000
<b>Ministry of Social and Family Development</b>		
Grant income and income on provision of services received and recognised	25,210	23,590
Secondment fee, funding for service and training courses fees paid/payable	(1,354)	(2,336)
<b>Singapore Totalisator Board</b>		
Donation and grant income received and recognised	26,669	28,463
<b>Ministry of Education</b>		
Grant income and income on provision of services received and recognised	320	291
<b>Ministry of Finance</b>		
Grant income received and recognised	2,861	1,054
Licence fee for accounting software paid/payable	(579)	(577)
<b>Infocomm Development Authority of Singapore</b>		
Grant income and income on provision of services received and recognised	202	-
Service fee paid/payable	(1,520)	(1,699)
<b>People's Association</b>		
Temporary Occupation Licence fee paid/payable	(526)	(526)
<b>Civil Service College</b>		
Training courses fees paid/payable	(341)	(182)
<b>Ministry of Health</b>		
Grant income received and recognised	-	388
<b>Ministry of Trade and Industry</b>		
Grant income received and recognised	1,113	251
<b>Accountant-General Singapore</b>		
Services fee paid/payable	(32)	-
<b>National Arts Council</b>		
Income on provision of services received and recognised	51	82
<b>Ministry of Communications and Information</b>		
Secondment fee and training courses fees paid/payable	(214)	-

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 19. Commitments and contingent assets

	2016	2015
	\$'000	\$'000
(a) Approved funding to members	39,196	47,131
<p>The Council has budgeted an approved funding of \$39,196,000 (2015: \$47,131,000) for disbursements to its VWOs for subsequent financial year.</p>		
(b) Operating leases		
<p>The Council has entered into commercial leases on its rental of office spaces and computer software. These leases have an average tenure of one and a half years with no contingent rent provision included in the contracts.</p> <p>Future minimum rental payable under non-cancellable operating leases at the end of the reporting period are as follows</p>		
	2016	2015
	\$'000	\$'000
Within one year	1,055	3,468
Between one and five years	597	1,652
	1,652	5,120

### (c) Contingent assets

The Care & Share is a national fund-raising and volunteerism movement for the social service sector which was launched in December 2013. The Council will be able to claim matching grants for funds raised by Community Chest from Ministry of Social and Family Development over the next few years until 30 June 2019, for eligible projects which are subject to approval by the Board and Ministry of Social and Family Development. Based on the funds raised by Community Chest in the reporting period, \$46.9m (2015: \$46.8m) is eligible to be matched under the Care & Share movement. During the reporting period, approved projects amounted to \$21.6m (2015: \$11.8m), of which \$3.3m has been received (2015: \$5.2m).

## 20. Number of employees

The number of employees in the Council at the end of the year was 326 (2015: 314). Total staff costs of the Council amounted to \$35,852,000 (2015: \$27,404,000).

## 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 objectives and policies

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

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

### Credit risk

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

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

### Exposure to credit risk

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

### Credit risk concentration profile

At the end of the reporting period, approximately 47% (2015: 52%) of the Council's outstanding debtors and grant receivables were due from two debtors (2015: two).

### Liquidity risk

Liquidity risk is the risk that the Council will encounter difficulty in meeting financial obligations due to shortage of funds. The Council's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. In the management of liquidity risk, the Council monitors and maintains a level of cash and bank balances deemed adequate to finance the Council's operations and to mitigate the effects of fluctuations in short-term cash flows.

### Analysis of financial instruments by remaining contractual maturities

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

	One year or less	Total
	\$'000	\$'000
<b>2016</b>		
Debtors, grant and other receivables	25,027	25,027
Cash and bank balances	123,235	123,235
Total undiscounted financial assets	148,262	148,262
Sundry creditors and accruals	32,326	32,326
Total undiscounted financial liabilities	32,326	32,326
Total net undiscounted financial assets	115,936	115,936
<b>2015</b>		
Debtors, grant and other receivables	19,203	19,203
Cash and bank balances	97,629	97,629
Total undiscounted financial assets	116,832	116,832
Sundry creditors and accruals	38,443	38,443
Total undiscounted financial liabilities	38,443	38,443
Total net undiscounted financial assets	78,389	78,389

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

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

### Reserves management

The reserves of the Council comprise the ComChest Fund, General Fund and Endowment Fund. The ComChest Fund is an internally established reserve to track the fund-raising proceeds that are yet to be distributed to the member 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 price risk

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

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

At the reporting date, if market prices for the investments fair value through profit or loss had declined by 10%, assuming all other variables remain constant, the Council's surplus for the year would decrease by approximately \$14,238,000 (2015: \$16,088,000) respectively. An increase in 10% of the equity prices would have an equal but opposite effect.

### Interest rate risk

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

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

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



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

## 23. Fair value of assets and liabilities

### (a) Fair value hierarchy

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

- Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date,
- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and
- Level 3 – Unobservable inputs for the asset or liability.

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

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

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

	\$'000			
	Fair value measurements at the end of the reporting period using			
	Quoted prices in active markets for identical instruments (Level 1)	Significant observable inputs other than quoted prices (Level 2)	Significant unobservable inputs (Level 3)	Total
<b>2016</b>				
<b>Financial assets measured at fair value</b>				
Investments at fair value through profit or loss:				
- Quoted equity securities	5,237	-	-	5,237
- Funds managed by fund managers	97,705	29,241	10,199	137,145
<b>Financial assets as at 31 March 2016</b>	<b>102,942</b>	<b>29,241</b>	<b>10,199</b>	<b>142,382</b>
<b>2015</b>				
<b>Financial assets measured at fair value</b>				
Investments at fair value through profit or loss:				
- Quoted equity securities	5,409	-	-	5,409
- Funds managed by fund managers	102,901	23,240	29,331	155,472
<b>Financial assets as at 31 March 2015</b>	<b>108,310</b>	<b>23,240</b>	<b>29,331</b>	<b>160,881</b>

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2016

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

### Level 2 fair value measurements

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

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

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

### Level 3 fair value measurements

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

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

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

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

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

	2016 \$'000	2015 \$'000
At 1 April	29,331	28,893
Total gains /(losses) for the year included in statement of income and expenditure	838	438
Disposal	(19,970)	-
At 31 March	<b>10,199</b>	29,331
Total gains for the year included in statement of income and expenditure:		
- Realised gain upon disposal of funds	416	-
- Unrealised gain during the year	422	438
	<b>838</b>	438

## 24. Fund-raising proceeds from Community Chest

	2016 \$'000	2015 \$'000
Tax deductible donations	64,285	44,311
Tax non-deductible donations	24,671	33,905
	<b>88,956</b>	<b>78,216</b>

## 25. Events occurring after the reporting period

The Council has decided to relocate its training arm, Social Service Institute from TripleOne Somerset to Central Plaza. This relocation will take place before 30 September 2016.

## 26. Authorisation of financial statements for issue

The financial statements for the year ended 31 March 2016 were authorised for issue in accordance with a resolution of the Council members on 7 June 2016.

# NCSS COMMUNITY FUNDING DISBURSEMENT

FY2015  
Disbursement  
(\$)

DIGNIFYING THE LIVES OF THE ELDERLY	
<b>Alzheimer's Disease Association</b>	
• Alzheimer's Disease Association Specialised Caregiver Support Service (Dementia)	100,941
<b>AWWA Ltd</b>	
• AWWA Senior Community Home <sup>1</sup>	439,402
<b>Bright Hill Evergreen Home<sup>2</sup></b>	4,682
<b>Care Corner Seniors Services Ltd (formerly under Care Corner Family Service Centre (Toa Payoh))</b>	
• Care Corner Social Day Care Centre for the Elderly (Toa Payoh) - <i>NEW</i>	6,001
<b>HCA Hospice Care</b>	
• Day Hospice Centre	448,656
• HCA Kang Le Day Care Centre	222,776
• HCA Hospice Care Specialised Caregiver Support Service (Palliative) (Formerly known as HCA Specialised Caregiver Support Service (Palliative))	100,941
<b>Lions Befrienders Service Association (Singapore)</b>	
• Lions Befrienders	930,983
<b>Pacific Activity Centre Pte Ltd</b>	
• Our Kitchen <sup>2</sup>	17,948
<b>Parkinson Society Singapore<sup>2</sup></b>	2,982
<b>PERTAPIS Education and Welfare Centre</b>	
• PERTAPIS Senior Citizens Fellowship Home	87,270
<b>Presbyterian Community Services</b>	
• Dorcas Home Care Service	20,833
<b>SAGE Counselling Centre</b>	
• SAGE Counselling Centre <sup>1</sup>	375,000
• The Seniors Helpline	46,179
<b>Singapore Cancer Society<sup>2</sup></b>	255,000
<b>Singapore Leprosy Relief Association</b>	
• SILRA Home	126,974
<b>Sunlove Abode for Intellectually-Infirmed Ltd</b>	
• Sunlove Home Help Service	24,000
<b>Sunshine Welfare Action Mission</b>	
• SWAMI Home Help Service	19,917
<b>Thye Hua Kwan Moral Charities Limited</b>	
• THK Care Provider	224,590
• THK Home Help Service East	25,444
• THK Home Help Service West	48,497
<b>TOUCH Community Services Limited</b>	
• TOUCH Home Care - Ensuite	51,962
• TOUCH Home Care - Home Help	42,247
<b>Subtotal (Dignifying the Lives of the Elderly)</b>	<b>3,623,225</b>
HELPING PERSONS WITH DISABILITIES LEAD INDEPENDENT LIVES	
<b>Association for Persons with Special Needs</b>	
• APSN Centre for Adults	540,961
<b>Autism Association (Singapore)</b>	
• Eden Centre for Adults (Hougang)	48,149
• Me Too! Club - <i>NEW</i>	66,290
<b>Autism Resource Centre (Singapore)</b>	
• ARC(S) Employability and Employment Centre	36,670
<b>AWWA Ltd</b>	
• Me Too! Club - <i>NEW</i>	250,160



	FY2015 Disbursement (\$)
<b>Bizlink Centre Singapore Ltd</b>	
• Business Development Division	740,861
<b>Cerebral Palsy Alliance Singapore (CPAS)</b>	
• Cerebral Palsy Alliance Singapore - Day Activity Centre	157,488
• Cerebral Palsy Alliance Singapore - Goodwill Rehabilitation & Occupational Workshop (GROW)	406,408
<b>Club HEAL</b>	
• HEALing Friends	112,040
<b>Metta Welfare Association</b>	
• Metta Day Activity Centre for the Intellectually Disabled	79,741
<b>Movement for the Intellectually Disabled of Singapore (MINDS)</b>	
• Ang Mo Kio Training and Development Centre	273,630
• Appropriate Adults Service - NEW	74,567
• Clementi Training and Development Centre	257,724
• Hi-Job!	47,594
• IDEA Employment Development Centre	1,310,817
• Me Too! Club - NEW	168,440
• MINDS MYG	20,461
• MINDSville@Napiri - Home	555,679
• MINDSville@Napiri - Hostel/Group Home	203,088
• MINDSville@Napiri - Napiri Training and Development Centre	111,809
• SIA-MINDS Employment Development Centre	1,655,569
• Woodlands Employment Development Centre	1,384,641
<b>SG Enable Ltd</b>	
• Enabling Village <sup>2</sup>	3,070,000
• Enabling Academy <sup>2</sup>	562,096
• NCSS Special Assistance Fund	486,000
<b>Singapore Association for Mental Health</b>	
• SAMH Bukit Gombak Group Homes	86,866
• SAMH Insight Centre	1,095,778
• SAMH Oasis Day Centre	200,970
<b>Singapore Association of the Visually Handicapped</b>	
• Braille Production Unit	181,314
• Library Services	40,146
<b>Singapore Disability Sports Council<sup>2</sup></b>	2,982
<b>SPD</b>	
• SPD Employment Support Programme	97,611
• SPD Sheltered and Production Workshop	631,979
• SPD-SOKA Day Activity Centre	357,886
• Specialised Assistive Technology Centre	216,359
• Specialised Case Management Programme	343,103
<b>SUN-DAC (2 centres)</b>	302,744
<b>The Singapore Association for the Deaf</b>	
• SAdeaf Deaf Access	48,054
<b>The Singapore Cheshire Home</b>	
• Singapore Cheshire Home Day Care Centre	149,902
• Singapore Cheshire Home Residential Care <sup>1</sup>	619,843
<b>Thye Hua Kwan Moral Charities Limited</b>	
• THK Pan-Disability Centre @ Eunus: Skills Training and Sheltered Employment Programme (Formerly known as Skills Training and Sheltered Employment Programme for People with Visual Impairment)	328,032
<b>TOUCH Community Services Limited</b>	
• TOUCH Ubi Hostel	84,673
<b>Subtotal (Helping Persons with Disabilities Lead Independent Lives)</b>	<b>17,409,125</b>

	FY2015 Disbursement (\$)
<b>KEEPING FAMILIES TOGETHER</b>	
<b>AMKFSC Community Services Ltd</b>	
• Ang Mo Kio Family Service Centre	102,098
• Cheng San Family Service Centre	116,638
• Family Services @ Yio Chu Kang	7,047
• Punggol Family Service Centre	71,462
• Sengkang Family Service Centre	99,721
<b>AWWA Ltd</b>	
• AWWA Family Service Centre	130,191
<b>Care Corner Counselling Centre</b>	1,254,733
<b>Care Corner Singapore Ltd</b>	
• Care Corner Family Service Centre (Queenstown)	79,510
• Care Corner Family Service Centre (Toa Payoh)	107,128
• Care Corner Family Service Centre (Woodlands)	78,321
• Care Corner Family Service Centre (Admiralty)	94,965
• Care Corner Family Service Centre (Tampines)	68,811
• Care Corner Project StART - NEW	64,879
• Care Corner Centre for Co-Parenting	53,673
• Family Journey Programme - NEW	40,779
<b>Counselling and Care Centre</b>	1,200,775
<b>Fei Yue Community Services</b>	
• Project Family - NEW	40,779
<b>Fei Yue Family Service Centre</b>	
• Fei Yue Family Service Centre (Bukit Batok)	86,644
• Fei Yue Family Service Centre (Champions Way)	74,755
• Fei Yue Family Service Centre (Choa Chu Kang)	80,700
• Fei Yue Family Service Centre (Yew Tee)	70,274
• Fei Yue Family Services at SSO @ Taman Jurong - NEW	25,873
<b>Foundation of Rotary Clubs (Singapore) Ltd</b>	
• Rotary Family Service Centre	79,784
<b>Good News Community Services</b>	
• Pasir Ris Family Service Centre	68,812
<b>HELP Family Service Centre</b>	45,918
<b>Kampong Kapor Family Service Centre</b>	
• Kampong Kapor Family Service Centre	80,973
• Whampoa Family Service Centre - NEW	2,883
<b>Lakeside Family Services</b>	
• Lakeside Family Centre (Jurong East)	83,351
• Lakeside Family Centre (Jurong West)	108,316
<b>Methodist Welfare Services</b>	
• Covenant Family Service Centre	77,134
• Daybreak Family Service Centre	67,623
• Tampines Family Service Centre	72,651
<b>Montfort Care</b>	
• @27 Family Service Centre	83,351
• Kreta Ayer Family Services at SSO @ Kreta Ayer - NEW	25,873
• Marine Parade Family Service Centre	96,428
<b>PAVE</b>	
• PAVE at Siglap	186,037
• PAVE - NEW	66,184

	FY2015 Disbursement (\$)
<b>Persatuan Pemuda Islam Singapura (PPIS)</b>	
• As-Salaam PPIS Family Support Centre	45,918
• PPIS Family Service Centre (East)	61,678
• PPIS Family Service Centre (West)	62,867
<b>REACH Community Services Society</b>	
• REACH Family Service Centre	85,455
<b>Samaritans of Singapore</b>	1,861,255
<b>Sembawang Family Service Centre</b>	83,078
<b>Serangoon Moral Family Service Centre</b>	80,700
<b>Shan You Counselling Centre</b>	
• Shan You Counselling and Casework	441,658
<b>Singapore Buddhist Lodge Welfare Foundation</b>	
• SBL Vision Family Service Centre	64,056
<b>Singapore Indian Development Association (SINDA)</b>	
• SINDA Family Service Centre	73,840
<b>Society of Sheng Hong Welfare Services</b>	
• Hougang Sheng Hong Family Service Centre	75,944
<b>South Central Community Family Service Centre Limited</b>	
• South Central Community Family Service Centre <sup>1</sup>	98,912
<b>South East Community Development Council<sup>2</sup></b>	2,982
<b>Thye Hua Kwan Moral Charities Limited</b>	
• THK Centre for Family Harmony - <i>NEW</i>	53,673
• THK FSC @ Jurong	94,966
• THK Family Service Centre @ Tanjong Pagar	112,799
• THK Family Service Centre @ Bukit Panjang <sup>2</sup>	5,965
<b>TRANS Family Services</b>	
• Trans Family Service Centre (Bedok)	76,218
• Trans Family Service Centre (Bukit Timah)	58,112
• TRANS SAFE - <i>NEW</i>	70,098
<b>Transit Link Pte Ltd<sup>2</sup></b>	100,600
<b>Viriya Community Services</b>	
• Viriya Family Service Centre	63,141
• Whispering Hearts Family Service Centre	69,085
<b>Subtotal (Keeping Families Together)</b>	<b>8,838,074</b>
<b>NURTURING CHILDREN &amp; YOUTH TO SUCCEED</b>	
<b>Alive Community Network</b>	
• Alive Community Network - Enhanced STEP-UP (Service A and B)	23,153
<b>AMKFSC Community Services Ltd</b>	
• The Ang Mo Kio Family Service Centres (Cheng San Branch) - Enhanced STEP-UP (Service A and B)	2,205
• The Orchid Project - <i>NEW</i>	17,404
<b>AWWA Ltd</b>	
• AWWA Community Integration Service	903,516
• AWWA School	939,535
<b>Association for Persons with Special Needs</b>	
• Chaoyang School	626,250
• Delta Senior School	1,118,023
• Tanglin School	638,298
• Katong School <sup>1</sup>	581,438
<b>Autism Association (Singapore)</b>	
• Eden School <sup>1</sup>	1,037,316

	FY2015 Disbursement (\$)
<b>Autism Resource Centre (Singapore)</b>	
• Pathlight School	2,829,249
<b>Bethesda Care &amp; Counselling Services Centre</b>	
• Bethesda Care & Counselling Services Centre - Enhanced STEP-UP (Service A and B)	1,512
<b>Bethesda Community Assistance and Relationship Enrichment Centre</b>	
• Bethesda Community Assistance and Relationship Enrichment Centre - Enhanced STEP-UP (Service A and B)	13,104
<b>Canossian Daughters of Charity</b>	
• Canossian School	151,986
<b>Care Community Services Society</b>	
• Care Community Services Society - Enhanced STEP-UP (Service A and B)	4,672
• Care Corner Singapore Ltd (formerly known as Care Corner - Teck Ghee Youth Centre)	
• Care Corner - Teck Ghee Youth Centre - Enhanced STEP-UP (Service A and B)	4,567
• Care Corner Singapore Ltd	
• Care Corner Family Service Centre (Admiralty) - Enhanced STEP-UP (Service A and B)	6,720
• Cerebral Palsy Alliance Singapore (CPAS)	
• CPAS - Therapy Rehabilitation	246,820
• Cerebral Palsy Alliance Singapore School	576,409
<b>Children-At-Risk Empowerment Association (CARE Singapore)</b>	
• Children-At-Risk Empowerment Association (CARE Singapore) - Enhanced STEP-UP (Service A and B)	6,615
<b>Children's Aid Society</b>	
• Melrose Home <sup>2</sup>	4,682
<b>EMCC</b>	
• EMCC - Enhanced STEP-UP (Service A)	2,992
<b>EN Community Services Society</b>	
• EN Community Services Society - Enhanced STEP-UP (Service A)	6,048
<b>Fei Yue Community Services</b>	
• eGEN	291,800
<b>Fei Yue Family Service Centre</b>	
• HEART@Fei Yue - <i>NEW</i>	60,966
<b>Life Community Services Society</b>	
• Friends of Children and Youth	183,617
• MightyKids, Families & Community (MightyKFC)	121,534
<b>Lutheran Community Care Services Limited</b>	
• Lutheran Community Care Services - Enhanced STEP-UP (Service A and B)	19,908
<b>Metta Welfare Association</b>	
• Metta School	970,806
• Arts @ Metta <sup>2</sup>	1,776
<b>Morning Star Community Services</b>	
• Morning Star Community Services - Enhanced STEP-UP (Service A)	420
<b>Montfort Care</b>	
• Big Love - <i>NEW</i>	60,966
<b>Movement for the Intellectually Disabled of Singapore (MINDS)</b>	
• Fernvale Gardens School	475,306
• Lee Kong Chian Gardens School	579,674
• MINDSville@Napiri - Children's Wing	72,664
• Towner Gardens School	570,819
• Woodlands Gardens School	597,765



	FY2015 Disbursement (\$)
<b>National Council of Social Service</b>	
• SPED Financial Assistance Scheme	253,202
• Children-in-Action	8,227
• Inclusive Playground <sup>2</sup>	240,000
<b>Persatuan Persuratan Pemuda Pemudi Melayu (Malay Youth Literary Association)</b>	
• Frenz Programme	426,531
• Persatuan Persuratan Pemuda Pemudi Melayu (4pm) - Enhanced STEP-UP (Service A and B)	72,912
<b>Presbyterian Community Services</b>	
• Grace Orchard School	753,214
<b>Rainbow Centre, Singapore</b>	
• Rainbow Centre - Margaret Drive School	1,065,113
• Rainbow Centre - Yishun Park School	1,265,197
<b>REACH Community Services Society</b>	
• REACH Family Service Centre - Enhanced STEP-UP (Service A and B)	13,020
<b>Singapore Association of the Visually Handicapped</b>	
• Lighthouse School	143,718
<b>Singapore Children's Society<sup>2</sup></b>	5,000
<b>Singapore Disability Sports Council</b>	
• Sports Singapore <sup>2</sup>	50,000
<b>SPD</b>	
• I.M.POWERED	62,456
<b>St Andrew's Mission Hospital</b>	
• St Andrew's Autism School	567,463
<b>Students Care Service (SCS)</b>	
• Buddy'IN	146,853
• Learning and Social Support Programme	375,720
• Students Care Service (Clementi) - Enhanced STEP-UP (Service A and B)	10,416
• Students Care Service (Hougang) - Enhanced STEP-UP (Service A and B)	4,704
• Students Care Service (Yishun)- Enhanced STEP-UP (Service A and B)	6,132
• SYNC (3 centres)	458,667
• Youth COP	286,943
<b>The Community Foundation of Singapore</b>	
• Sports Singapore <sup>2</sup>	26,188
<b>The Ramakrishna Mission</b>	
• WINGS Counselling Centre - Enhanced STEP-UP (Service A)	2,730
<b>The Salvation Army</b>	
• Prison Support Services - Kids In Play	181,366
<b>The Singapore Association for the Deaf</b>	
• SAdeaf Community Integration Support for the Hearing Impaired - Itinerant Support Service	301,996
• Singapore School for the Deaf	61,624
<b>Trybe Limited</b>	
• Trybe Aftercare Programmes for Youth Ex-offenders <sup>2</sup>	12,500
<b>TOUCH Community Services Limited</b>	
• TOUCH Community Services Limited - Enhanced STEP-UP (Service A and B)	5,124
<b>Young Men's Christian Association of Singapore</b>	
• Young Men's Christian Association of Singapore (YMCA) - Enhanced STEP-UP (Service A and B)	8,190
<b>Youth Guidance Outreach Services</b>	
• Experiential Learning and Mentoring Programme (ELMP) @ AMK	64,151
• Experiential Learning and Mentoring Programme (EMPL) @ WL	134,164
• Youth Guidance Outreach Services - Enhanced STEP-UP (Service A and B)	18,638
<b>Subtotal (Nurturing Children &amp; Youth to Succeed)</b>	<b>20,782,694</b>

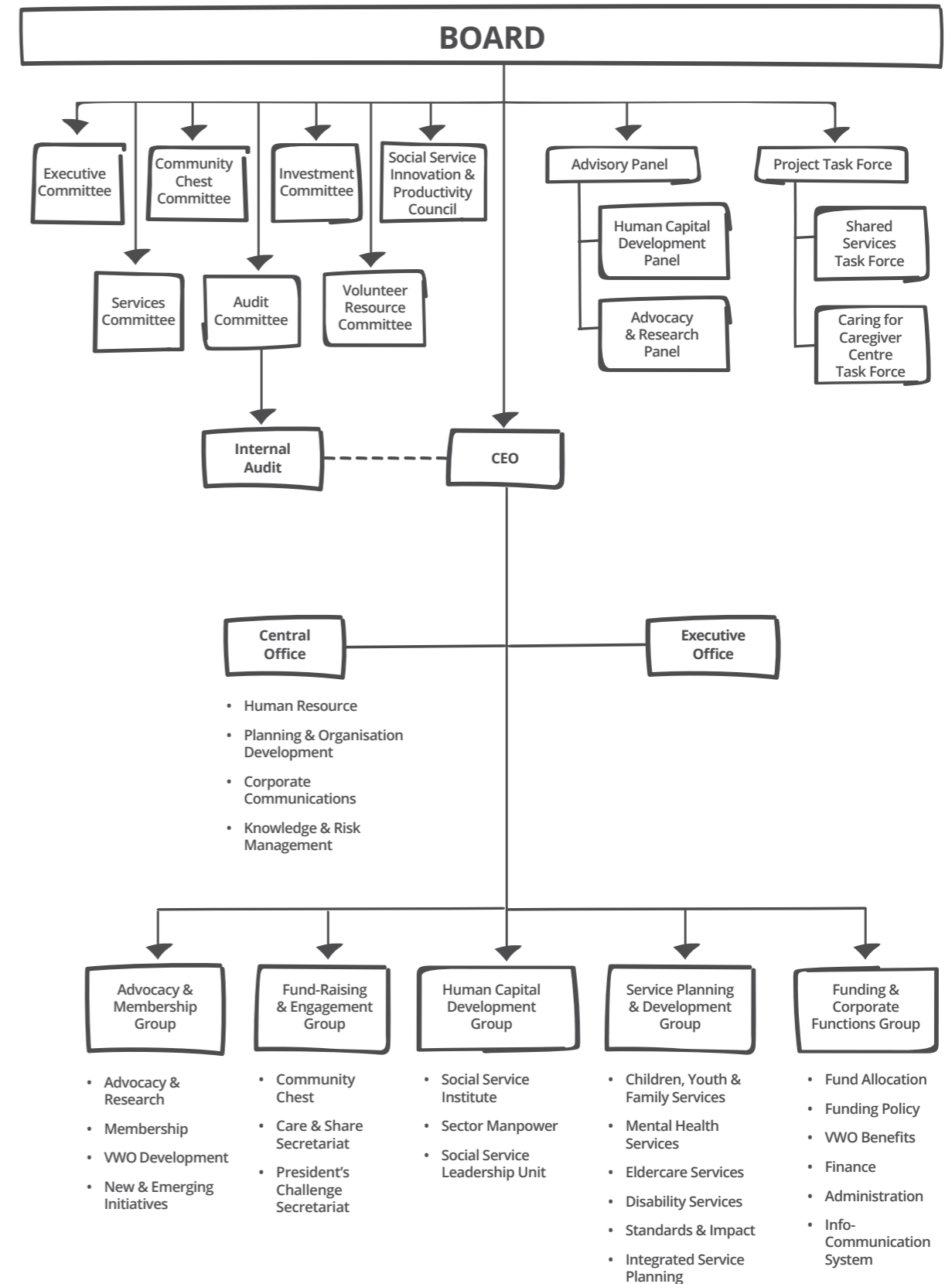
	FY2015 Disbursement (\$)
<b>Project Expenditure and Expected Annual Adjustment<sup>3</sup></b>	<b>213,482</b>
<b>Subtotal: Allocation to programmes/projects</b>	<b>50,866,600</b>
<b>Other Allocations<sup>4</sup></b>	
• Singtel Sponsorship Scheme	174,045
• Temasek Cares Fund	361,000
• Wing Tai Holdings Limited	5,000,000
<b>Sub-Total: Other Allocations</b>	<b>5,535,045</b>
<b>Grand Total</b>	<b>56,401,645</b>

#### Notes

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

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

## ORGANISATIONAL CHART





# NCSS BOARD OF COUNCIL

Patron-In-Chief  
His Excellency  
**DR TONY TAN KENG YAM**  
President of the Republic of Singapore

Patron  
**MR TAN CHUAN-JIN**  
Minister for Social and  
Family Development

Adviser  
**MADAM HALIMAH YACOB**  
Speaker of Parliament



**HSIEH FU HUA**  
President

Mr Hsieh was appointed President of the NCSS Board on 1 August 2012. He is the founder of BinjaiTree, a charitable organisation started in 2008. He also

helped establish two other charities, Shared Services for Charities Ltd and Caregiver Alliance Ltd. He sits on the boards of other non-profit organisations including the Lien Foundation, the National Gallery Singapore, and the Stewardship Asia Centre Pte Ltd. Mr Hsieh is also currently Chairman of United Overseas Bank, Tiger Airways Holdings, and ACR Capital Holdings Pte Ltd. He is a board member of GIC Private Limited and an adviser to Prime Partners Group which he co-founded. He previously served on the Board of Temasek Holdings Pte Ltd (2010 – 2012) and ICAP, a UK listed company (2010 – 2013), and was the CEO of Singapore Exchange Limited (2003 – 2009).



**DR ANG SENG BIN**  
Vice President

Dr Ang joined the NCSS Board as member on 1 August 2010 and was elected as NCSS Vice President on 1 August 2014. He currently chairs the Volunteer

Resource Committee in NCSS. Dr Ang has been involved in various volunteer roles ranging from direct volunteer to management volunteer at the Students Care Service (SCS) since 1994. From August 2014, Dr Ang became Chairman of the SCS Board. Dr Ang is also Chairman of the SSI Diploma and Higher Diploma in Social Service Evaluation and Review Committee and is a Vice-Chairman of the management committee of AMKFSC Community Services Ltd. He heads the Family Medicine Service as well as the Menopause Unit at KK Women's and Children's Hospital. He teaches as an Adjunct-Assistant Professor at Duke-National University of Singapore (NUS) Graduate Medical School Singapore.



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

Mr Tan has been serving as Vice President of the NCSS Board since 1 August 2006. He was appointed Chairman of Community Chest on 15 August 2013. Mr Tan has served NCSS in various capacities since 1983 and contributes extensively in other charitable organisations, including the Tsao Foundation and Mount Alvernia Hospital. He is currently the Group Financial Director of Citystate Capital Asia Pte Ltd.



**RICHARD SIM**  
PBM  
Honorary General Secretary

Mr Sim joined the NCSS Board as member on 1 August 2008 and was appointed the Honorary General Secretary from 1 August 2014. He is PwC Singapore's Vice Chairman of Operations and Head of Audit, and a member of the PwC Executive Board for Singapore, China, Hong Kong and Taiwan. Mr Sim sits on the Council of the Institute of Singapore Chartered Accountants and is a Fellow of the Chartered Public Accountants of Australia and the Association of Chartered Certified Accountants of United Kingdom. He is also a member of the NUS School of Accounting Advisory Council.



**ROBERT CHEW**  
PBM  
Honorary Treasurer

Mr Chew joined the NCSS Board as member on 1 August 2010 and was appointed the NCSS Honorary Treasurer from 1 August 2014. He is a former partner at Accenture and is currently a partner at iGlobe Partners. He is a Director of Alexandra Health System and Integrated Health Information Systems, and serves on the boards of Dover Park Hospice, Kwong Wai Shiu Hospital, Shared Services for Charities and TOUCH Community Services.



**CHAN CHIA LIN**  
Board Member

Ms Chan joined the NCSS Board as member on 1 August 2012. She is a Board member of HealthServe Limited and also serves on the board and investment committees of several other non-profit organisations. She is Director of Holywell Private Limited and Chairman of Urbanspace Sdn Bhd.



**CHERN SIANG JYE**  
Ministry of Health  
Representative

Mr Chern joined the NCSS Board as member on 1 August 2014. He is Chief Corporate Officer and Chief, Regional Engagement and Integration of Agency for Integrated Care (AIC). Mr Chern oversees AIC's corporate functions and leadership development for the community care sector and AIC's engagement efforts with its partners.



**CHEW KWEE SAN**  
Board Member

Mr Chew joined the NCSS Board as member on 1 August 2012. A lawyer by training, he is Executive Director of The Tecity Group. Mr Chew has been serving as Board Member of the Young Men's Christian Association of Singapore since 2008 and was elected as President in 2015. He is also Honorary Secretary and Council Member of the Tan Chin Tuan Foundation, which provides charitable assistance to the elderly, needy and sick.



**KEITH CHUA**  
Board Member

Mr Chua joined the NCSS Board as member on 1 August 2014. He is the Chairman of the Management Committee and Vice President of the Singapore Anglican Community Services. He is the Treasurer for the Anglican Province of South East Asia and Convenor for Economic Empowerment for the Global South Anglican Provinces, in addition to other leadership positions in the local Anglican community. Mr Chua is currently the Chairman of CAL, Advisory Board of the Asia Centre for Social Entrepreneurship and Philanthropy at the NUS Business School, and Asia Philanthropic Ventures. He is a board member of the Community Foundation of Singapore and has been the Executive Chairman of ABR Holdings Limited since 2004.



**ANITA FAM**  
JP, BBM, PBM  
Board Member

Ms Fam first served on the NCSS Board as member from 1 August 2006 – 31 July 2012 and rejoined as member on 1 August 2014. Formerly a lawyer, she has been a full-time volunteer since 2000 in the areas of disability, palliative care, health, family and international volunteerism. Ms Fam is Chairman of the Central Regional Health System Advisory Council and Co-Chairman of the Community Silver Trust Evaluation Panel. She also serves on the boards of Assisi Hospice, Caregivers Alliance Limited, Families for Life Council, the National Healthcare Group, Sembawang Family Service Centre, Singapore International Foundation and St Andrew's Autism Centre, among others.



**MAUREEN SK FUNG**  
Board Member

Ms Fung joined the NCSS Board as member on 6 December 2014. She has been on the Management & Sub-Committees of the TRANS Family Services for 20 years since 1995. She currently serves on the Dover Park Hospice Medifund Committee and Assisi Hospice Programme and Services Committee. Ms Fung is an adjunct social work lecturer and an external social work supervisor at UniSIM. She also provides social work supervision to social workers at VWOs. She was previously the Chief Executive Officer at the Asian Women's Welfare Association (AWWA) and Executive Director of Samaritans of Singapore (SOS). She is also a registered and Life Member of the Singapore Association of Social Workers.



**MOHAMAD HAIRIL B JOHARI**  
Board Member

Mr Md Hairil joined the NCSS Board as member on 1 August 2014. He has been a volunteer at the Malay Youth Literary

Association (4PM) since 1989. He is currently the Deputy President of 4PM, whose mission is to maximise human potential for the future of the community through empowering children, youth and families. Mr Md Hairil previously served Yayasan MENDAKI as a volunteer and then as member of its board of directors. Mr Md Hairil also served as a grassroots leader and a volunteer at the mosque within his local constituency.



**ONG TOON HUI**  
PPA(P)  
Ministry of Social and Family Development (MSF)  
Representative (till 31 August 2015)

Ms Ong joined the NCSS Board as member from 1 July 2009 to 31 Aug 2015. She is presently the Dean & CEO of Singapore's Civil Service College. She is concurrently Deputy Secretary (Development) in the Public Service Division of the Prime Minister's Office. Prior to her current appointment, Ms Ong served in MOH, Ministry of Education, Public Service Division and MSF. Ms Ong serves as a board member on the Civil Service College and the School Advisory Board in Peirce Secondary School.



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

Mr Lim joined the NCSS Board as member on 1 August 2014, having served a prior term from 1 August 2010 to 31 July 2012.

Presently, he is the Vice Chairman of Methodist Welfare Services (MWS), Board Member of Students Care Service and Assist Hon Sec of FaithActs. In MWS, Mr Lim chairs the Daybreak FSC and the Fund-Raising Committee. He is a member of the President's Challenge Social Enterprise Awards Committee since 2012 and is also appointed Local Solemnizer by the Registry of Marriages for a term of three years from 2014 to 2016.



**DR MARY ANN TSAO**  
BBM(L), BBM, PBM  
Board Member

Dr Tsao joined the NCSS Board on 1 August 2012, having served a prior term from 2008 to 2010. She is Chairman and Founding

Director of the Tsao Foundation, which is dedicated to addressing the well-being of older people as well as population ageing issues. Dr Tsao serves on numerous boards and committees, including Centre for Seniors, the Asia Centre for Social Entrepreneurship and Philanthropy at NUS and the Tote Board Community Healthcare Fund Committee. She has also served on various national policy committees, including the Inter-Ministerial Committee on Ageing and the Committee on Ageing Issues.



**DR LEE CHENG**  
Board Member

Dr Lee joined the NCSS Board as member on 1 August 2014. He is the Vice Chairman of Medical Board (Clinical) at the Institute of Mental

Health. He is the President of Silver Ribbon Singapore and the Honorary Treasurer of the Singapore Association for Mental Health. He is also the President of Singapore Psychiatric Association. Dr Lee serves on various inter-agencies committees for Ministry of Health, Agency for Integrated Care and Ministry of Social and Family Development, and is a member of the Singapore Armed Forces Psychiatry Advisory Board and Singapore Medical Council Complaints Committee.



**DR LEE TUNG JEAN**  
MSF Representative  
(since 1 September 2015)

Dr Lee Tung Jean joined the NCSS Board as member on 1 September 2015. She is currently Deputy Secretary of the MSF. Prior to this, she was the first CEO of the Early Childhood Development Agency that was set up on 1 Apr 2013. Dr Lee has also served in various government agencies such as the Ministry of Trade and Industry, the Ministry of the Environment and Water Resources, and the Ministry of Finance. She is also board member of the Casino Regulatory Authority, Charity Council, Community Justice Centre, Diversity Action Committee, Advisory Council on Early Childhood Education and Training and Tradewinds Tours and Travel Pte Ltd.



**GIRIJA PANDE**  
Board Member

Mr Pande joined the NCSS Board as member on 1 November 2012. He is currently Executive Chairman of Apex Avalon Consulting, a joint venture

with Avalon Consulting, India, which is ranked in the top 10 in the Asia Pacific (APAC) for Strategy Consulting. Mr Pande was also CEO of Tata Consultancy Services APAC for over a decade. He won the Top CEO Award by the Singapore Human Resources Institute in 2010. Mr Pande serves on the boards of many listed companies in Singapore, including the Singapore International Chamber of Commerce and the Institute of South Asian Studies as well as on SINDA's Board of Trustees and the Advisory Board of Singapore Management University (SMU). He has also served on the Manpower Council of the Infocomm Development Authority.



**PROF TSUI KAI CHONG**  
Board Member

Professor Tsui joined the NCSS Board as member on 1 November 2012 and has been the Provost of SIM University (UniSIM) since 2005. He is currently

a board member at the National Community Leadership Institute, Intellectual Property Academy and Intellectual Property Office of Singapore. Professor Tsui also serves on the advisory committees at ITE and the Ong Teng Cheong Labour Leadership Institute.



**ALEX LEE KA BUT**  
JP, PBM  
Board Member

Mr Lee has been an NCSS Board member since 1 August 2010. He is a retired banker and was a former CEO 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 Cheng Hong Welfare Service Society, 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 Social and Family Development.



**LEO CHEN IAN**  
Board Member

Mr Leo joined NCSS as Board Member on 1 August 2014. He is passionate about diversity education and philanthropy. He is the founder and Director of Insight N Access with more than ten years of experience in these two fields. He is also a strong champion for and expert in both ageing and disability training, having conducted a series of training programmes in 'Exploration in Disability' as well as 'Exploration in Ageism'. As a speaker, Mr Leo has shared his life experiences on topics ranging from personal leadership to disability issues in the working world in many local and overseas conferences. He is currently on the Board of the Disabled People's Association, having served as the President from 2005 to 2010. He is also a Director of I'm Soul Inc.



# NCSS MANAGEMENT



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

Mr Sim joined NCSS on 1 November 2013 as the Chief Executive Officer. He spent 23 years with the Republic of Singapore Navy, where he held

various staff and operational appointments. He retired from the Singapore Armed Forces as Chief of Staff – Naval Staff, at the rank of Rear Admiral, in June 2006. He joined the Ministry of Information, Communications and the Arts (MICA) in August 2006 as Senior Director (Information and Corporate Management) and became MICA's Deputy Secretary (Information and Corporate Management) in February 2007. His last appointment was as Deputy Secretary (Industry and Information) at the Ministry of Communications and Information (MCI). Mr Sim currently serves on the Board of Directors of the National Volunteer & Philanthropy Centre, the Charity Council, raiSE (Singapore Centre for Social Enterprise), the National Environment Agency as well as the National Arts Council. Mr Sim was a Singapore Armed Forces Overseas Scholarship recipient and holds a Bachelor's degree from the University of Oxford, and a Master of Business Administration from the Massachusetts Institute of Technology through its Sloan Fellows Programme. He was awarded the Public Administration Medal (Silver) (Military) in 2006 and the Public Administration Medal (Silver) in 2014.



**TINA HUNG**  
Deputy Chief Executive Officer and Group Director, Service Planning & Development  
Group Director, Advocacy & Membership (concurrently from 23 March 2015)

Ms Hung joined NCSS on 17 April 1995 where she held various portfolios in Service Planning & Development, Fund Allocation, HR and Family Service Centres before being appointed Deputy CEO of NCSS on 1 June 2007. She guides NCSS' efforts in planning, advocacy and designing quality social services for vulnerable populations. She provides leadership in raising social service standards and develops applied research to improve lives. Ms Hung has been appointed to inter-ministry committees to conduct policy reviews, develop masterplans and coordinate national efforts to address social problems. She is currently a board member of the Social Service Research Centre, Data Protection Advisory Committee, Board of Visitor for Prisons and Psychiatric Institutions, Special Needs Trust Company and the Enabling Masterplan 3 Steering Committee. Ms Hung is the Chairman for the VWOs-Charities Capability Fund Scholarship Panel and the Margaret Mary Wearne Trust Fund. She is also the Vice-Chairman for the Social Work Accreditation and Advisory Board. Ms Hung holds a double Masters in Public Administration and Social Work.



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

Mr Diez joined NCSS on 21 April 2014 as Deputy CEO and

Group Director, Human Capital Development. He has more than 30 years of experience in Human Resources (HR), which includes consulting, corporate and academic roles in 40 countries in all continents. As a consultant he has advised major multinationals, large local companies and public sector organisations at the board and C-suite levels on issues related to strategy, organisation structure, talent management and rewards.

He sits on the board of Jurong Health Services. He was previously serving on the Singapore Management University (SMU) business school advisory board and the Children's Cancer Foundation board, as well as the Taylor's Education Group in Malaysia. He is also a former member of the Board of Directors of World@Work. He co-authored a book on Human Capital Strategy and currently serves as adjunct faculty at SMU and Nanyang Technological University.



**NG LING LING**  
PPA(P)  
Group Director, Fund-Raising & Engagement, and Managing Director, Community Chest

Ms Ng joined NCSS on 17 September 2001 and was appointed as Group Director, Fund-Raising and Engagement and Managing Director, Community Chest on 1 November 2013. She currently leads Community Chest's fund-raising efforts, donor engagement, outreach and publicity initiatives. Ms Ng is instrumental in the launch of the Care & Share Movement for SG50, a national fund-raising and volunteerism movement for the social service sector, led by Community Chest and supported by over 200 charities, to contribute to Singapore 50th celebration of independence in 2015. She holds a Bachelor of Accountancy from NTU and a Master of Public Administration from the Australian National University. She has 14 years of experience in the social service sector, spanning board governance, consultancy, social service training operations, and fund allocation of over \$300 million to charities. Prior to NCSS, Ms Ng worked in the financial industry, specialising in treasury functions.



**DR ALEX LUM**  
Director, Advocacy & Research

Dr Lum joined NCSS on 22 December 2014, with 15 years of experience in analysing data, statistical, consumer and

behavioural patterns, and developing implementable solutions for organisations. He was previously the Director of the Institute for Financial Literacy before joining the analytics team at EY Advisory. Dr Lum holds a Doctor of Philosophy in Economics from NUS, a Master of Philosophy in Economics from the University of Cambridge and a Bachelor of Science in Economics from the University of Leicester.



**CHAN WHEE PENG**  
Director, Membership

Mr Chan joined NCSS on 15 November 1999 and has led various efforts to develop and review social services in the eldercare, family and disability

sectors. He has contributed to sector-wide projects including the Enabling Masterplan and a consultancy project to improve the capabilities of early intervention services. Mr Chan leads his teams in strengthening relationships with member VWOs. Mr Chan holds a Master in Social Science (Social Work) and a Master in Public Administration from National University of Singapore.



**VIVIEN LAI**  
Director, New & Emerging Initiatives (till 5 February 2016)

Ms Lai joined NCSS as a project consultant in 2013. On 6 January 2014, she joined NCSS to lead the

New and Emerging Initiatives team, to explore sustainable and innovative funding models, incorporating business development and financial best practices to help the sector grow and scale. Ms Lai also spearheaded Heartgifts, a social enterprise initiative to provide a sustained source of income to our beneficiaries through the sale of handmade artwork. A former corporate banker, Ms Lai held senior management positions with various international banks before leaving to set up a few startups in hospitality and education. She remains close to the ground, is an active volunteer and serves on various committees and boards of non-profits. She holds a Master in Applied Finance from Macquarie University and a Bachelor in Business Administration from NUS.



**HENG LI LANG**  
Director, Relations & Engagement, Community Chest (from 14 April 2015)

Ms Heng joined NCSS on 14 April 2015. She has more than 20 years of experience in the public sector. Prior

to joining Community Chest, Ms Heng held various senior appointments with the Singapore Tourism Board and the Media Development Authority of Singapore, managing portfolios including Business and Capability Development, Policy and Strategic Planning and Human Resource. In 2006, she was awarded the National Day Award (Commendation Medal) in recognising her contributions made to the civil service in Singapore. Ms Heng graduated from the NUS with an Honours Degree in Statistics.



**BRUCE LIEW**  
Director, Strategies & Operations, Community Chest

Mr Liew joined NCSS on 14 September 2009, heading Donor Management, followed by Relations

& Engagement, and lastly heading Development & Communications – covering the full spectrum of work in Community Chest – before becoming Deputy Managing Director and subsequently Director. He tries to shape a caring and inclusive society by forging impactful public, people and private partnerships, and by leveraging on technology. Prior to NCSS, he spent 12 years launching and developing digital businesses in a Silicon Valley start-up and various multinational companies. Mr Liew holds a Master's degree in Information Technology from University College Dublin and a Bachelor's degree in Communication Studies from NTU.



**ANGELA YAK**  
PPA(G)  
Director, Social Service Leadership Unit

Ms Yak joined NCSS on 24 May 2004. She currently spearheads the Sun Ray scheme, a centralised

leadership scheme which aims to attract and develop a pool of organisational and professional leaders for the sector. She holds a Master in Social Work and a Graduate Diploma in Human Resource and Talent Management. Ms Yak has 16 years of experience in the social service sector spanning across service planning to development.



**BELINDA TAN**  
Director, Social Service  
Institute (SSI)  
(till 30 June 2015)

Ms Tan joined NCSS on 30 September 2002. She has been instrumental in transforming SSI into a centre of learning and capability building for practitioners. Under her leadership, SSI has been appointed the Continuing Education and Training Centre for the social service sector by the WDA. Ms Tan holds a Bachelor of Arts from NUS and a Master of Health Science (Gerontology) from the University of Sydney. She has 14 years of experience in the social service sector, ranging from service development and fund-raising to corporate communications. Since 1 July 2015, she has joined the Sun Ray scheme and was posted to Montfort Care as Group Director, Shared Services and General Manager of YAH!



**DR VICTOR GOH**  
Director, SSI  
(from 1 October 2015)

Dr Goh joined NCSS on 1 October 2015, with 25 years of experience in business development, entrepreneurship, and education. His entrepreneurship venture Playware Studios spearheaded game-based learning in schools and promoted gamification in corporate trainings. In WDA, he conceptualised the Individual Learning Portfolio, a national one-stop online portal to help citizens make informed choices on jobs and training opportunities. At Institute for Adult Learning Singapore, he started a Singapore-based Massive Open Online Courses (MOOC) learning portal and developed the business case for iN.LAB, a key initiative of the Continuing Education and Training Masterplan 2020 for the continuing education and training sector. He also serves as a board member of Youth Guidance Outreach Services. He holds a Doctor of Business Administration from University of Western Australia, a Masters of Business Administration from University of Strathclyde, and a Bachelor of Mechanical Engineering from NUS.



**VON LEONG**  
Director, Sector  
Manpower

Ms Leong joined NCSS on 4 September 2014, bringing over 12 years of comprehensive human resource management experience including recruitment, performance management, learning and development and organisational development, both from local and overseas organisations. She was Director, Talent Solutions and Business Development and Marketing in Aon Consulting before joining Kelly Services Pte Ltd. to be its Global Solutions Asia Pacific Director. Ms Leong holds a Bachelor of Business Administration degree from the University of South Australia.



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

Mr Ghosh joined NCSS on 2 October 2000. He has more than 20 years of experience in various areas of social service, including social service strategy, service management, member relations and international philanthropy. Prior to re-joining NCSS on 18 August 2014, Mr Ghosh was Director, Organisation and Operations at the Temasek Foundation. Mr Ghosh holds an Honours degree in Occupational Therapy and a Masters in Health Sciences Management. He is currently a Board and Audit Committee member of SG Enable Ltd; member of the Industry Advisory Committee for the Health Sciences Cluster of Singapore Institute of Technology University, Advisory Committee member for Counselling Programme, Singapore Institute of Management University and also appointed as a member by MSF to the selection panel for Leadership and Development scheme.



**ADRIAN CHEONG**  
Head, Internal Audit

Mr Cheong joined NCSS in 2015, and has more than 15 years of audit experience in both private and public sectors. He concurrently leads the internal audit unit of Ministry of Social and Family Development. He is a member of the Institute of Singapore Chartered Accountants and the Institute of Internal Auditors Singapore.



**QUEK BOON KIEN**  
Director, Funding &  
Corporate Functions  
Group

Ms Quek joined NCSS on 4 February 2013 as Director, Fund Allocation, VWO Benefits and Corporate Functions, which includes the Finance, Administration and Info-Communication portfolio. She is responsible for the administration and allocation of funds, grants and services to support member VWOs in critical, strategic programmes and projects and oversees the provision of common services to support member VWOs. Prior to joining NCSS, Ms Quek has more than 20 years of experiences in audit and finance. She has worked in the Finance & Administrative function in the Prime Minister's Office (Public Service Division) for over six years where she managed financial resources and budget, audit, administration and procurement, restructuring of agreements for better fund management, etc. She started off her career as an auditor with Price Waterhouse Singapore and Asia (Shanghai) before moving to Goodwood Park Hotel as a Financial Controller and Amanresorts International as an internal auditor. She holds a Bachelor of Accountancy from NUS and is a member of the Institute of Singapore Chartered Accountants.



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

Ms Low joined NCSS on 1 December 2014 as Director, Human Resource and Planning & Organisation Development. She has more than 19 years of experience in developing human capital and corporate planning frameworks as a practitioner and consultant in both private and public sector companies such as the Ministry of Foreign Affairs, Singapore Tourism Board, Artemis International and Singapore General Hospital. Immediately prior to joining NCSS, she was a principal consultant with Mercer for 8 years where she focused on remuneration scheme design, performance management, employee engagement, competency development, workforce planning and other HR frameworks. She graduated with a Bachelor of Business Studies (Applied Economics) degree.



**PEARLYN TSENG**  
Director, Corporate  
Communications

Ms Tseng joined NCSS on 2 February 2015. She currently leads the Corporate Communications team in the areas of corporate communications, media relations, branding, digital content development and public education initiatives. She has more than 15 years of experience in marketing and corporate communications across public, private and non-profit sectors. Prior to joining NCSS, Ms Tseng was Deputy Director at the Health Promotion Board, overseeing communication campaigns and industry partnership engagements. She holds a Bachelor of Arts from NUS and a Master of Mass Communication from Wee Kim Wee School of Communication and Information, NTU.



**YEN CHANG SHENG**  
Director, Knowledge &  
Risk Management  
(till 25 February 2016)

Mr Yen joined NCSS on 22 February 2010, with 19 years of experience in external and internal auditing in private and public organisations that include KPMG Peat Marwick, Far East Organisation and the former Ministry of Community Development, Youth & Sports. He led his teams in driving Knowledge Management initiatives within NCSS as well as oversaw the Risk Management efforts to achieve business sustainability. Mr Yen had a Bachelor of Accountancy from NUS and was a member of the Institute of Singapore Chartered Accountants.



# COMMITTEES

## EXECUTIVE COMMITTEE

Chairman  
**Mr Hsieh Fu Hua**

Vice Chairmen  
**Mr Phillip Tan Eng Seong** JP, BBM(L), BBM, PBM  
**Dr Ang Seng Bin**

Honorary General Secretary  
**Mr Richard Sim Hwee Cher** PBM

Honorary Treasurer  
**Mr Robert Chew** PBM

Members  
**Ms Chan Chia Lin**  
**Ms Anita Fam** JP, BBM, PBM  
**Dr Lee Tung Jean** (MSF representative)  
**Mr Girija Pande**

## SERVICES COMMITTEE

Chairman  
**Ms Anita Fam** JP, BBM, PBM

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

Disability Services  
**Professor Ho Lai Yun** JP, BBM, PBM, PBS

Eldercare Services  
**Mr Chew Kwee San**  
**Dr Mary Ann Tsao** BBM(L), BBM, PBM

Mental Health Services  
**Mr Keith Chua Tiang Choon**  
**Dr Lee Cheng**

Member  
**Mr Sim Gim Guan** PPA(P), PPA(P)(T)

Representatives  
**Mr Bernard Lee** P.Keputusan MOH

**Mrs Boon-Ngee Sebastian**  
Tote Board

**Mrs Choo Swee Gek**  
MOE

**Ms Denise Low** P.Keputusan MSF

**Mr Andrew da Roza** (from Oct 2015)  
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