



# ANNUAL REPORT 2020 / 2021

"Love All, Serve All" "Help Ever, Hurt Never"

## Our Background

The Sathya Sai Social Service (4S) was founded in 1996 by a group of professionals who were Sai devotees with a vision to serve all people, regardless of race or religion, with a heart.

A secular and non-ethnic based voluntary welfare organisation, 4S is

- registered with the Commissioner of Charities on 25 Apr 96 (Registration No.: 01172); and Registrar of Societies on 13 Sep 96 (UEN: S96SS0160E)
- a full member of the National Council of Social Service
- an Institution of Public Character

## Our Mission

To be a widely respected social service organisation in Singapore providing holistic and quality services to all

## Our Motto

The motto that steers 4S in dedicating itself to serve all with love:  
"Love All, Serve All" "Help Ever, Hurt Never"

## Our Logo



4S' logo affirms our belief in our motto

- The 'S' is depicted by two brush strokes
- The upper stroke reflects our commitment to help those in trouble, distress and need
- The lower stroke represents our compassion for people with problems
- The bold strokes signify the youthful dynamism and social currency of our organisation
- The exuberance of the symbol is balanced by a stable soft typeface depicting our passion and humility in the delivery of our services

## Our Core Values

The service user-centric effort in service delivery, built on strong tradition of care and concern and service excellence since 1996, drives 4S to provide reliable and holistic care with professionalism and a human touch.

- **Compassion** Being connected with and having a sense of empathy with the less fortunate in our society
- **Commitment** Being dedicated and taking pride in our work
- **Integrity** Treating everyone fairly and honestly, and doing what is right in all circumstances
- **Professionalism** Being skilled and knowledgeable, and working hand in hand with our partners with mutual trust and respect

# Contents

## About Us

- 03 Sharing by 4S' President
- 06 Organisation Chart
- 07 Executive Committee
- 09 Functional Committees and Management Committees
- 10 Our Milestones

## Residential Care

- 15 Welfare Homes
  - Acacia Home
  - Bukit Batok Home for the Aged
  - Tembusu Home at Pelangi Village
  - Thuja Home at Pelangi Village

## Eldercare

- 33 Tembusu Eldercare Centre
- 38 Tembusu Senior Activity Centre
- 56 Village in Eunus Crescent

## Volunteer Development

- 58 Tembusu Volunteer Programme

## Corporate Service

- 62 Board of Governance
- 66 Human Resource Management
- 78 Our Donors
- 84 Adopting "Tembusu" as the Brand Name of 4S' Projects
- 85 Contact Information

## Attachment

- Audited Financial Statements



# Sharing by President



Warmest Greeting to All!

I would like to thank each and every one of you who made time on a Sunday to attend the Sathya Sai Social Service (4S) Annual General Meeting (AGM).

The Financial Year 2020/21 had been an exceptional and challenging year for all of us. I would like to share with you key events which had taken place during the financial year and the upcoming plan.

After the success of the one-year pilot Tele-Health programme, Bukit Batok Home for the Aged (BBHA) has since February 2020 contracted a medical group to provide medical services to the residents. During the COVID-19 pandemic outbreak, tele-consultation service had proven to be crucial to the overall provision of medical care to the residents. This mode of medical service delivery would be progressively extended to the other Homes managed by 4S.

On 25 Apr 20, a 62-year-old resident from Acacia Home (AH) was tested positive for COVID-19. Another 12 residents and two foreign staff were infected the following day. The cluster involved a total of 15 residents and two staff. All AH staff were placed under quarantine. An Interim Management Team (IMT), comprising 12 staff from Tembusu Home at Pelangi Village (TBH) and 11 staff from BBHA, was assembled at short notice to help manage AH from 27 Apr 20 to 12 May 20. The team's service was needed as some residents were placed under quarantine at the Home because they needed supervision or assistance in daily needs and were found not suitable to be isolated in a Government Quarantine Facility. The Team was sequestered for two weeks at hotels as a precautionary measure before returning to work. I want to thank the team for their selfless sense of responsibility and deep comradeship in responding to the crisis.

Since the announcement of Circuit Breaker in April 2020, numerous advisories had been issued by the authorities in response to changing circumstances. All Homes' staff were placed under stressful working conditions. They had to be sequestered at hotels to reduce the risk of transmission. Changes to daily operations and work processes were to be put in place at short notice. Information on daily health status and data for contact tracing had to be captured and updated daily. The arrangements of split-team for staff and split zones for staff and residents and the restriction of movement not only halved the manpower available for operations for each shift of duty but also generated tension among residents. The Homes were also subjected to unannounced inspection monthly by the Ministry of Social and Family Development (MSF) to audit the extent of readiness and compliance with the safe management guidelines.



The COVID-19 situation had underscored the importance of environmental sanitation. One of the key measures taken by the Homes to minimise transmission risk was to step up the sanitation effort. Following the passing of the Environmental Public Health Amendment Bill in October 2020 to mandate environmental sanitation standards for specific premises starting with higher-risk premises housing vulnerable groups, the authorities have been preparing Welfare Homes to put in place an Environmental Sanitation Programme in August 2021 to enhance the sanitation and hygiene standards to mitigate transmission of infectious diseases. The Homes are to manage the added responsibility while adhering to the safe management measures and zoning restrictions.

Activities of the two eldercare centres, Tembusu Eldercare Centre (TEC) and Tembusu Senior Activity Centre (TSAC), were reduced significantly during the Circuit Breaker period. Operations were gradually resumed from 29 Jun 20 with safe distancing management in place.

On 2 Apr 20, the Tote Board approved the funding application for the Village in Eunos Crescent, a three-year pilot project under the Tote Board Community Healthcare Fund administered by the Agency for Integrated Care. The Village pilot, commenced on 1 Jul 20, aimed at connecting community partners to better serve the seniors in Eunos Crescent. The National Council of Social Service's Sun Ray Scheme was tapped to bring on board a staff on secondment to help implement the pilot.

The future eldercare landscape, based on the Ministry of Health's vision, will be population-based, proactive and integrated to provide preventive health and social support, aims at helping seniors to age-in-place. TSAC would transit to the new Eldercare Centre Model focusing on active ageing programme, befriending and buddying services and care coordination from mid-2021. Under the new service model, TSAC is expected to reach out to about 3,000 seniors aged 60 years and above living in HDB rental or purchased flats. Both TEC and TSAC had initiated the Strengths, Weaknesses, Opportunities and Threats analysis and mapped out action plans, synthesising resources available, for the two centres in Eunos Crescent to meet the new expectations and challenges.

On 29 Jan 21, 4S was invited to participate in the National Council of Social Service's Volunteer Management Capacity Development Consultancy Project. This project would equip 4S with the appropriate knowledge and information in volunteer management and facilitate the design and development of initiatives and programmes for the identified volunteer management areas. The 4S team had been working with the appointed consultancy firm to identify new volunteer opportunities, incorporating elements of developing a culture of volunteer management within 4S and volunteer leadership plan as well as implementing a volunteer development plan for volunteers.

COVID-19 has profoundly changed the way we work. We face complex challenges and the new normal of work has made it necessary for 4S to delve into digital solutions. Developing digital capability and increasing technology adoption in service delivery have become essential and crucial. Moving forward, 4S will leverage the power of technology to transform and digitalise work processes and workflows to improve operational efficiency and to enhance productivity. To succeed, our staff needs to think and operate differently. They will be re-trained and re-orientated to the ever-changing work requirements and job skills to help them adjust and adapt well to the new normal.

4S staff have displayed great dedication and resilience to serve those in need, helping each other to overcome challenges to keep our residents and service users safe and well. Our staff are exposed to risk and subject to the same kinds of stressors experienced by many of us, having to cope with ongoing adjustments at home and work. We are proud of their dedication, commitment and sacrifices. Ensuring their well-being and mental health stability are critical and appropriate employee assistance programmes would be introduced to prevent burnout.

On 9 Oct 20, an unprecedented decision on treatment of unused 2019 leave was taken to allow 4S staff to carry forward half of 2019's unused leave (not used by 31 Dec 20) into 2021 and to encash any remaining unused 2019 leave. This one-off approach in treatment of unused leave, aligned with the Civil Service's practice, was one small management gesture to recognise our staff's dedication and contributions.

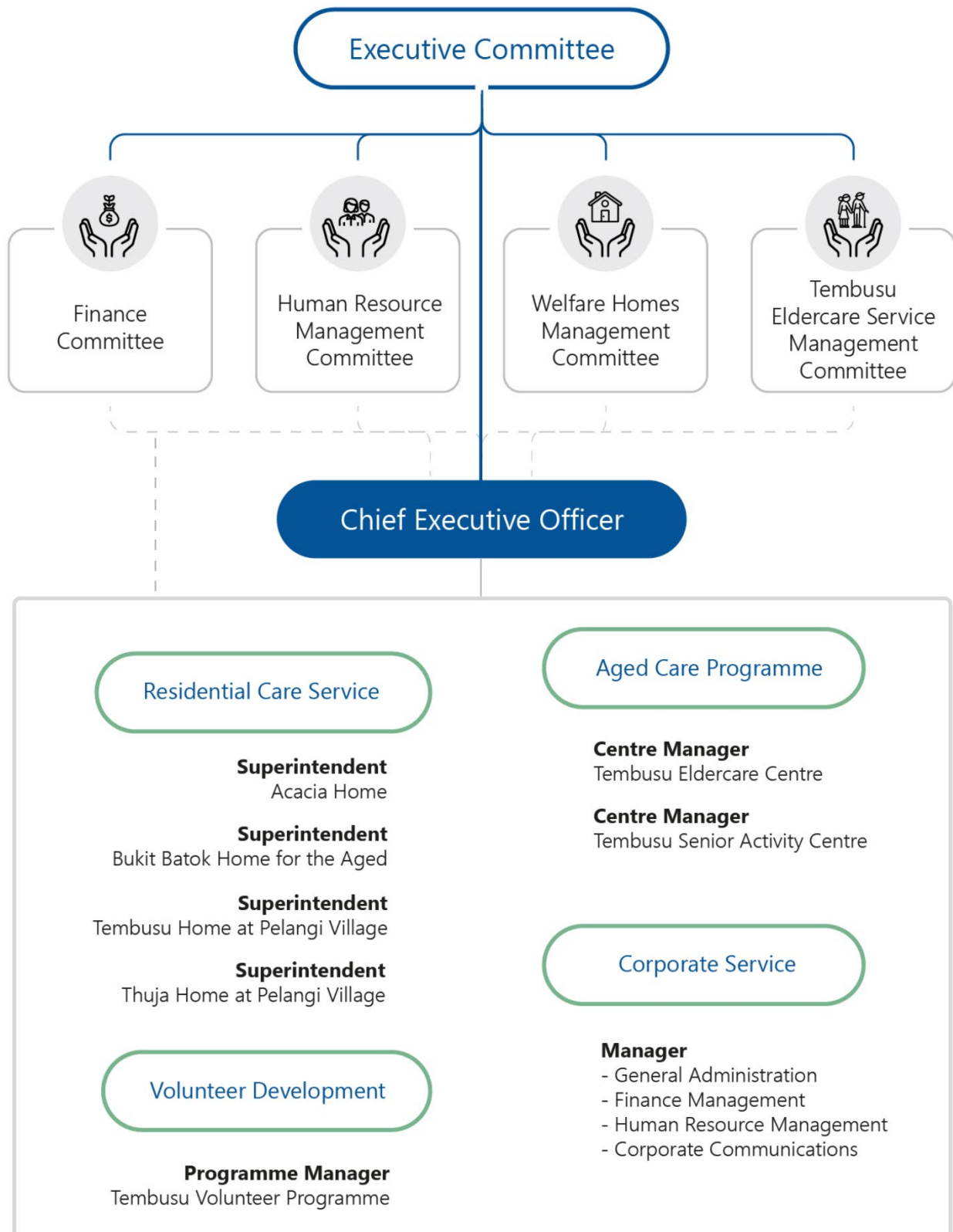
At the management front, Ms Daphne Chua, who was elected as 4S Honorary Treasurer for a two-year term on 29 Sep 19 at the 22nd Annual General Meeting, submitted her resignation as 4S' Honorary Treasurer on 13 Apr 20 owing to personal reasons. The 4S Executive Committee accepted her resignation with a heavy heart and wished her well in her future endeavours.

Dr Elaine Chua, who had chaired the Welfare Homes Management Committee (WHMC) since August 2015, decided to step down because of family commitment. Mr Siu Yow Wee, the incumbent Vice Chairman, had come forward to take over the chairmanship. The change took effect from 15 Jun 20. On behalf of the management and staff, I would like to thank Dr Chua for her passion and professionalism to improve the generally well-being of the residents and Mr Siu for generously offering his time and service to serve WHMC.

In this critical time, 4S has persisted together and come out more resilient. We could not have done it without all the support from our members, funders, volunteers and staff. With your trust and partnership, 4S will rise to the challenges of transformative times and emerge stronger. I invite our members to stay connected and help 4S to be a vibrant, safe and relevant social service provider. Please continue to stay safe, and stay healthy.

Ho Poh Kong  
President  
Sathya Sai Social Service

# Organisation Chart





# Executive Committee



Mr Ho Poh Kong  
President



Mr Leong Why Kong  
Vice President I



Prof Hsu Pon Poh  
Vice President II



Dr Elaine Chua Lee Lea Im  
Hon. Secretary



Mr Siu Yow Wee  
Hon. Asst. Secretary



Ms Daphne Chua Shu Ling  
Hon. Treasurer (Until Apr 20)



Mr Seng Chun Guan  
Hon. Treasurer (From Dec 20)  
Hon. Asst. Treasurer (Until Dec 20)



Mr Tay Zi Yang  
Member



Ms Lim Yen Ping Joyce  
Member



Mr Sowaran Singh  
Member



Mr Sunder Ramchand  
Hon. Asst. Treasurer (From Dec 20)  
Member (Until Dec 20)

# Executive Committee

## Reasons for Retaining Executive Committee Members who have served more than 10 consecutive years

Mr Sunder Ramchand, founder member of 4S, has served 4S passionately for more than two decades through his work in different management committees and the Executive Committee. He has graciously agreed to continue to serve 4S to mentor and to provide advice to the new members on the work of 4S.

Mr Ho Poh Kong joined 4S as Executive Committee member in 2007 and was subsequently elected as Vice President II in September 2013. He was elected as 4S President in September 2017. Mr Ho's service in the Executive Committee was retained for succession planning purposes. His experience is invaluable and critical in guiding new members and staff in the work of 4S, against the backdrop of an ever-changing social service landscape and in view of the unprecedented COVID-19 pandemic outbreak.

## Number and Attendance of Executive Committee (Ex-Co) Meeting in Financial Year 2020/2021:

	5th (2019 - 2021) Ex-Co Meeting held on 25 Oct 20	6th (2019-2021) Ex-Co Meeting held on 13 Dec 20	7th (2019-2021) Ex-Co Meeting held on 21 Mar 21	8th (2019-2021) Ex-Co Meeting held on 20 Jun 21
Mr Ho Poh Kong	✓	✓	✓	✓
Mr Leong Why Kong	✓	✓	✓	-
Prof Hsu Pon Poh	✓	-	✓	✓
Dr Elaine Chua Lea Lea Im	On maternity leave			
Mr Siu Yow Wee	✓	✓	✓	✓
Mr Seng Chun Guan	✓	✓	✓	-
Mr Sunder Ramchand	✓	✓	✓	✓
Ms Lim Yen Ping Joyce	✓	✓	-	✓
Mr Sowaran Singh	✓	-	✓	✓
Mr Tay Zi Yang	✓	✓	-	✓

## Functional Committees and Management Committees (As at 31 Mar 21)

### Finance Committee

Mr Seng Chun Guan  
Supported by Facility Heads

### Human Resource Management Committee

Mr Ho Poh Kong  
Ms Lim Yen Ping Joyce  
Supported by Staff Members

### Welfare Homes Management Committee

#### Chairman

Mr Siu Yow Wee

#### Vice Chairman

Ms Lim Ling

#### Honorary Secretary

Ms Mabel Goh Mui Ngim

#### Honorary Treasurer

Mr Aston Zhuo Junwei

#### Members

Mrs Deby Sarojiuy Pala Krishnan  
Mr Lyleson Chua Wen Yaw  
Mr Seng Chun Guan

Mr Jimmy Ho Ji Meng, PBM  
Ms Samantha Pong Lai Li

### Tembusu Eldercare Service Management Committee

#### Chairman

Mr Leong Why Kong

#### Vice Chairman I

Mrs Deby Sarojiuy Pala Krishnan

#### Vice Chairman II

Mr Lawrence Tan Han Tong, PBM

#### Honorary Secretary

Mr Seng Chun Guan

#### Honorary Assistant Secretary

Mr Tang Khee Meng

#### Honorary Treasurer

Ms Lim Ling

#### Members

Mr Chin Chee Kong Roy  
Dr Jagadesan Raghuram

Ms Rose Low Shiow Ling  
Mr Siu Yow Wee

Mr Steven Tan Chwee Hock, PBM  
Mr Sowaran Singh

### Mrs Pirooska Rajaratnam Memorial Trust Fund for the Bukit Batok Home for the Aged

Prof Yeoh Kian Hian, PBM, BBM  
Dr Premkumar Kandasamy Pillay  
Director of Social Welfare, Ministry of Social and Family Development



# Our Milestones

## 1996

- Established the Sathya Sai Social Service (4S) and registered with the
  - Commissioner of Charities
  - Registrar of Societies
  - National Council of Social Service (NCSS)
- Started to fund the Food Aid and Befriending Programme – a programme managed by volunteers of the Sri Sathya Sai Society's Seva Group
- Set up the Sathya Sai Baba Specialist Clinic on the second floor of the Sathya Sai Baba Centre

## 1997

Appointed by the then Ministry of Community Development to manage Bukit Batok Home for the Aged (BBHA) for a period of five years

## 2001

Launched a series of community health screening sessions in partnership with the Health Promotion Board and the Hong Kah North Division's Grassroots Organisations (GROs) until April 2002

## 2002

- Took over the management of a rehab centre (formerly known as Bukit Batok Senior Citizens Health Care Centre) from Home Nursing Foundation
- Renamed the clinic "Sathya Sai Baba (General and Specialist) Clinic"
- Appointed by the Ministry of Community Development and Sports (MCDS) to manage Tembusu Home at Pelangi Village (TBH) for a period of five years
- Reappointed by MCDS to manage BBHA for a period of five years

## 2003

Selected as one of the beneficiaries supported by the President's Challenge 2003

## 2004

- Embarked on a 3-month Strategic Planning Exercise and a new 4S' mission statement was developed
- Adopted "Tembusu" in the naming of subsequent facilities and programmes
- Renamed the rehab centre "Tembusu Rehab Centre" (TRC)
- Appointed by the Ministry of Community Development, Youth and Sports (MCYS) to manage a community-based eldercare facility, known as Tembusu Neighbourhood Link (TNL). It is the first Neighbourhood Link set up on the rooftop of a multi-storey carpark

## 2005

- Established the Tembusu Volunteer Programme
- Conducted two sessions of Blood Donation Drive in collaboration with the Sathya Sai Central Organisation, Singapore in May and August 2005

# Our Milestones (Cont'd)

## 2006

- Inaugurated the first Volunteer Training Programme
- Embarked on the first humanitarian project – SaiNet Project in Laos
- Participated in MCYS - NCSS Social Work Training Scholarship Scheme
- Commemorated the 10<sup>th</sup> anniversary of community service by 4S with a Thank You Dinner and two sets of commemorative stamps

## 2007

- Appointed by MCYS to manage Thuja Home at Pelangi Village (TJH) for a period of five years
- Reappointed by MCYS to manage BBHA and TBH for a period of five years
- Embarked on the second humanitarian project - Sathya Sai-Huong Van Health Centre Project in Vietnam
- Launched the Tembusu Transport

## 2008

- 4S President was invited by the National Archives of Singapore to record an oral history on the birth and development of 4S
- Appointed by MCYS and NCSS to provide Home Help Service for the western region. Named the programme Tembusu Home Help Service (THHS)
- Embarked on the third humanitarian project – SaiBlanket Project in Nepal
- Selected as one of the beneficiaries supported by the President's Challenge 2008

## 2009

- Set up the Tembusu Health Centre (THC) at Eunos Crescent and Sathya Sai Baba (General and Specialist) Clinic ceased operations in June 2009
- Relocated TRC to Jurong West Street 71

## 2010

- Transferred the operations of the Food Aid and Befriending Programme from Sri Sathya Sai Society to THC and renamed the programme "Tembusu Food Aid Programme"
- Renamed TNL "Tembusu Seniors Activity Centre" (TSAC)

## 2011

- Embarked on the second Strategic Planning Exercise
- Renamed TRC "Tembusu Rehab and Day Care Centre" (TRDCC)
- (TRDCC) Implemented the Singapore Programme for Integrated Care for the Elderly or SPICE in collaboration with the Agency for Integrated Care (AIC)
- Renamed THC "Tembusu Free Clinic" (TFC)

# Our Milestones (Cont'd)

## 2012

- Selected as one of the beneficiaries supported by the President's Challenge 2012
- Participated in the Community Silver Trust scheme for Intermediate and Long-Term Care service for both healthcare and social service sectors
- Merged TFC's subjects with TSAC
- Reappointed by MCYS to manage BBHA, TBH, TJH for a period of five years

## 2013

- Appointed by the Ministry of Social and Family Development to manage Acacia Welfare Home (AWH) for a period of five years
- Ceased operating TFC from 1 Apr 13
- Appointed by AIC as a Funds Administrator of the Seniors' Mobility and Enabling Fund in July 2013
- Set up the Tembusu Eldercare Centre (SPICE) (TEC) at Eunos Crescent in collaboration with AIC in December 2013
- Participated in the Care and Share Movement for the social service sector

## 2015

Ceased operating THHS and Tembusu Transport on 31 Mar 15

## 2016

- Ceased operating TRDCC on 31 Mar 16
- Relocated AWH from 10 Kaki Bukit Avenue 5 to 30 Admiralty Street from 20 Nov 16 and renamed AWH "Acacia Home (AH)"

## 2017

- Relocated TEC from 3 Eunos Crescent to 31A Eunos Crescent from 1 Sep 17 and renamed TEC "Tembusu Eldercare Centre"
- Relocated TSAC from 31A Eunos Crescent to 3 Eunos Crescent from 1 Nov 17 and renamed TSAC "Tembusu Senior Activity Centre"
- Commemorated the 21st anniversary of community service by 4S with a Thank You Dinner

## 2018

- Reappointed by the Ministry of Social and Family Development (MSF) to manage AH, BBHA, TBH and TJH for a period of three years, with an option to extend another three years
- (TEC) Implemented the Integrated Home and Day Care programme from 1 Jul 18
- (TJH) Was designated as "place of temporary care and protection" and "place of safety" under the provisions of the Vulnerable Adults Act, 2018 from 19 Dec 18

## 2019

- (BBHA) Piloted the Telehealth Programme for a period of one year from 1 Feb 19
- Merged the management committees overseeing TSAC and TEC into one, known as Tembusu Eldercare Service Management Committee, from 29 Sep 19 to enhance and better coordinate care and services to seniors in the Eunos community



# Our Milestones (Cont'd)

## 2020

On 2 Apr 20, the Tote Board had approved the funding application for 4S to implement the Village in Eunos Crescent, a three-year pilot project under the Tote Board Community Healthcare Fund administered by the Agency for Integrated Care (AIC)

# Residential Care





# Welfare Homes



## Background

The Ministry of Social and Family Development (MSF) has appointed 4S as the Managing Agent of Acacia Home (AH), Bukit Batok Home for the Aged (BBHA), Tembusu Home at Pelangi Village (TBH) and Thuja Home at Pelangi Village (TJH). These Homes are Welfare Homes established under the provisions of the Destitute Persons Act (DPA) for the reception, care and rehabilitation of destitute persons.

The four Welfare Homes cater for destitute persons who do not have family support, financial means and/or place of abode. Some residents have family members or relatives but they may be estranged for many years or who are unable to support and accommodate them owing to various reasons.

## Goals

- To provide a supportive environment for the maintenance and promotion of the physical and psychosocial well-being of the residents
- To assist residents to achieve self-reliance for community reintegration through effective casework and intervention

### Bukit Batok Home for the Aged

- Has been managed by 4S since April 1997
- A three-storey building with a 200-bed capacity
- Caters for destitute persons of both genders admitted by MSF under DPA

### Thuja Home at Pelangi Village

- Has been managed by 4S since June 2007
- A four-storey building with a 250-bed capacity
- One of the six residential care facilities located in Pelangi Village
- Caters for female destitute persons admitted by MSF under DPA

### Tembusu Home at Pelangi Village

- Has been managed by 4S since June 2002
- A seven-storey building with a 200-bed capacity
- One of the six residential care facilities located in Pelangi Village
- Caters for male destitute persons admitted by MSF under DPA

### Acacia Home

- Has been managed by 4S since February 2013
- A seven-storey building with a 250-bed capacity
- Caters for male destitute persons admitted by MSF under DPA





## Philosophy of Care

Providing a supportive, safe, secure and clean environment, with opportunities to maximise one's potential physical, mental, emotional and social capacities is critical in maintaining and/or improving the well-being of the residents and to assist them to achieve self-reliance. The four Homes are committed to offer residents adequate opportunities to enhance their quality of life and facilitate their reintegration to the community, where possible.

The Homes adopt a four-pronged approach in the provision of care and services, while at the same time embracing 4S' values of compassion, commitment, integrity and professionalism.

- Adopting the resident-centred model in service delivery so that services are delivered in a thoughtful and compassionate manner thereby upholding the dignity, privacy and comfort of the residents
- Emphasising holistic care to meet the physical, mental, emotional and social needs of the residents through multi-disciplinary team effort
- Fostering synergistic partnership with the community in programmes and activities to connect residents with the community
- Benchmarking best practices for programmes and services for continuous improvement

## Programme Objectives

Residents of the Homes come from different backgrounds with varied life experiences, expectations and needs. Programmes and services are designed to provide a good balance of structured activities and individualised care with the following objectives:

- To maximise residents' physical, social and cognitive functions to help them achieve optimal capacity for self-care
- To provide opportunities for residents' participation in therapeutic and social activities
- To assist residents in achieving self-reliance for eventual reunification with family or reintegration into the community

## Care Management

Upon admission, every resident is assigned:

- A Social Worker/Caseworker as the Case Manager to assist the resident in adjusting to living in the Home environment and working out an individualised care plan to facilitate appropriate care tailored to the resident's needs, abilities and interest
- A Personal Care Officer to look into the resident's daily care needs and routine
- A Staff Nurse as the Care Manager to attend to the health care needs of the resident

## Individualised Care Plan

An initial assessment is conducted within the resident's first month of admission by doctor, physiotherapist, occupational therapist and social worker. The assessment focuses on identifying the resident's needs, strengths, limitations and activity interest. The social worker will also use the Client and Assessment Support Tool (CAST), a 29-item questionnaire introduced by MSF in December 2017, to identify residents' needs in individual functioning and community living. Information obtained from the various assessments are used as a baseline to develop an Individualised Care Plan (ICP) outlining the treatment goal(s) and intervention strategies. The ICP works towards the following:

	With support network and/or discharge potential	Without support network and/or has no discharge potential
With family	<ul style="list-style-type: none"> <li>• Maintenance of functionality</li> <li>• Achievement of self-reliance</li> <li>• Enhancement of quality of life</li> <li>• Reunification with family</li> <li>• Reintegration into community</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of functionality</li> <li>• Achievement of self-reliance</li> <li>• Enhancement of quality of life</li> <li>• Strengthening bond with family</li> </ul>
Without family	<ul style="list-style-type: none"> <li>• Maintenance of functionality</li> <li>• Achievement of self-reliance</li> <li>• Enhancement of quality of life</li> <li>• Reintegration into community</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of functionality</li> <li>• Achievement of self-reliance</li> <li>• Enhancement of quality of life</li> </ul>

Staffs work with residents to address any challenges they face such as those relating to adjustment, emotional, behavioural, interpersonal relationships and family-related issues. Relevant mutual support groups are formed to assist residents having anxieties and frustration to verbalise their needs, to share experiences and to learn new coping skills.

## Case Review Committee

Progress monitoring and evaluation of achievement of goals and outcome of activities on residents' well-being are relayed through daily interaction, monthly interview and periodic assessment by the multi-disciplinary team of care staff.

The Home's Case Review Committee, chaired by the Superintendent, ensures that every resident is given the opportunity to rehabilitate or to prepare himself for eventual discharge. The committee meets regularly to:

- Approve the ICP of new resident within the first month of admission
- Review the case of every resident at intervals of not more than six months
- Review the progress of residents placed under various rehabilitative care

## Performance Indicators

In connection with the appointment as Managing Agents for Welfare Homes from 1 Apr 18 for BBHA, TBH and TJH and from 1 May 18 for AH, MSF has introduced a range of new performance indicators to give focus on service outcome. For example, assessment, casework and counselling are to be carried out by competent staff to support residents' rehabilitation. Outcome-based funding, pegged to resident and staff-related outcome criteria, will replace the existing funding arrangement from April 2018 to encourage better resident outcomes and overall service performance. Starting from financial year 2018/2019, quarterly disbursement of recurrent funding is pegged at 90% per capita funding and the remaining 10% outcome-based funding, is to be disbursed at the end of the financial year.

## Programmes and Services

### Medical and Nursing

- Admission assessment by doctor
- Assessment of suitability for work
- Medical and psychiatric treatment
- Nursing care, daily health monitoring, progress recording, routine procedures
- Dietary needs review by doctor
- Quarterly medical and psychiatric (TBH and TJH) reviews
- Health screening (periodic)
- First aid during emergencies
- Health education talks
- Medication compliance training

### Rehabilitation

- Assessment by physiotherapist and occupational therapist
- Daily individual and/or group physiotherapy and occupational therapy treatment and programmes
- Six-monthly progress review
- Activities of Daily Living and basic self-care skills training
- Assessment, recommendation, and provision of functional aides

Resident

### Personal Care

- Personal care and hygiene
- Daily living routine, including feedback
- Enrichment Programmes
- Social, spiritual, & recreational activities
- Food service
- Environmental cleanliness
- Discipline and Security
- Fire safety
- Emergency operations

### Social Work Service

- CAST assessment & formulation of ICP
- Case management (multi-disciplinary approach)
- Periodic interview, individual/group counselling
- Behaviour modification and therapeutic programmes
- Contact with family
- Work therapy programme
- Volunteer and community participation



## Annual Chest X-Ray, Flu Vaccination and Mammogram

Chest X-rays, flu vaccinations and mammogram (for female residents only) are conducted annually for residents as a preventive health measure.

## Community Participation

Increasing community involvement can prevent residents from feeling isolated. Volunteers are useful community resources who can serve to meet residents' interests and needs. Activities conducted by volunteers for the residents include befriending, organising events such as outings, games, parties and sing-a-long sessions and also assisting in sourcing and maintaining contact with friends and relatives.

## Fire Safety

All four Homes have developed emergency evacuation procedures and are equipped with proper fire emergency equipment to ensure all legislations related to fire protection are complied with. In each Home, a staff is designated as Fire Safety Officer (FSO). The key functions of the FSO are to ensure fire-fighting equipment are serviced regularly and in good working condition, to coordinate training for staff on fire safety measures, and to ensure fire escape passages are not obstructed. As required by the Singapore Civil Defence Force (SCDF), all four Homes have at least four trained Community Emergency Response Team (CERT) members in each working shift. To ensure sufficient preparedness, fire drills are conducted on a quarterly basis.

## Food Service

BBHA, TBH and TJH used to prepare nutritionally balanced Halal meals for its residents by kitchen crews from the BBHA and TBH kitchens. Recruiting kitchen crews to man the two Halal kitchens all year round was challenging. Additionally, it was arduous to enforce measures put in place to minimise the risks of fire and food poisoning. After protracted deliberation, BBHA, TBH and TJH decided to engage a Halal-certified and National Environment Agency-licensed catering service from 1 Jan 19. AH has been ordering its meals from an external caterer which is Halal-certified and National Environment Agency-licensed caterer since commencing operations.

Residents are provided with three meals daily at intervals of not more than five hours. Extra care is taken to ensure that a variety of food is served and that special meals are catered for residents with special dietary needs. Additionally, snacks such as biscuits, barley, chrysanthemum tea and milo are offered at least twice a day and the interval between this and breakfast the following morning is not more than 12 hours. The four-week cycle menu, planned with the assistance of a dietician, is reviewed annually. Food for special occasions is also arranged.

## Leisure and Interest

Residents have different expectations when it comes to lifestyle preferences in the Homes. To ensure a more active lifestyle, a wide range of social and recreational activities, and daily living-related activities are made available to match and satisfy residents' preferences. Special considerations are given to residents with cognitive impairments.

## Spiritual Needs

Spirituality relates to the means by which people find meaning and purpose in their lives. Thus, spiritual and religious needs of residents are given paramount consideration. At all four Homes, residents are free to continue observing religious, cultural and personally significant anniversaries and events of their choice.

Provisions are made for residents to attend places of worship and to receive visits from religious groups of their faith. The Homes also ensure that residents are not coerced by religious groups to accept their persuasion.

## Work Therapy Programme

The Work Therapy Programme is a work-related scheme aimed at encouraging self-reliance and meaningful use of time. Residents who are certified medically fit are encouraged to participate in the Home Earning Scheme (HES) or Day Release Scheme (DRS).

Under HES, each resident will be assigned a work-related activity based on their capabilities and interests. The scheme serves as a motivational tool as it not only offers residents an opportunity to occupy their time meaningfully, but also allows them to earn a monthly allowance that they can use for incidental expenses.

Residents who have suitable abilities and skills are assisted to take up external employment under DRS. Residents are arranged to undergo for community living skills upgrade and vocational training and qualification, such as the Workforce Skills Qualification training courses, where necessary. This rehabilitative programme is critical to residents' reintegration into the community.

## Service Assurance

The 4S-appointed Welfare Homes Management Committee ensures that the Homes are run in the best interest of residents and in compliance with all the prevailing legislations and guidelines governing the management of the Homes. These include corporate governance, finance and procurement, human resource, workplace safety and food hygiene. The committee also regularly reviews procedures and practices in light of changing requirements from the Ministry and professional organisations.

Effective service assurance and quality monitoring system have also been put in place to measure success in meeting the objectives of the Homes and the programme goals.



Ensuring Service Standards	Frequency
Unannounced Visit by Board of Visitors	Monthly
Unannounced MSF Infection Control and COVID-19 Readiness	
Homes' ICP Meeting	
Residents' Bank Passbook and Statements Update and Audit	
Residents' Properties (NRIC, Bank Passbooks and ATM Cards) Audit by Superintendent	
Submission of Statistical Returns (MSF)	
MSF Case Review Committee Meeting	Bi-monthly
Kitchen Audit by Homes' Food Hygiene Committee	
Visit by Management Committee Member	
Clinical Supervision Programme for Social Worker/Caseworker	Quarterly
MSF Operations/Financial Inspection	Six-monthly
100% Residents' Property Audit by Superintendent	
Medication Management Audit by Pharmacist	
Surprise Petty Cash Count by Independent Party (excludes Supt/Asst Supt)	
MSF Fixed Asset Audit	Yearly
100% Residents' Property Audit by 4S HQ	
Menu Review by Dietician	
Company Emergency Response Team Audit by SCDF	
MSF Finance Audit	
	Ad hoc

## COVID-19 Pandemic

2020 has been an unprecedented year full of disruptions, continuous changes and never-ending stresses brought on by the COVID-19 pandemic. Throughout the year, the four 4S-managed Homes have adhered to the advisories released by MSF and kept a close watch on the COVID-19 situation in Singapore. Despite challenges such as existing built infrastructure, lean staffing, short turnaround time, and resistant residents - which posed constraints in implementing various safe management measures, the Homes have displayed resilience by getting through the challenging time.

## Implementation of Safe Management Measures

### Split Teams and Split Zones Arrangement

Since April 2020, split teams and split zones were implemented in the Homes, with residents divided into designated zones and staff deployed to the various zones. Homes also ensured that each zone could function autonomously, and staff and residents across different zones would not mix and inter-mingle. Staff were further divided into two teams to minimise contact with one another, thus reducing the risk of cross transmissions. The implementation of these measures assured that both residents and staff would be in a safer environment in the Homes.

The care and welfare of residents are of top priority. Staff, especially those staying out, are advised not to have prolonged contact with residents. All staff continue to practise hand hygiene and wear surgical masks and face shields, especially before and after interacting with residents.

At any point in time, contact is only allowed in times of emergency and incident management. In such dire situations, staff abide by Personal Protective Equipment (PPE) guidelines by donning the full PPE when they cross zones, especially when anticipating close physical body contact. Meanwhile, preventive measures for residents - such as enforcement of safe distancing measures, hand hygiene, TraceTogether-only SafeEntry and zones restrictions continue to be observed.

### Adjusting to New Norms

#### *Routine Rostered Testing*

To quickly identify any potential risk of transmission of COVID-19 virus at the Homes, MSF arranged for staff and residents to undergo routine COVID-19 swab tests, either through the Polymerase Chain Reaction or the Antigen Rapid Test. In addition, safe management measures such as zone restrictions, donning surgical masks, and safe distancing were observed while performing tests for residents and staff.



### *Programmes and Activities for Residents*

Due to split zone arrangements, residents are not allowed to cross zones. Previously, residents were allowed to participate freely in wellness activities at the activity areas. However, to prevent cross-zone interactions, residents are now unable to mix with friends from other zones. In addition, occupational therapy and physiotherapy sessions were halted temporarily, especially during the Heightened Alert periods. To help residents maintain their functional status and enjoy a meaningful stay at the Homes, activities were meticulously planned and implemented in smaller groups at respective zones.



Other than small group activities, individual activities including word search puzzles, number search puzzles and colouring were also carried out. Staff also came up with innovative ways to retain residents' interests to stay active at the Homes. This includes allowing residents to use tablets to play games and activities under the supervision of Home staff. Through the use of technology, residents have been more actively engaged, some even requesting to extend the sessions beyond the stipulated time.



### *Maintaining Contact with Loved Ones*

It has been a challenge for residents to remain in contact with their loved ones during the pandemic, as outings to the community and visits by family members have been limited. During the period the COVID-19 measures were eased, residents were allowed to accompany their family members for short trips of not more than eight hours in small groups. However, with the tightening of measures, only two pre-designated visitors per resident were allowed to visit, with only one pre-designated visitor allowed to enter the Homes at any one time, and for a maximum of 30 minutes. After each visit, the visitor areas are also disinfected thoroughly. Visitors have been cooperative with the visitation procedures, which includes temperature screening, checking of contact history, filling of health/travel declaration form, as well as safe entry and exit using TraceTogether.



Given the limited interaction between residents and their loved ones, Homes have taken further steps to allow residents to maintain connection with their family members through phone and video calls. Despite the distance, Home staff are glad that residents can still receive the care and support from their family members by leveraging on digital technology.

### ***Medical, Nursing and Therapy Care***

To minimise the need to go out into the community, the Homes adopted teleconsultation services to address residents' acute non-emergency conditions. In addition, non-critical routine appointments were postponed, and collaboration was established with respective medical institutions to ensure that residents continue to receive their medications.

For residents who need to attend medical appointments, only residents from the same zones are allowed to be in the Homes' transport at any one time. In line with the infection control measures, the Homes conduct thorough disinfection of the vehicle's interior before fetching residents from another zone.

The contract occupational therapist (OT) and physiotherapist (PT) were also required to don full PPE before entering the Homes' premises for their weekly visits. Residents attended the therapy and rehabilitation sessions according to their zones. After each session, the physical premises and all shared equipment were also wiped down to reduce the risk of COVID-19 transmission. As visits were not allowed, the Homes adapted to the restrictions by conducting therapy sessions virtually for the residents instead.

## **Overcoming Challenges**

With the implementation of safe management measures, which include split team and split zone arrangements, adjustments have been made to the operations of Homes to run smoothly. Homes had a short turnaround time to adapt to changes as MSF advisories were issued in quick succession. While it has been challenging adapting to the restrictions, Homes' staff have risen to the occasion by going the extra mile to cater to the needs of residents.

### ***Working with Limited Manpower in Each Zone***

Due to the split team and split shift arrangements, the number of staff during each shift were halved compared to the pre-COVID-19 shifts. This number is even lower within a single zone, with each staff having specific roles and responsibilities for each designated zone. When a staff fell ill and had to take medical leave, staff at the affected zone had to double up and provide coverage of duty. During this pandemic period, staff have shown extraordinary team spirit by supporting one another to cope with the challenges they face.

### ***Communication between Teams***

The safety, welfare and well-being of residents are of top priority to the Homes. With the split team and split zone arrangements, the need for staff to communicate seamlessly becomes critical. Notable incidents or events which took place during one shift needs to be communicated in detail to the staff in the other team so that everyone is updated with accurate information about the incident and its follow-up actions. For instance, group chats were created for ease of communication.

### *Taking Care of Mental Health of Staff and Residents*

Both staff and residents have grappled mentally with the lengthened COVID-19 measures. For instance, residents are not allowed to go on community outings and therefore, cannot buy their favourite food for consumption. Moreover, they have also been confined to the Homes' compound and their zones. While they may have rapport with staff, they have limited avenues for social interaction. This has increased the level of tension and frustration in residents, and they may resort to expressing their emotions towards others.

While staff ensure that residents' basic needs are met, residents' mental health are not neglected as well. To ensure residents' mental well-being are taken care of, staff conduct check ins with residents during the monthly interview sessions and check ins with residents' family members through phone or video calls. In addition, it is also important to ensure that staff are provided with support to cope with the changing arrangements to the Homes' operations and to prevent severe burnout. As such, staff are encouraged to practice self-care while caring for others in the Homes.

### **Living with COVID-19**

While it has been a challenging time for both staff and residents of 4S-managed Homes, we are proud to say that we have successfully implemented and adhered to the safe management measures. The resilience and efforts of staff and residents should be applauded. However, as we continue to battle the pandemic, it is paramount that everyone, especially staff, take safety measures seriously. They are responsible for their safety and the safety of their family members, as well as that of the residents at the Homes.





# Acacia Home (AH)

## Programme Highlights

### Closing the Gap, Together We Care!

As the world embraces a new level of experiences brought about by COVID-19 pandemic, it has been particularly challenging for the residents and staff in the Residential Care Home. Nonetheless, residents and staff have found innovative ways to adapt and thrive.

### “Touch of Love” from Students

Over the past year, AH has changed the way it communicates and connects with the community. For instance, the befriending programmes with Canberra Secondary School students continued without a hitch, as the programmes were conducted entirely via virtual conferencing platform Zoom, with all necessary safe management measures in place. From April to July 2020, students and residents participated actively in various therapeutic activities – from seated activities such as origami, arts & crafts, and bingo, to light exercises including stretching, simple dance moves, and passing of the ball.

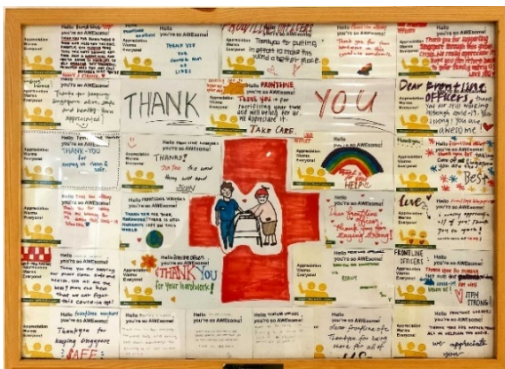
Besides recreational items such as board games donated by the school, students also gifted residents with customised soft toys and messages. All these played an important role in uplifting the residents’ mental and physical well-being, especially during the “lockdown” period, when tough restrictions left many feeling worried and isolated.



### Warmed Our Hearts

In June 2020, the residents of the Singapore Girls’ Home sent a thoughtful collage with words of encouragement acknowledging Acacia Home’s efforts in navigating COVID-19. Their heartening messages continue to serve as a source of strength for the staff.

The Singapore Civil Defence Force (SCDF) also did not let the restrictions stop them from supporting the Home. In December 2020, a group of seven SCDF officers from Yishun Fire Station, and the Fire Safety Manager from C&W Services, hosted an online cross-sharing session to familiarise 23 staff members from the Home with guidelines on ways to connect and collaborate.



# Bukit Batok Home for the Aged (BBHA)

## Programme Highlights

### Feel the Beauty of Art



Conducted monthly, residents got to immerse themselves in different arts & craft activities at BBHA, such as sand art, and Do-It-Yourself bracelets. The simple act of playing around with colourful beads, threads, and sand, fully engages residents' imagination, creativity, and tactile senses. This programme also promotes socialisation and mental well-being, as residents enjoy sharing their thoughts about each other's artwork.

### Celebrating Golden Years

Monthly birthday celebrations are a very special time for residents. Birthday treats such as chocolate biscuits, healthy crackers, and packet drinks are distributed, and volunteers occasionally sponsor items like mugs and decorated face towels. Residents also get to enjoy delicious birthday cakes, which, in light of the pandemic, are now presented as individual cupcakes. Staff members also sing residents a birthday song, all while observing the safe management measures.



### Magic at the Movies

Every two weeks, residents gather for movie screenings in the afternoons. Watching movies is not a solo activity in the Home though, as residents enjoy sharing the experience with their fellow residents by engaging in meaningful discussions about the movies afterwards.



# Tembusu Home at Pelangi (TBH)

## Programme Highlights

### Special Meals during Festive Occasions

Mass activities like in the previous years could not be held due to the pandemic. Nevertheless, the TBH continued to organise special catered meals for all staff and residents during major festive seasons (New Year Day, Chinese New Year, Hari Raya, National Day, Deepavali, Christmas). Festive decorations also lined the walls of the Home and brought much-needed cheer during this time, allowing the festive spirit to remain strong among our staff and residents.



### Swab Sessions and Vaccination Efforts



COVID-19 – This period marked new changes to the routines of our staff and residents. For the wellbeing of all staff and residents, building up immunity and undertaking regular testing became necessary. Despite the inconvenience of the new testing routine, our staff and residents took it in their stride and actively encouraged one another during this tough period. As of 31 March 2021, 100% of TBH staff and about 90% of residents have received both doses of the vaccine. The Home is grateful towards its staff and residents for their resilience and cooperation during this trying time.

### Tablet Sessions and Additional Television Sets

During this pandemic, technology plays a huge role in our lives, where group activities are suspended and face-to-face contact are restricted. The Home explored more options through technology to ensure that residents continue to be engaged while being safe. Tablets were provided to residents, to engage in games and watch their favourite videos. In addition, more television sets were set up for the residents in each zone to ensure that they can be entertained with their favourite channels while adhering to safe distancing.

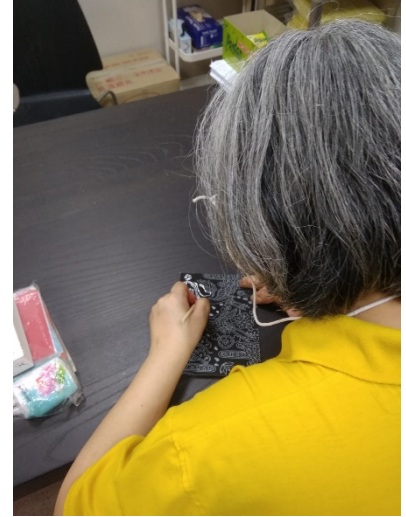


# Thuja Home at Pelangi Village (TJH)

## Programme Highlights

### Scratch Art Fun

Scratch Art Fun at TJH involves using a wooden stick to carve a thin layer off a cardboard sheet, allowing the user to “draw” on the sheet. This cardboard sheet comes pre-printed with various beautiful designs such as scenery or animals, which come alive with colour as residents scratch the layer off. This activity develops concentration, manual dexterity, and hand-eye coordination. In addition to scraping the pre-printed designs on the sheet, residents can also individualise the artwork with their own unique designs. Adding their own patterns to the sheet stimulates residents’ imagination and creativity, while simultaneously honing fine motor coordination skills. At the end of the activity, residents have a beautiful piece of art they can keep, as well as a sense of satisfaction.



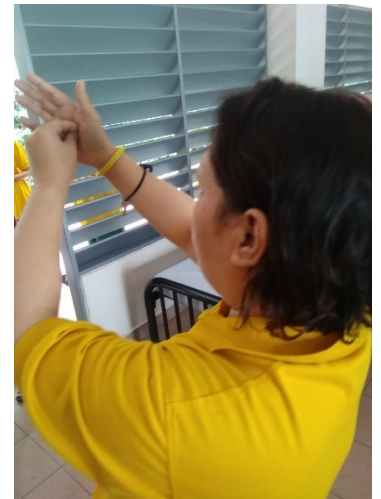
### Oldies but Goodies



Oldies but Goodies is a series of popular English, Chinese, Hokkien, and Cantonese songs from the 1960s-1990s, such as “Pretty Woman” by Roy Orbison. As the series of songs are played, residents can choose to dance with the music, or sit down and appreciate the tunes as a form of music relaxation. As most of the residents in TJH would have been in their teenage years when these songs were released, the songs hold nostalgic value for many residents, reminding them of their younger years, and the emotional connection they felt with the songs. Singing or dancing along to the music can also serve as a form of self-expression, enhancing the mental and physical wellbeing of residents.

### Washy Washy Clean

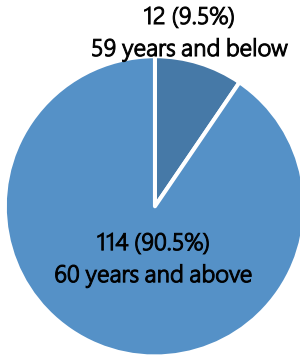
Washy Washy Clean is a song designed to educate residents about proper hand hygiene, sung in the tune of the popular song “If You’re Happy and You Know It”. In view of the COVID-19 pandemic, this song that was released by Singapore’s Health Promotion Board aims to convey the importance of washing our hands, as well as the necessary steps to do so. Before the activity, hand sanitizer is given to each resident, so they can simulate hand washing with the hand rub provided. Home staff demonstrates the hand washing steps in time with the song, so that residents can follow along. At the end of the activity, residents are reminded to wash their hands frequently, and avoid touching their face as viruses can transmit from hands to the eyes, nose and mouth. This activity reduces the risk of transmission of illnesses in the Home during the pandemic, keeping residents happy and healthy.



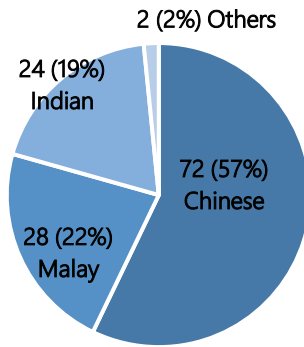
# Statistical Information (as at 31 Mar 21)

## Acacia Home (no. of residents: 126)

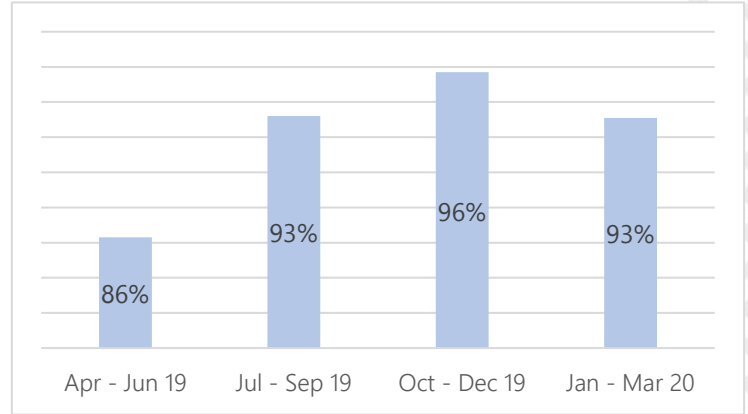
By Age Group



By Ethnicity

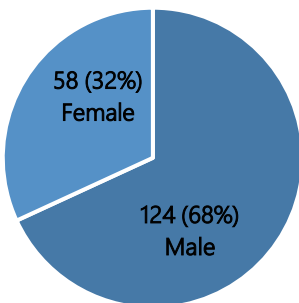


Residents' Participation in Two or More Activities



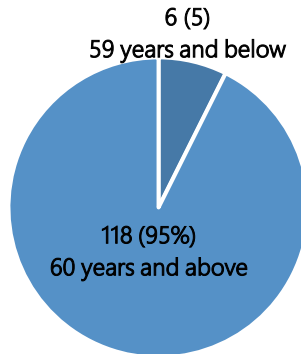
## Bukit Batok Home for the Aged (no. of residents: 182)

By Gender

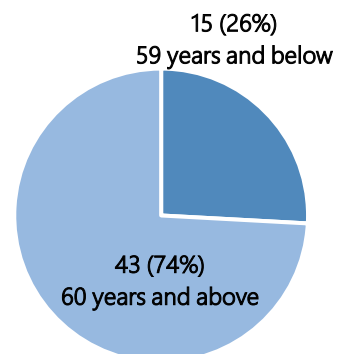


By Age Group

Male (124)

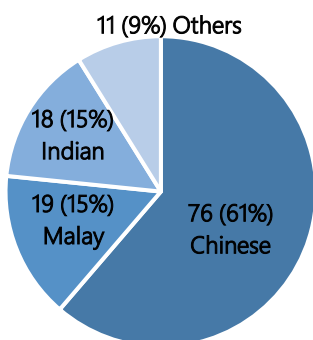


Female (58)

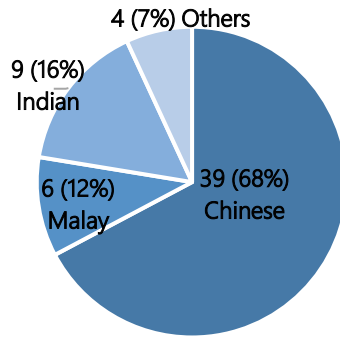


By Ethnicity

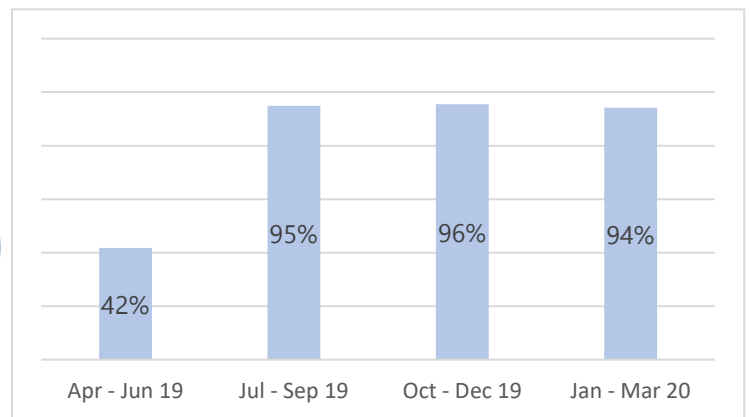
Male (124)



Female (58)



Residents' Participation in Two or More Activities

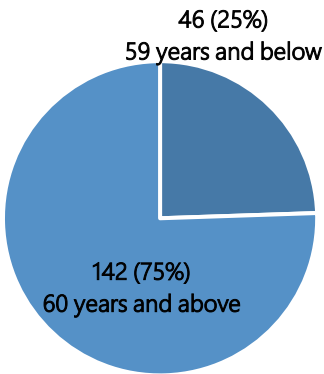




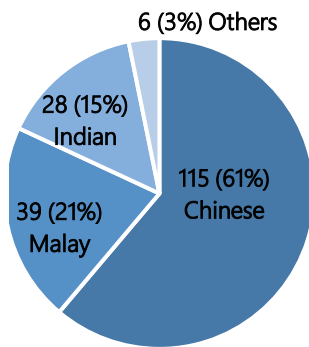
# Statistical Information (as at 31 Mar 21)

## Tembusu Home at Pelangi Village (no. of residents: 188)

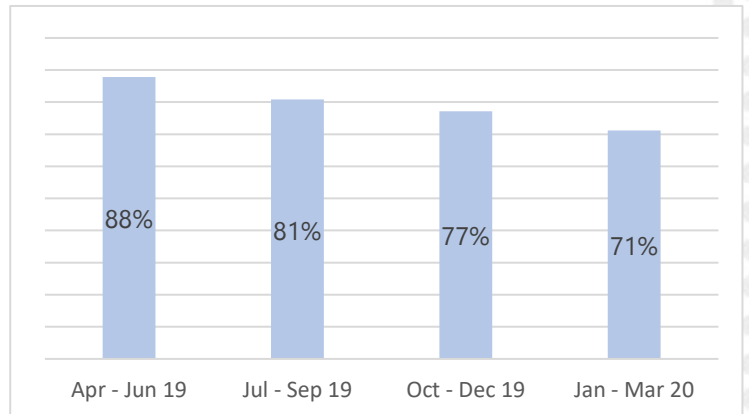
By Age Group



By Ethnicity

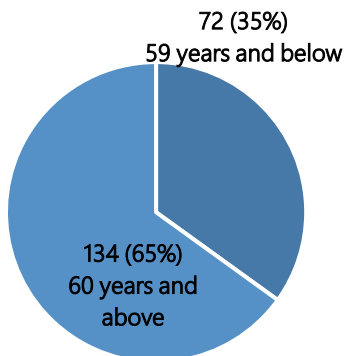


Residents' Participation in Two or More Activities

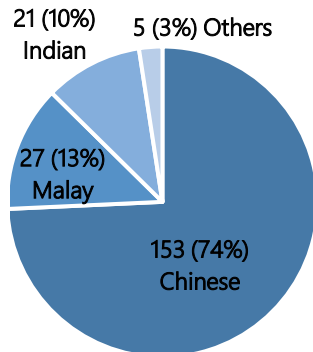


## Thuja Home at Pelangi Village (no. of residents: 206)

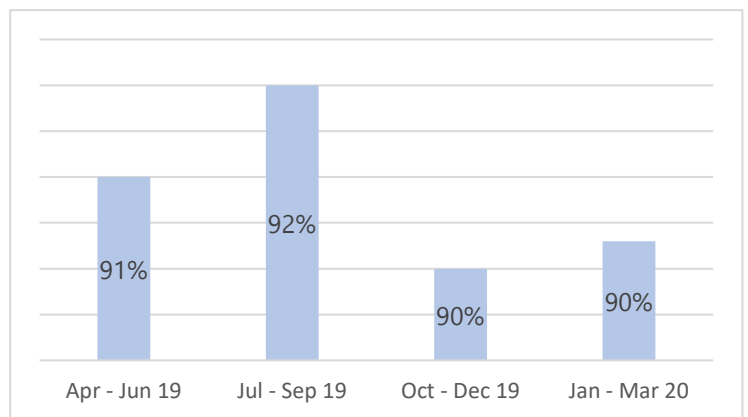
By Age Group



By Ethnicity



Residents' Participation in Two or More Activities



# Eldercare





# Tembusu Eldercare Centre (TEC)



## Background

In March 2013, 4S collaborated with the Agency for Integrated Care (AIC) to implement the Singapore Programme for Integrated Care for the Elderly (SPICE) in Eunos Crescent. With the support from the Ministry of Health, Assoc Prof Fatimah Lateef, MP for Marine Parade Group Representations Constituency and the local grassroots organisations, 4S implemented SPICE at Block 3 Eunos Crescent in December 2013 and named the programme Tembusu Eldercare Centre (SPICE). On 1 Sep 17, the centre swapped premises with Tembusu Senior Activity Centre and relocated from Block 3 Eunos Crescent to Block 31A Eunos Crescent. The relocation facilitates optimal use of space and accessibility for the services delivered at each centre. The centre was subsequently renamed Tembusu Eldercare Centre or TEC in short.

On 1 Jul 18, TEC transitioned to the Integrated Home and Day Care (IHDC) Packages to provide seniors with intensive care with the flexibility to get a different combination of care services in their homes, at a nearby day-care centre, or both, depending on their needs. It offers personalised care packages to support seniors with multiple care needs so that they can live and age well in the community as long as possible.



## Goal

To provide affordable, reliable and professional day care service in a safe, clean and caring environment.

## Significant Events

### 2013

- In March 2013, 4S worked with AIC to implement SPICE
- The centre commenced operations on 16 Dec 13

### 2014

The centre was accredited by MOH as an Approved Centre under the Medical Endowment Fund (Medifund) scheme in March 2014

### 2017

- The centre converted to mainstream SPICE on 1 Apr 17
- The centre was relocated from Blk 3 Eunos Crescent to Blk 31A Eunos Crescent on 1 Sep 17 and renamed Tembusu Eldercare Centre (TEC)

### 2018

- The centre transited to Integrated Home and Day Care (IHDC) packages on 1 Jul 18
- Dr Amy Khor, Senior Minister of State, MOH, visited TEC on 4 Sep 18

### 2019

Merged the management committees overseeing TEC and TSAC into one, known as Tembusu Eldercare Centre Management Committee, from 29 Sep 19 to enhance and better coordinate care and services to seniors in the Eunos community

### 2021

Mr Mohd Fahmi Bin Aliman, Mayor of South East District and Adviser to Marine Parade GRC visited TEC on 12 Mar 21 to understand the services and programmes in the Eunos Crescent Community

## Service Boundary

TEC's service boundary covers the eastern region of Singapore including Bedok, Chai Chee, Eunos, Geylang Bahru, Geylang, Macpherson, Marine Parade, Mountbatten and Ubi.

## Opening Hours

Mondays to Fridays 7:00 am - 7:00 pm

Closed on Saturdays, Sundays and Public Holidays



## Programmes and Services

The programme aims to provide comprehensive, integrated care to enable frail elderly persons to remain in the community and to render support to their caregivers.



A multi-disciplinary team comprising of medical, nursing, allied health professionals and ancillary staff develops and implements an individualised care plan for each service user. A suite of patient-centric services such as primary and preventive care, nursing care, rehabilitation services, personal care and social and leisure activities are offered based on individual needs. Caregivers' needs are considered when customising the service users' care plans.

The programme consists of six care components:

<p><b>Medical &amp; Nursing Care</b></p> <ul style="list-style-type: none"> <li>• Medical assessment &amp; review</li> <li>• Management of chronic conditions</li> <li>• Medication review</li> <li>• Nursing Care</li> <li>• Dietary needs assessment and advice</li> <li>• Provision of therapeutic diets</li> </ul>	<p><b>Rehabilitation</b></p> <ul style="list-style-type: none"> <li>• Physiotherapy assessment</li> <li>• Occupational therapy assessment</li> <li>• Cardiovascular exercises</li> <li>• Balance and gait training</li> <li>• Individual and group exercises</li> <li>• Social and recreational activities</li> <li>• Cognitive-perceptual training</li> </ul>	<p><b>Social Work Service</b></p> <ul style="list-style-type: none"> <li>• Social assessment</li> <li>• Information and referral</li> <li>• Means-testing</li> <li>• Advice and counselling</li> <li>• Practical assistance</li> <li>• Case management</li> </ul>
<p><b>Home-based Support</b></p> <ul style="list-style-type: none"> <li>• Home Nursing</li> <li>• Home Therapy</li> <li>• Meals-on Wheels</li> <li>• Medical Escort</li> <li>• Basic housekeeping</li> <li>• Personal Hygiene Care</li> </ul>	<p><b>Personal &amp; Social Care</b></p> <ul style="list-style-type: none"> <li>• Personal hygiene care</li> <li>• Laundry</li> </ul>	<p><b>Caregiver Support</b></p> <ul style="list-style-type: none"> <li>• Caregiver training</li> <li>• Caregiver counselling</li> <li>• After-hours helpline</li> </ul>

## Industrial Attachment

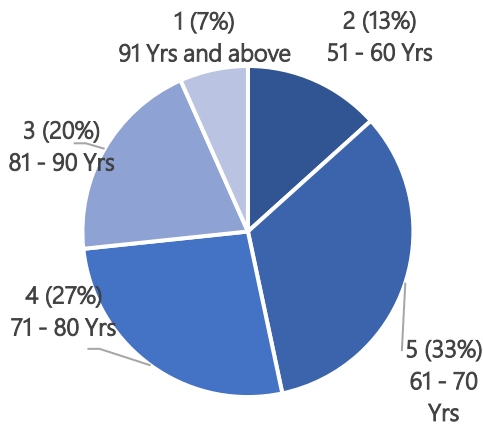
Since 2013, TEC has partnered with the Institute of Technical Education (ITE) College East to provide internship training for students from the Department of *Nitec* in Community Care and Social Services. In 2016, an Internship Participation Agreement was signed between 4S, ITE and the National Council of Social Service (NCSS). NCSS was the fund administrator to provide internship training allowance. On 1 October 2019, the Ministry of Social and Family Development (MSF) took over NCSS' role as the fund administrator to provide funds to help support internship training for the students. Since 2013, TEC has trained 20 students.

In 2019, TEC collaborated with the Nanyang Polytechnic's School of Health and Social Sciences to supervise students from the Diploma in Social Sciences (Social Work) for their field placement. The course is endorsed and supported by MSF, NCSS and the Singapore Association of Social Workers. By attaching students to various social service agencies, they learn to integrate theory into practice by observing and practicing methods and skills at an individual, group or community level. Till date, TEC has supervised a total of six interns.

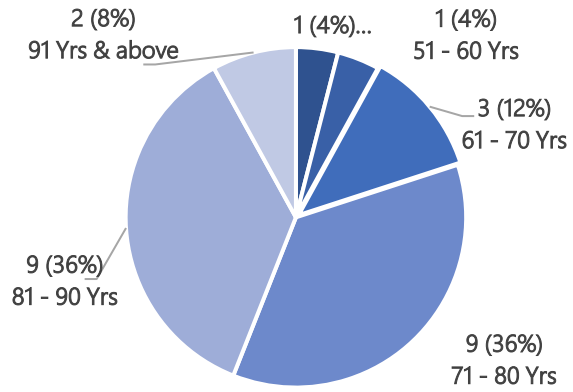
From October 2020 to February 2021, TEC has also provided internship opportunities for two students from the ITE College East under the Youth Corps Internship Scheme (YCIS). YCIS was launched by the Ministry of Culture, Community & Youth (MCCY) and the National Youth Council (NYC) to provide more opportunities for students from Institutes of Higher Learning to have internship in the community and social sectors. Its objective is to enable youth to continue their development through on job training and learning experiences in the community and social sectors and contribute back to society in this national crisis.

Active Service Users by Age and Gender (no. of service users: 40)

Male (15)

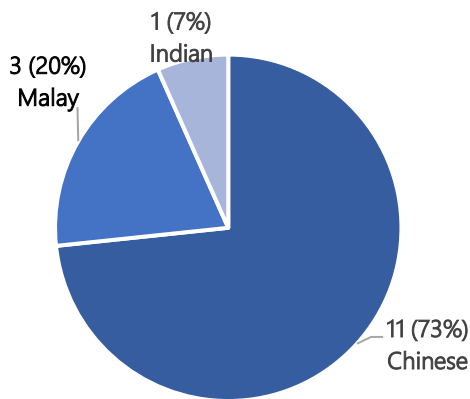


Female (25)

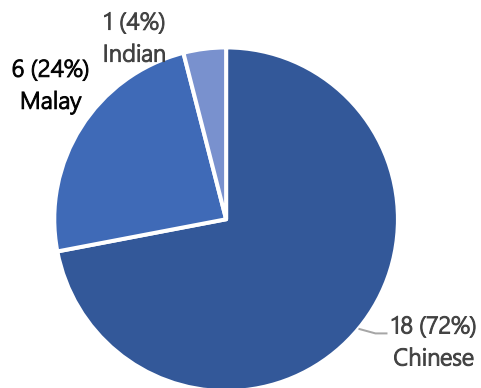


Active Service Users by Ethnicity and Gender (no. of service users: 40)

Male (15)

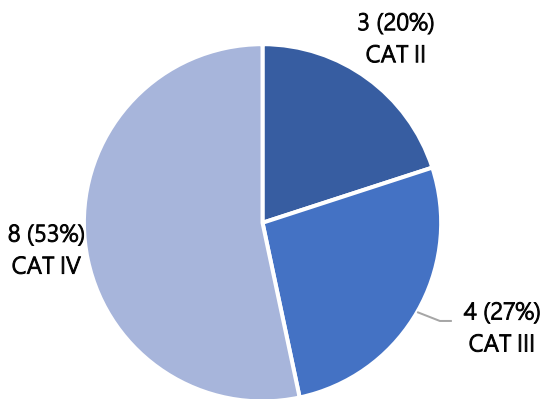


Female (25)

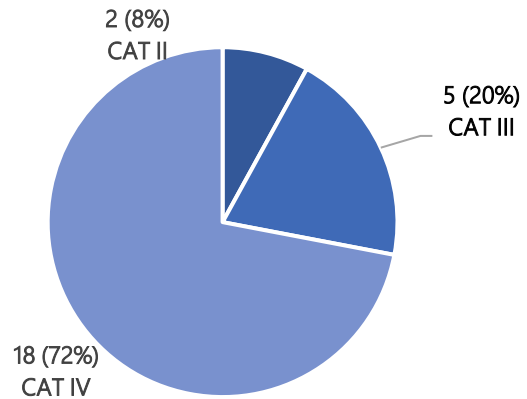


Active Service Users by Functional Status (no. of service users: 40)

Male (15)



Female (25)



# Tembusu Senior Activity Centre (TSAC)



## Background

In 2004, the then Ministry of Community Development, Youth and Sports (MCYS) appointed 4S to set up and manage a neighbourhood link centre at Eunos Crescent. The centre, located on the rooftop of a multi-storey car park at Blk 31A Eunos Crescent, was named Tembusu Neighbourhood Link (TNL) and commenced operations on 26 Jun 06.

In 2009, MCYS decided to reposition the Neighbourhood Link programme to give focus to elderly persons living in Housing Development Board (HDB) rental blocks. Consequently, TNL was renamed Tembusu Seniors Activity Centre in March 2010. The primary purpose of the centre is to serve elderly residents living in Blocks 1, 2 and 12 at Eunos Crescent.

In February 2012, Tembusu Free Clinic (TFC) at Blk 3 Eunos Crescent was merged with the centre under one management committee. In April 2013, TFC ceased operations. On 1 Nov 17, the centre swapped premises with Tembusu Eldercare Centre (TEC) and relocated from Block 31A Eunos Crescent to Block 3 Eunos Crescent. The relocation facilitates optimal use of space and accessibility for the services delivered at each centre. The centre was subsequently renamed Tembusu Senior Activity Centre (TSAC).

## Goal

To be the hub for activities and the first stop centre for social services for seniors living in the HDB rental flats in Eunos Crescent



## Significant Events

### 2004

4S was appointed by MCYS to manage a Neighbourhood Link centre in December 2004

### 2006

- 4S took over the facility from HDB in May 2006 and named it TNL
- TNL commenced operations on 26 Jun 06
- Dr Pal Dhall, Zone Co-ordinator, Sathya Sai Organisation Pacific and Asian Region (India excluded), visited TNL on 4 Sep 06
- The South East Community Development Council (CDC) appointed TNL as a Public Assistance (PA) Satellite in September 2006
- TNL became a member of the South East CDC's South East Comcare Local Network on 15 Dec 06

### 2007

- Mr Matthias Yao, Mayor, South East District, visited TNL on 17 Mar 07
- Related by Love, a programme for the frail elderly, was started by a group of Sai volunteers in July 2007
- Dr Ong Seh Hong, MP for Marine Parade GRC and Advisor to Kampong Ubi-Kembangan GROs, launched the Legal Counselling Service on 7 Aug 07. This service was initiated by a group of volunteer lawyers
- Dr Vivian Balakrishnan, Minister for Community Development, Youth and Sports, officially opened TNL on 25 Nov 07

### 2008

- Mrs Yu-Foo Yee Shoon, Minister of State for Community Development, Youth and Sports, visited TNL on 4 Jan 08 to observe the PA Review processes conducted by officials from South East CDC
- TNL was chosen as one of the pilot centres of the Silver Co-Operative, a joint initiative of the South East and Central Singapore CDCs

### 2009

Dr Michael Goldstein, Chairman of Sri Sathya Sai World Foundation, visited TNL on 12 Feb 09

### 2010

- TNL was renamed Tembusu Seniors Activity Centre in March 2010
- The Legal Counselling Service was discontinued in March 2010
- The Public Assistance Satellite Programme was discontinued in April 2010
- The Management Committee set up the Publicity and Outreach Sub-Committee and the Programmes, Services and Centre Management Sub-Committee on 3 May 10

### 2011

- The Befriending Programme was launched in January 2011
- The work therapy activity was named Tembusu Work Therapy Programme in January 2011



## Significant Events (Cont'd)

### 2012

- TFC's subjects were merged with TSAC in February 2012. Consequently, the Management Committee was reconstituted and six sub-committees of programmes were set up
- Dr Maliki Osman, Senior Parliamentary Secretary, Ministry of Defence and Ministry of National Development and Mayor, South East District visited TSAC on 23 Aug 12

### 2013

TFC ceased operations in April 2013

### 2014

Mr Chan Chun Sing, Minister of Social and Family Development visited the centre on 2 Oct 14

### 2015

The Tembusu Transport service ceased operations on 31 Mar 15

### 2016

Mr Tan Chuan-Jin, Minister for Manpower and the Minister for Social and Family Development visited the centre on 16 Jul 16

### 2017

The centre was relocated from Block 31A Eunos Crescent to Block 3 Eunos Crescent on 1 Nov 17 and renamed Tembusu Senior Activity Centre (TSAC)

### 2018

- Dr Amy Khor, Senior Minister of State at the Ministry of Health and Ministry of the Environment and Water Resources visited TEC and TSAC on 4 Sep 18 to understand aged care services in the community
- On 16 Feb 19, 10 seniors from the music therapy group performed alongside Madam President Halimah Yacob and Mr Jeffrey Yang, District Governor of Lion Club Singapore, at Singapore Lions Clubs' 60th Anniversary Carnival. They performed a total of two songs, one of which was co-created by them with our music therapist, Evelyn from Prospect Music Therapy Singapore

### 2019

- On 8 Nov 19, the Share-A-Pot (SAP) programme was featured on mosAIC's Facebook page, where seniors were filmed preparing soup
- On 24 Nov 19, two seniors from SAP programme was featured on The Sunday Times and Tamil Murasu as part of MOH communications campaign "I Feel Young SG" to promote active ageing in Singapore
- Merged the management committees overseeing TSAC and TEC into one, known as Tembusu Eldercare Centre Management Committee, from 29 Sep 19 to enhance and better coordinate care and services to seniors in the Eunos community
- On 2 Dec 19, together with TSMP Law Corporation, TSAC was featured in The Business Times article as part of TSMP Law Corporation's CSR efforts
- On 16 Dec 19, together with Singapore Food Bank, staff and seniors were featured by The Straits Times in print and on their Facebook page in a video format as part of their efforts in raising awareness on donation and food wastage



2021

Mr Mohd Fahmi Bin Aliman, Mayor of South East District and Adviser to Marine Parade GRC visited TSAC on 12 Mar 21 to understand the services and programmes in the Eunos Crescent Community

## Opening Hours

Mondays to Fridays	8:00 am - 6:00 pm
Saturdays	9.00 am – 1.00 pm

Closed on Sundays and Public Holidays

## Programmes and Services

TSAC aims to be a neighbourhood focal point in the Eunos community. Programmes and services are designed to engage seniors and improve the general well-being of the residents, in particular, to facilitate elderly persons living in the three HDB rental blocks at Eunos Crescent to age-in-place.

TSAC's three target groups are defined by the well seniors, frail seniors and persons with social service needs and they are engaged through the following ways:

- Encourage Community Involvement
- Promote Volunteerism
- Provide Health Education and Case Work Services
- Establish a Local Support Network

### Summary of Programmes and Services

Community Involvement	Volunteerism	Health & Social Services	Local Support Network
<ul style="list-style-type: none"> <li>• Outreach Exercise</li> <li>• Related by Love (Activity Group)</li> <li>• Festive Celebrations &amp; Outings</li> <li>• Work Therapy Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment &amp; Training</li> <li>• Volunteer Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Health Education</li> <li>• Loan of Assistive Devices</li> <li>• Case Work Service</li> <li>• Food Aid Programme</li> <li>• Referral for Social Service Assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Special Interest Class &amp; Mutual Help Groups</li> <li>• Befriending Programme</li> </ul>



## Encourage Community Involvement

One of the main objectives of TSAC is to prevent social isolation of the seniors living in the HDB rental flats. TSAC adopts a proactive approach to reach out to the elderly living in the three HDB rental blocks.

During the year reviewed, TSAC had organised 163 events/activities through centre-based activities and digital platform. The COVID-19 pandemic has called for a shift in the engagement. Seniors were encouraged to learn digital technology in order to participate in activities. Volunteer groups pivoted to virtual engagements and seniors valued the interactions despite the physical distance.

### Festive Celebrations and Outings

TSAC organises at least one festive celebration or outing a month to engage the seniors. The activities bring joy to the seniors and provide opportunities for them to interact with their peers as well as younger volunteers. These events are organised in collaboration with grassroots organisations, community agencies, schools and corporate organisations.

With the COVID-19 pandemic, large gatherings have to be suspended to minimise interactions. Outings are suspended. In order to continue engaging the seniors to bring joy to them, two sessions of festive celebrations are conducted every month and the implementation of hybrid sessions to allow seniors to join us safely at home. During the year reviewed, TSAC reached out to 107 seniors.

### Outreach Exercise 2020/2021

TSAC embarked on its annual outreach exercise between Sep 2020 and March 2021 to update the particulars of existing service users and to reach out to seniors residing in Blocks 1, 2 and 12 Eunos Crescent. During the period, TSAC staff contacted 537 households and successfully reached out to 462 seniors, 86% of the seniors living in the three rental blocks. Staff had managed to register 34 new seniors from the three HDB rental blocks.

### Tembusu Work Therapy Programme



On 4 Mar 10, a group of five volunteers from Starspur Enterprise Ltd initiated a programme to teach seniors the skills needed to make soft toys, inspirational cards, origami and other handiwork.

On 29 Jan 11, the programme was named Tembusu Work Therapy Programme (TWTP) with the objective of engaging seniors in diversionary work-related activities. Products made by the seniors are sold and revenue goes towards purchasing materials and incidental expenses for the programme.

The programme not only provides seniors with a platform to share and learn skills in their free time but also allow them to interact and bond with each other and build a social support network over time. During the reviewed year, regular seniors were provided with craft kit to continue the craft work at the comfort of their homes in preparation of the sales in future.



## Promote Volunteerism

Volunteer participation is a useful means to promote integration of seniors into the community and to give them a role in local affairs. TSAC is committed to develop an active volunteer movement capable of reaching out to the needs of seniors in the community. Opportunities are made available for older persons to utilise their knowledge and experiences to help others through programme planning and implementation.

During the circuit breaker and safe measures management, senior volunteers living in the neighbourhood helped the staff to ensure that the vulnerable seniors are well. They would inform the staff and staff would follow up with the relevant assistance. In order to ensure the safety and health of the seniors, volunteering at the centre were suspended.

As at 31 Mar 21, TSAC had 333 volunteers lend a helping hand in various programmes and services. Among them, 109 were senior volunteers aged 60 years and above.



## Provide Health Education and Case Work Services

TSAC seeks to improve the quality of life of lower-income seniors through the provision of healthcare and case work services. Families and elderly persons are helped by the case workers to manage their social difficulties and to obtain appropriate services.

### Health Education Programme

The Health Education Programme provides useful information and guidance to seniors and their families on health care and nutrition through regular talks and demonstrations. All the sessions were conducted by volunteers, comprising nurse educators and therapists.



During the year of review, TSAC collaborated with the Agency for Integrated Care to arrange for a functional screening for seniors aged 60 and above. Seniors were given a report based on the results and were provided with the relevant referral letters for them to seek assistance for the issues flagged up. With the COVID-19 pandemic, 50 seniors benefitted from the functional screening held at TSAC on 12 Dec 20.

Under the Community Physical Activity Programme and Senior Health Curriculum by Health Promotion Board, TSAC has organised seven health talks on healthy ageing and fall prevention. During the reviewed year, an average of 13 seniors attended the health talks.

### **Blood Pressure Monitoring**

On 30 Apr 18, TSAC, together with Neighbours for Active Living programme (Neighbours) by Changi General Hospital (CGH), started monitoring the blood pressure of the seniors living in Eunos Crescent. TSAC has trained four seniors and since March 2019, they have started assisting in the weekly blood pressure monitoring sessions. The purpose in getting senior volunteers to measure the blood pressure of the other seniors is based on the concept of peer-to-peer advice giving. It is hoped that by getting the fellow senior volunteers to engage the other seniors in either maintaining or improving their blood pressure levels, they would be more receptive to their advice as compared to professionals.

Due to the close proximity of the blood pressure taking, TSAC suspended the blood pressure monitoring during the year reviewed. Seniors were reminded to monitor and manage their health during the phone calls made.

### **Community Nurse Post**

On 6 Aug 18, nurses from CGH set up their Community Nurse Post at TSAC. Seniors observed to have abnormal blood pressure readings are flagged out and referred to the nurses for medical advice on treatment as well as the options available. Seniors who have medical concerns can also schedule appointments with the nurses for medical counselling. The nurses will also conduct home visits for seniors who have difficulties in coming to the centre or are semi-ambulant. In addition, nurses from the team will conduct health talks about issues concerning the seniors once a month in Mandarin, English and Malay.

In the long-term plan to empower clients to their hypertension in the community through self-measuring and self-monitoring of their Blood Pressure, TSAC was one of the selected community partners for the Vital Sign Monitoring Initiative. Clients onboard the initiative are able to come down to the centre to have their blood pressure taken using the system and readings will be recorded for monitoring. These readings can be retrieved by the doctors when clients go for their medical appointments at CGH.

In the year reviewed, Community Nurse Post nurses have attended to 124 seniors, inclusive of walk-ins and referrals from Neighbours. Additionally, a total of 2 talks have been conducted, with an average of 13 participants per session.

### **Loan of Assistive Devices**

Residents who need supportive appliances for mobility can obtain free loan of assistive devices such as wheelchair and walking aid from TSAC. Users are also given simple training on the proper use of the mobility aids by a nurse or therapist. In total, 99 clients have benefitted from this programme since 2009.

### **Information and Referral**

Since 2009, TSAC has been assisting residents with social service needs to obtain appropriate services, to facilitate and coordinate services for the residents of Eunos Crescent. Staff adopts a proactive case coordination approach to offer services such as information and referral, practical assistance and coordination of assistance.

During the year reviewed, TSAC has made 189 referrals to external agencies for issues ranging from health-related matters to cleaning services.



TSAC also monitors the general well-being of Public Assistance recipients and offers assistance when in need. The presenting social issues are mostly financial difficulties and health-related matters. As at 31 Mar 21, there were 11 active cases.

### Tembusu Food Aid Programme

The Tembusu Food Aid Programme (TFAP) is a volunteer-driven programme that provides individuals/families in need with monthly food parcels. In 1996, 4S started to fund this island-wide programme which was then known as Food Aid and Befriending Programme and operated from the Sathya Sai Baba Centre.

The programme was renamed TFAP on 11 Nov 09 to better reflect the nature of service it provided. The operations of the programme were relocated to Eunos Crescent on 2 Jan 10. TFAP came under the ambit of TSAC in February 2012. On 23 Mar 12, TFAP realigned its operations to focus on the general well-being of the needy residents living in Eunos Crescent housing estates.



Two types of food parcels are distributed to the needy individuals/families on the food aid programme. The normal parcel contains staple necessities that cater to a family's general needs. The special parcel contains four additional food items catering to those with special needs.

Normal Parcel	Special Parcel (Additional Items)
• Beverages	• Brown Rice
• Biscuits	• Brown Sugar
• Condensed milk	• Evaporated milk
• Cooking oil	• Milk Powder
• Noodles	• Oats
• White Rice	• Ponni Rice
• White Sugar	

Volunteers are gathered to pack and distribute the food parcels on first Sunday of the month and volunteers selflessly use their personal vehicles for delivery.

During the review period, an average of 10 volunteers assisted in the programme and 99 beneficiaries were receiving the monthly parcels. The volunteers also rendered assistance in housekeeping chores to the frail elderly. Individuals or families who require psychosocial support or other assistance were referred to TSAC's case workers for follow-up.

## Establish a Local Support Network

One of the roles of TSAC is to facilitate the engagement of concerned individuals, educational institutions, and corporate organisations to benefit the needy. Regular joint activities are initiated to provide a platform for the wider community to contribute and to demonstrate their care and concern for the less privileged in the Eunos Crescent neighbourhood.

Regular house cleaning services are organised in collaboration with various organisations such as the Metropolitan Young Men's Christian Association of Singapore and the Habitat for Humanity to assist seniors who encounter difficulties in keeping up with their household chores. Under the Project HomeWorks by the Habitat for Humanity, free bedbug fumigation services were provided for needy seniors if their houses were found to be infested with bedbugs.



TSAC partners with schools such as Bartley Secondary School, Chung Cheng High School (Main), Eunos Primary School, Hwa Chong Institution, Tampines Meridian Junior College, Victoria Junior College and Singapore Polytechnic and National University of Singapore to engage seniors living in the rental blocks. Student volunteers conduct virtual activities at TSAC, befriend the seniors regularly to prevent social isolation and to improve the quality of life of the lower-income seniors.

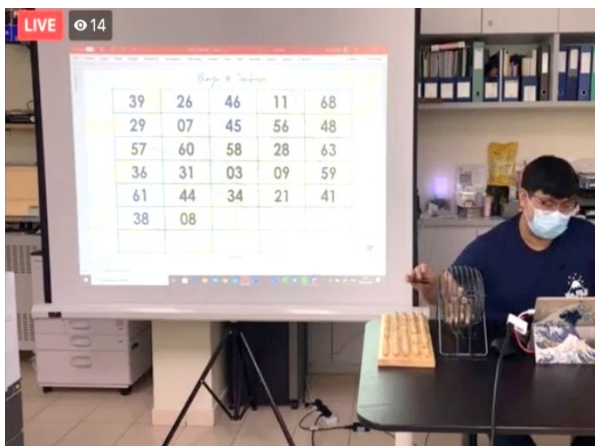
South East CDC (SECDC) has been a valuable partner at TSAC social broking corporate partners and channelling resources to bridge the service gap in the Eunos Crescent community. One of the key partners is Prudential Singapore. As Share-a-Pot was suspended, the funds were channelled into organising different programmes such as Fruitful where seniors learned about nutrients and importance of healthy diet. Seniors brought home the different fruits after each session.

## Special Interest Clubs and Mutual Help Groups

TSAC promotes the setting up of interest clubs to enable seniors to pursue their interests and to interact with their peers. Through frequent interaction and the pursuit of similar interests together, participants gradually build up a support network for mutual help in times of need and crises.

During the reviewed year, activities have to be organised with safe measures management. In the attempt to engage the seniors, activities such as bingo and exercise were conducted virtually. Seniors were taught basic functions of WhatsApp and Facebook Live before implementing the virtual activities. Activity booklets were created to engage seniors who are not technology savvy. A booklet will be published fortnightly and placed it outside the window of the centre to allow seniors to collect during their marketing and groceries shopping. The activity booklet includes simple activities such as sudoku, match the picture, spot the difference, word search and colouring.





As at 31 Mar 21, there were 126 seniors participating in seven Interest Clubs.

Club	Frequency	Participants from Rental Blocks	Participants from Non-Rental Blocks	Total
Art & Craft	Once weekly	6	8	14
Bingo	Twice weekly	34	64	98
Digital Clinic	Fortnightly	11	9	20
Health	Once weekly	8	18	26
Rummy O	Once Weekly	10	11	21
Sudoku	Once Weekly	4	11	15
Yoga	Once Weekly	3	34	37
<b>Total</b>		<b>76</b>	<b>155</b>	<b>231</b>

### Befriending Programme

One of the core functions of TSAC is to prevent social isolation of the elderly living in HDB rental flats. In January 2011, TSAC launched the Befriending Programme to give support to seniors living alone or with another elderly person in the three HDB rental blocks in Eunos Crescent. Trained volunteers are deployed to visit these seniors regularly to provide companionship and to build rapport with them. Those with social service needs are referred to TSAC's case workers for assistance.

During the year reviewed, 18 seniors with limited social support network had been identified for close monitoring by the befrienders. They were contacted at least thrice a week by staff and 8 volunteers.



## Digital Clinic

The COVID-19 pandemic has shown the impetus to adopt the use of digital technology. After the circuit breaker, TSAC worked with IMDA to allow interested seniors to apply for a subsidised phone plan and smartphone under the Mobile Access Scheme. Eligible seniors completed the transactions and Digital Learning Circle at TSAC.

Subsequently, digital clinic was conducted fortnightly to allow seniors to clarify their technology questions and learn new digital skills. During the reviewed year, 20 seniors benefited from the sessions.



## Alert Alarm System in Studio Apartments

TSAC has been maintaining a register of the elderly living in Studio Apartments (SAs). HDB installed the Alert Alarm System (AAS) in 107 units of SAs for the elderly spread across the three blocks of mixed development comprising SA, three-room and four-room HDB flats. The AAS was linked to and monitored by TSAC staff and volunteers during office hours, prior to its relocation to Block 3 Eunos Crescent on 1 Nov 17. After the relocation, staff from Tembusu Eldercare Centre, which took over the premises, assisted to monitor the system as the AAS could not be relocated to the new premise. The availability of the system gives the elderly a greater sense of security that help would be at hand when they need it.

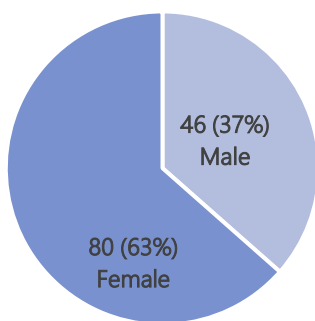
A group of volunteers, Heart of Yoginis from The Yoga Trail, was linked up by SE CDC to TSAC since August 2012. During the year reviewed, the volunteers organised three meal distributions to the residents from the SAs as activities and outings were suspended. An average of 21 seniors benefitted from the meal delivery.



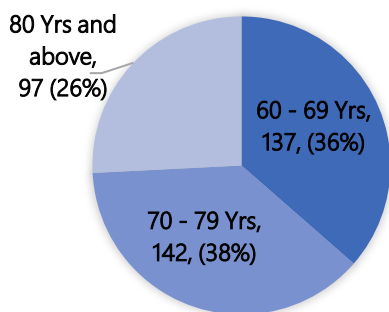
# Statistical Information (as at 31 Mar 21)

Residents Registered with TSAC (no. of residents: 376)

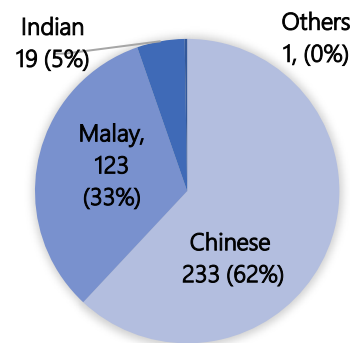
By Gender



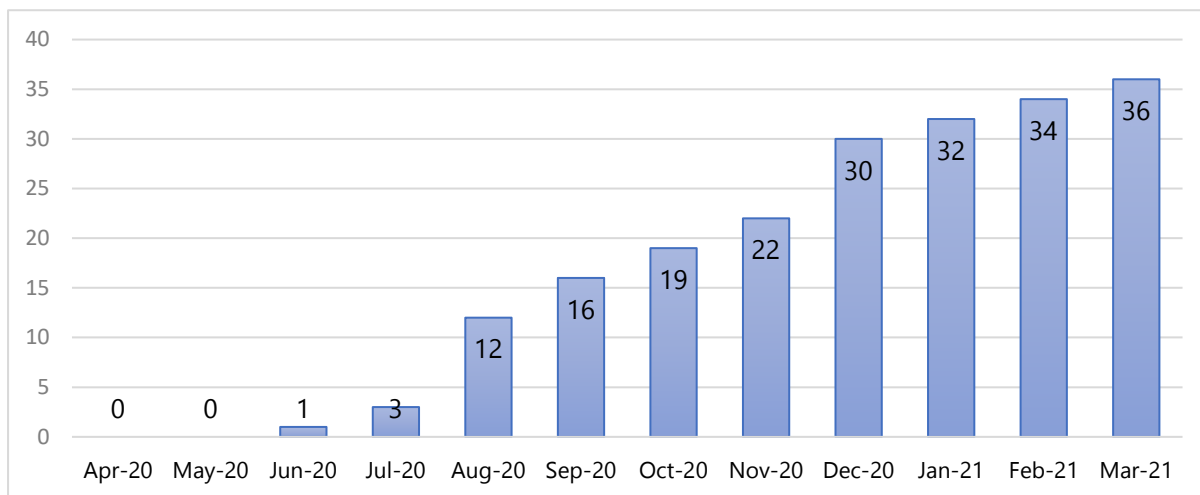
By Age Group



By Ethnicity



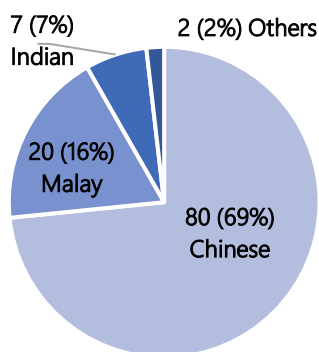
Average Attendance of Seniors Living in HDB Rental Blocks



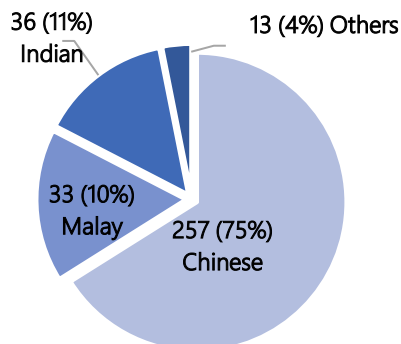
Volunteers Registered By Age and Ethnicity (no. of volunteers: 333)

By Age and Ethnicity

60 Years and Above (109)



59 Years and Below (224)



## Beneficiaries from Tembusu Food Aid Programme (100)

Ethnicity	Types of Dwelling					Total
	HDB 2-room Rental Flat	HDB 3 - Room	HDB 4 - Room	Studio Apartment (SA)	Others	
Chinese	27	7	0	3	0	37
Malay	44	7	1	2	0	54
Indian	5	0	1	3	0	9
<b>Total</b>	<b>76</b>	<b>14</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>100</b>

## Summary of Key Activities Organised from April 2020 to March 2021

Legend	
R	Resident
G	Guest
V	Volunteer

SN	Date	Event	Organised by	R	G	V
1	20 Jul 20	Painting Activity	TSAC	6	-	-
2	27 Jul 20	Painting Activity	TSAC	4	-	-
3	3 Aug 20	Number Painting Activity	TSAC	3	-	-
4	17 Aug 20	Number Painting Activity	TSAC	2	-	-
5	24 Aug 20	Number Painting Activity	TSAC	1	-	-
6	3 Sep 20	Sliver Shots	SliverArts	8	-	-
7	3 Sep 20	Tablet Games	TSAC	1	-	-
8	4 Sep 20	The Listening Ear Project	Quiet Life	6	-	-
9	4 Sep 20	Singing Market	SliverArts	9	-	-
10	7 Sep 20	The Price is Right	TSAC	9	-	-
11	7 Sep 20	The Listening Ear Project	Quiet Life	4	-	-
12	7 Sep 20	Puzzle Mania	TSAC	2	-	-
13	8 Sep 20	Art & Craft	TSAC	3	-	-
14	9 Sep 20	Colouring Life with Everyday Shapes	TSAC	6	-	-
15	10 Sep 20	Tablet Games	TSAC	1	-	-
16	11 Sep 20	Work Therapy - Crochet	TSAC	1	-	-
17	11 Sep 20	The Listening Ear Project	Quiet Life	2	-	-
18	14 Sep 20	The Price is Right	TSAC	7	-	-

SN	Date	Event	Organised by	R	G	V
19	14 Sep 20	Puzzle Mania	TSAC	1	-	-
20	17 Sep 20	Tablet Games	TSAC	3	-	-
21	21 Sep 20	Puzzle Mania	TSAC	5	-	-
22	21 Sep 20	The Price is Right	TSAC	11	-	-
23	22 Sep 20	Art and Craft	TSAC	5	-	-
24	24 Sep 20	Tablet Games	TSAC	5	-	-
25	25 Sep 20	Clay Sculpting (AM)	TSAC	8	-	-
26	25 Sep 20	Clay Sculpting (PM)	TSAC	6	-	-
27	28 Sep 20	Mid Autumn Celebration (AM)	TSAC	22	-	-
28	28 Sep 20	Mid Autumn Celebration (PM)	TSAC	26	-	-
29	29 Sep 20	Art and Craft – Card design	TSAC	5	-	-
30	30 Sep 20	NIJI Craft Workshop	SingYouth Hub	9	-	-
31	1 Oct 20	Sport Club - Badminton	TSAC	3	-	-
32	5 Oct 20	Wheel of Fortune	TSAC	13	-	-
33	5 Oct 20	Puzzle Mania and Tablet	TSAC	5	-	-
34	6 Oct 20	Keychain Making	TSAC	5	-	-
35	8 Oct 20	Sport Club – Seater Soccer	TSAC	1	-	-
36	9 Oct 20	Health Talk – Stroke (Malay)	Changi General Hospital	9	-	-
37	9 Oct 20	Health Talk – Stroke (Chinese)	Changi General Hospital	17	-	-
38	12 Oct 20	Wheel of Fortune	TSAC	11	-	-
39	12 Oct 20	Puzzle Mania and Tablet	TSAC	3	-	-
40	13 Oct 20	Finger Painting	TSAC	10	-	-
41	15 Oct 20	Sport Club - Volleyball	TSAC	7	-	-
42	19 Oct 20	Wheel of Fortune	TSAC	12	-	-
43	19 Oct 20	Puzzle Mania and Tablet	TSAC	6	-	-
44	20 Oct 20	Paper Quilting	SingYouth Hub	7	-	-
45	22 Oct 20	Up-Cycling Workshop (Lamp)	TSAC	16	-	-
46	26 Oct 20	Wheel of Fortune	TSAC	16	-	-
47	26 Oct 20	Puzzle Mania and Tablet	TSAC	7	-	-
48	27 Oct 20	Up-Cycling Working (Wallet)	TSAC	16	-	-
49	29 Oct 20	Fire Drill Exercise	TSAC	9	-	-

SN	Date	Event	Organised by	R	G	V
50	29 Oct 20	Sport Club - Bowling	TSAC		-	-
51	2 Nov 20	Price is Right	TSAC	17	-	-
52	2 Nov 20	Board Games	TSAC	7	-	-
53	3 Nov 20	Upcycling (Coaster)	Prudential	19	-	-
54	5 Nov 20	CCHS Deepavali Celebration	Chung Cheng High School (Main)	18	-	-
55	10 Nov 20	Upcycling (Mask Holder)	Prudential	19	-	-
56	13 Nov 20	Digital Training – Session 1	Prudential	8	-	-
57	13 Nov 20	Digital Training – Session 2	Prudential	4	-	7
58	16 Nov 20	Price is Right	TSAC	14	-	7
59	16 Nov 20	Board Games	TSAC	4	-	-
60	18 Nov 20	HCI Activity	Hwa Chong Institution	6	-	-
61	19 Nov 20	Health Talk – Introduction to Healthy Ageing	Health Promotion Board	10	-	-
62	19 Nov 20	HCI Activity	Hwa Chong Institution	7	-	-
63	20 Nov 20	Digital Training – Session 1	Prudential	8	-	8
64	20 Nov 20	Digital Training – Session 2	Prudential	4	-	8
65	23 Nov 20	Price is Right	TSAC	17	-	-
66	23 Nov 20	Board Games	TSAC	5	-	-
67	25 Nov 20	HCI Activity	Hwa Chong Institution	7	-	-
68	30 Nov 20	Price is Right	TSAC	18	-	-
69	1 Dec 20	Art and Craft – Paper Flower Making	TSAC	9	-	-
70	3 Dec 20	Health Talk – Nutrition for Healthy Ageing	Health Promotion Board	12	-	-
71	7 Dec 20	Price is Right	TSAC	15	-	-
72	7 Dec 20	Fruitful	Prudential	28	-	-
73	8 Dec 20	Art and Craft – Koi Fish Origami	TSAC	9	-	-
74	12 Dec 20	Functional Screening	AIC, HPB and TSAC	43	-	-
75	14 Dec 20	Cookies Decorating	TSAC	7	-	-
76	15 Dec 20	Cinnamon Stick Craft	TSAC	13	-	-
77	16 Dec 20	Christmas Garland Making!	TSAC	10	-	-
78	17 Dec 20	Health Talk – Be Active for Life	Health Promotion Board	10	-	-
79	17 Dec 20	Scented Candle Making!	TSAC	12	-	-
80	19 Dec 20	TSAC Year End Party Session 1	TSAC	41	-	-



SN	Date	Event	Organised by	R	G	V
81	19 Dec 20	TSAC Year End Party Session 2	TSAC	39	-	-
82	20 Dec 20	Walk for Rice	TSAC	15	-	-
83	21 Dec 20	Price is Right	TSAC	23	-	-
84	30 Dec 20	NIJI Craft	TSAC	12	-	-
85	3 Jan 21	January Birthday Celebration	TSAC	18	-	-
86	4 Jan 21	Price is Right	TSAC	22	-	-
87	5 Jan 21	Art and Craft – Paper Tulip	TSAC	11	-	-
88	5 Jan 21	Staying Well Secrets of the Super Agers – Mandarin	Tsao Foundation	15	-	-
89	7 Jan 21	Health Talk – Mental Well-Being and Knowing Dementia	Health Promotion Board (HPB)	13	-	-
90	9 Jan 21	SP Art and Craft (Drawing)	Singapore Polytechnic Welfare Service Club	11	-	-
91	11 Jan 21	Price is Right	TSAC	18	-	-
92	12 Jan 21	Staying Well Secrets of the Super Agers - Mandarin	Tsao Foundation	14	-	-
93	12 Jan 21	Art and Craft – Paper Jewel Box	TSAC	10	-	-
94	14 Jan 21	Staying Well Secrets of the super Agers - English	Tsao Foundation		-	-
95	15 Jan 21	Longkang Fishing – Session 1	TSAC	14	-	-
96	15 Jan 21	Longkang Fishing – Session 2	TSAC	10	-	-
97	18 Jan 21	Price is Right	TSAC	22	-	-
98	19 Jan 21	Teochew Opera	South East Community Development Council (SE CDC) and Esplanade Singapore	5	-	-
99	19 Jan 21	Paper Carousel	TSAC	10	-	-
100	19 Jan 21	Staying Well Secrets of the Super Agers - Mandarin	Tsao Foundation	12	-	-
101	21 Jan 21	Health Talk – Take Charge of your Health	Health Promotion Board	21	-	-
102	21 Jan 21	Staying Well Secrets of the Super Agers - English	Tsao Foundation	7	-	-
103	23 Jan 21	SP Zumba and Board Games	Singapore Polytechnic	15	-	-
104	25 Jan 21	Guess What?	TSAC	23	-	-
105	25 Jan 21	Fruitful	Prudential	29	-	6
106	26 Jan 21	CNY Bingo	TSAC	40	-	-
107	26 Jan 21	Art and Craft – Paper Jewel Box	TSAC	10	-	-

SN	Date	Event	Organised by	R	G	V
108	26 Jan 21	Staying Well Secrets of the Super Agers - Mandarin	Tsao Foundation	12	-	-
109	27 Jan 21	NIJI Craft	SingYouth Hub	10	-	-
110	28 Jan 21	Student Up-cycling	Temasak	16	-	-
111	28 Jan 21	Staying Well Secrets of the Super Agers - English	Tsao Foundation	5	-	-
112	30 Jan 21	SP Students – Chinese New Year Origami	Singapore Polytechnic Welfare Service Club	8	-	-
113	1 Feb 21	Guess What?	TSAC	14	-	-
114	1 Feb 21	February Birthday Celebration	TSAC	3	-	-
115	1 Feb 21	English Class	TSAC	12	-	-
116	2 Feb 21	Staying Balanced – Fall Prevention Exercises for Seniors	Health Promotion Board	12	-	-
117	3 Feb 21	TSAC CNY 2021	TSAC	39	-	-
118	4 Feb 21	Bartley Secondary VIA CNY Celebration	Bartley Secondary School	16	-	-
119	4 Feb 21	Staying Balanced – Fall Prevention Exercises for Seniors - English	Tsao Foundation	8	-	-
120	4 Feb 21	Health Talk – Preventing Fall	Health Promotion Board	15	-	-
121	5 Feb 21	Haircut	Daniel and co	17	-	4
122	8 Feb 21	English Class	TSAC	11	-	-
123	8 Feb 21	Sparkletots CNY Celebration	Sparkletots	13	-	-
124	8 Feb 21	Guess What?	TSAC	18	-	-
125	9 Feb 21	Staying Balanced – Fall Prevention Exercises for Seniors - Mandarin	Tsao Foundation	13	-	-
126	10 Feb 21	My Little Gem CNY Celebration	My Little Gem	11	-	-
127	15 Feb 21	Guess What?	TSAC	18	-	-
128	15 Feb 21	English Class	TSAC	13	-	-
129	16 Feb 21	Staying Balanced – Fall Prevention Exercises for Seniors	Tsao Foundation	11	-	-
130	18 Feb 21	CCHS Activity	Chung Cheng High School (Main)	11	-	-
131	18 Feb 21	Staying Balanced – Fall Prevention Exercises for Seniors - English	Tsao Foundation	8	-	-
132	23 Feb 21	Staying Balanced – Fall Prevention Exercises for Seniors - Mandarin	Tsao Foundation	11	-	-
133	24 Feb 21	NIJI Craft	SingYouth Hub	11	-	-
134	25 Feb 21	Staying Balanced – Fall Prevention Exercises for Seniors - English	Tsao Foundation	8	-	-
135	25 Feb 21	NTU Digital Clinic	NTU	3	-	2

SN	Date	Event	Organised by	R	G	V
136	1 Mar 21	Guess What?	TSAC	15	-	-
137	1 Mar 21	English Class	TSAC	9	-	-
138	1 Mar 21	March Birthday Celebration	TSAC	8	-	-
139	2 Mar 21	Staying Balanced – Fall Prevention Exercises for Seniors - Mandarin	Tsao Foundation	12	-	-
140	2 Mar 21	Art and Craft	TSAC	7	-	-
141	4 Mar 21	Staying Balanced – Fall Prevention Exercises for Seniors - English	Tsao Foundation	8	-	-
142	4 Mar 21	CCHS Activity	Chung Cheng High School (Main)	16	-	-
143	6 Mar 21	Caregiver Day	TSAC	7	-	-
144	8 Mar 21	Guess What?	TSAC	18	-	-
145	8 Mar 21	English Class	TSAC	9	-	-
146	9 Mar 21	Art and Craft	TSAC	9	-	-
147	15 Mar 21	Guess What?	TSAC	15	-	-
148	15 Mar 21	English Class	TSAC	13	-	-
149	16 Mar 21	Art and Craft	TSAC	10	-	-
150	16 Mar 21	Practical Life Conversation with Seniors - Mandarin	Tsao Foundation	12	-	-
151	17 Mar 21	Sudoku Time Challenge	TSAC	13	-	-
152	18 Mar 21	ACS (Barker) Activity Session	Anglo-Chinese School	18	-	-
153	18 Mar 21	Staying Balanced – Fall Prevention Exercises for Seniors	Tsao Foundation	8	-	-
154	19 Mar 21	TP Activities	Temasek Polytechnic - Gerontology	12	-	-
155	22 Mar 21	Guess What?	TSAC	12	-	-
156	22 Mar 21	Kampong Day	TSAC	14	-	-
157	22 Mar 21	Fruitful	Prudential	30	-	6
158	22 Mar 21	Art and Craft	TSAC	10	-	-
159	23 Mar 21	Practical Life Conversation with Seniors - Mandarin	Tsao Foundation	12	-	-
160	24 Mar 21	Rummy O Challenge	TSAC	28	-	-
161	26 Mar 21	TP Activities	Temasek Polytechnic - Gerontology	14	-	-
162	27 Mar 21	Terrarium Making	TSAC	15	-	-
163	30 Mar 21	Practical Life Conversation with Seniors	Tsao Foundation	12	-	-

# Village in Eunos Crescent

In November 2019, 4S submitted a three-year pilot proposal titled 'Village at Eunos Crescent' to AIC for approval and funding under the Tote Board Community Healthcare Fund. This programme is one of the Communities of Care (CoC) approved to help seniors age in place and anchor the future Community Care System that is population-based, proactive and integrated. Co-managed by TEC and TSAC, its objective is to create a well-supported network of linkages for better health and social integration for some 2,600 seniors living in Eunos Crescent.

On 2 April 2020, AIC approved the funding application for 4S to implement Village in Eunos Crescent, which commenced on 1 July 2020. 4S, together with a peer-support network, aims to be the first point of contact to provide a good support system for seniors to remain active and live independently and safely in the community. In August 2020, the pilot was extended by another 6 months to allow more time for adjustments to be made for social distancing and restart the halted activities after the Circuit Breaker. It is expected to end on 31 December 2023.

During the year of review, despite the challenges posed by COVID-19, the staff managed to interview 390 seniors to better understand their needs and challenges while living in the community. These seniors shared that their concerns were mainly in the areas of health, fear of falls and loneliness. Seniors who were surveyed also shared that they faced certain challenges when seeking help. This includes lengthy processing time and extensive information required from agencies.

Besides profiling seniors, case workers also assist residents with social service needs to obtain appropriate services, to facilitate and coordinate services for the residents of Eunos. The Case Work Service adopts a proactive case management to offer services such as information and referral, practical assistance and casework and counselling to them.

To create a well-supported network for seniors in the Eunos community, 4S has engaged partners such as Changi General Hospital, Tan Tock Seng Hospital, Sunlove Senior Day Activity Centre and Thye Hua Kwan Moral Charities to improve care coordination and minimise service delivery barriers.



# Volunteer Development





# Volunteer Development



## Background

Volunteers are precious assets to the organisation. In February 2005, the Tembusu Volunteer Programme (TVP) was established to promote community involvement and to provide a framework for better management and recognition of volunteer efforts. This programme was also developed on the premise that acts of volunteerism encourages and builds a compassionate and an involved community.

## Goal

To develop a strong, committed and skilled volunteer corps capable of reaching out and responding to the needs of the community.

## Objectives

Volunteers offer a variety of personal experiences, new insights, talents, knowledge and concerns that could enhance the scope and quality of 4S' programmes and services.

TVP aims to promote active volunteerism and strengthen the ecosystem of doing good in Singapore, through engagement of various community stakeholders in voluntary work.

In addition, the programme seeks to provide a platform to enhance the existing pool and develop new pools of volunteers.

## Opportunities

Volunteer service is considered a central and coordinated part of 4S' programmes and services and volunteers are treated as partners with the professional staff. In programme planning and implementation, ample opportunities are made available to encourage volunteer participation.

# Volunteer Opportunities

## Professional Services

- Provide expertise in management
- Provide medical advice and service (General Practitioner)
- Offer diet and nutrition consultation
- Provide nursing care
- Conduct therapeutic programmes
- Offer home modification advice
- Assist in Information Technology programme
- Offer counselling service
- Design publicity materials
- Provide technical help in home maintenance

## Administrative Support

- Handle enquiries
- Keep records for events and activities
- Man service counter
- Obtain feedback from clients
- Supervise activity areas

## Care Support

- Hand out meals
- Feed clients
- Assist with grocery shopping
- Befriend clients

## Housekeeping Support

- Perform simple household chores
- Decluttering and sorting

## Befriending Services

- Conduct house visits
- Engage clients virtually
- Befriend clients
- Involve clients in activities and events
- Teach clients digital skills

## Health Services

- Assist in rehabilitative exercises
- Provide personal grooming services
- Accompany clients to medical appointments

## Food Aid Services

- Deliver meals
- Pack and deliver food parcels

## Outreach Programme

- Perform door to door outreach

## Digital Clinic

- Teach clients digital skills
- Answer clients' queries on digital platforms

## Medical Escort

- Accompany clients to medical appointments
- Aid mobility of clients
- Provide updates to staff after consultation
- Provide companionship to clients

### Events & Activities

- Plan and/or conduct festive celebrations, birthday celebrations, performances, classes, talks, arts and crafts, music enrichment, indoor games, sports and outdoor games, social and recreational activities, and outings
- Form hobby groups

### Dental Services

- Provide professional oral care services for clients
- Advise clients good oral care practices

### Emergency Responses (TEC only)

- Check on the studio apartment upon activation of the alert alarm
- Help to call for emergency services (e.g. SCDF ambulance, Police), if required
- Reassure the elderly in need of assistance (e.g. SCDF ambulance, Police), if required

### Haircut Services

- Provide hairdressing and facial grooming services for clients

## Volunteer Management Capacity Development

To encourage senior volunteerism and create roles that are impacted by the eldercare model, 4S embarked on the National Council of Social Service's Volunteer Management Capacity Development Consultancy Project with the appointed consultancy firm, Ernst & Young Advisory.

Through the project, Ernst & Young Advisory will be assisting 4S to develop its volunteer management areas through identifying roles for redesigning, improving volunteer experience, enhancing staff buy-in and identifying training needs to support the newly curated volunteer roles.

To kick start the volunteer role redesign process, 4S conducted stakeholder engagement review to seek inputs and better identify staff's volunteer needs. The review provided the team with a head start to co-develop innovative roles that are focused on enhancing involvement of seniors as volunteers.



# Corporate Service



# Board of Governance

## Government Evaluation Checklist

The Charity Council's Code of Governance establishes principles and best practices in key areas of governance and management that all Institutions of a Public Character (IPCs) are encouraged to adopt. The extent of 4S' compliance for the period from 1 Apr 20 to 31 Mar 21 is reported in the table below:

No.	Description	Response
<b>Board Governance</b>		
1.	Induction and orientation are provided to incoming Board members upon joining the Board.	Complied
	Are there Board members holding staff appointments? (Skip items 2 and 3 if "No")	No
2.	Staff does not chair the Board and does not comprise more than one-third of the Board.	Not applicable
3.	There are written job descriptions for the staff's executive functions and operational duties which are distinct from the staff's Board roles.	Not applicable
4.	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a Board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.  If the charity has not appointed any Board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	Complied
5.	All Board members must submit themselves for re-nomination and re-appointment, at least once every three years.	Complied
6.	The Board conducts self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	Complied
	Are there Board member(s) who have served for more than 10 consecutive years? (Skip 7 if "No")	Yes
7.	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years.	Complied
8.	There are documented terms of reference for the Board and each of its Committee.	Complied
<b>Conflict of Interest</b>		
9.	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	Complied
10.	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	Complied
<b>Strategic Planning</b>		
11.	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	Complied
12.	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.	Complied



No.	Description	Response
<b>Human Resource and Volunteer Management</b>		
13.	The Board approves documented human resource policies for staff.	Complied
14.	There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.	Complied
15.	There are processes for regular supervision, appraisal and professional development of staff.	Complied
	Are there volunteers serving in the charity (Skip item 16 if "No")	Yes
16.	There are volunteer management policies in place for volunteers.	Complied
<b>Financial Management and Internal Controls</b>		
17.	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	Complied
18.	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	Complied
19.	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	Complied
20.	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	Complied
21.	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	Complied
	Does the charity invest its reserves, including fixed deposits (Skip item 22 if "No")	No
22.	The charity has a documented investment policy approved by the Board.	Not applicable
<b>Fund-raising Practices</b>		
	Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 23 if "No")	Yes
23.	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	Complied
	Did the charity receive donations-in-kind during the year? (Skip item 24 if "No")	Yes
24.	All donations-in-kind received are properly recorded and accounted for the charity.	Complied
<b>Disclosure and Transparency</b>		
25.	The charity discloses in its annual report: i) the number of Board meetings in the financial year; and ii) the individual Board member's attendance at those meetings.	Complied
	Are Board members remunerated for their services to the Board? (Skip items 26 & 27 if "No")	No
26.	No Board member is involved in setting his or her own remuneration.	Not applicable
27.	The charity discloses the exact remuneration and benefits received by each Board member in its annual report.	Not applicable
	<u>Or</u>  The charity discloses that no Board members are remunerated.	





No.	Description	Response
	Does the charity employ paid staff? (Skip items 28, 29 and 30 if "No")	Yes
28.	No staff is involved in setting his or her own remuneration.	Complied
29.	The charity discloses in its annual report <ul style="list-style-type: none"> <li>i) The total annual remuneration for each of its three highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and</li> <li>ii) Whether any of the three highest paid staff also serves as a Board member of the charity.</li> </ul> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>Or</u></p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	Complied
30.	The charity discloses the number of paid staff who satisfies all of the following criteria: <ul style="list-style-type: none"> <li>i) The staff is a close member of the family belonging to the Executive Head or a Board Member of the charity;</li> <li>ii) The staff has received remuneration exceeding \$50,000 during the financial year.</li> </ul> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>Or</u></p> <p>The charity discloses that there is no paid staff who are close members of the family belonging to the Executive Head or the Board Member, who has received remuneration exceeding \$50,000 during the financial year.</p>	Complied
<b>Public Image</b>		
31.	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	Complied

## Annual Remuneration Salary Band

Three highest paid staff of the group

Annual Remuneration Salary Band	FY 2020/2021
S\$100,001 to S\$200,000	3

The three highest paid staff are not serving on any 4S Committees

There is no paid staff who are close members of the family of the Executive Head or Board Member, who has received any remunerations during the financial year

During the financial year, none of the Executive committee members received any remuneration



## Reserves Policy

4S manages four Welfare Homes for destitute persons, two community-based services and a Food Aid programme. The four Homes are fully funded by the government. The two community-based services received partial funding and any shortfall is to be borne by 4S. The Food Aid programme is a self-funded programme depending entirely on public donation.

The 4S Reserves Policy aims at ensuring the financial stability and sustainability of the partially or self-funded services/programmes as well as the means for the development of new programmes to meet service needs.

The quantum of reserves is capped at \$500,000.00. It is established at a level which is at least equivalent to the quantum of donated fund required for a period of four years. The policy and the quantum of reserves will be reviewed every year or sooner if warranted by internal or external events or changes to ensure that the level of reserves is adequate to fulfil 4S' continuing obligations.

Our reserves position:

		*FY20/21 (S\$,000)	*FY19/20 (S\$,000)	% Increase/ (Decrease)
A	General Funds (1)	480	709	(32)
B	Restricted / Designated Funds: - Welfare Homes (2) - Community-based (3)	10,639	8,830	20
C	Total Funds (A) + (B)	11,120	9,539	17
D	Total Annual Operating Expenditure	16,194	14,137	15
E	Ratio of Funds to Annual Operating Expenditure (C/D)	0.69	0.67	-

\* Elimination of inter-company transactions and balances were performed for the two FYs

- (1) General Funds refer to 4S accumulated funds for the purpose of meeting operating expenses of its programmes and services
- (2) Welfare Homes Funds comprise MSF Fund, Care and Share Matching Grant and Donation
- (3) Community-based Funds comprise Ministry of Health Fund, Community Silver Trust Matching Grant, Tote Board Social Service Fund, President's Challenge Donation, Seniors' Mobility and Enabling Fund and designated programme funds

# Human Resource Management



## Background

To help attain 4S' mission of being a 'widely respected social service organisation' in Singapore providing holistic and quality services', 4S need staffs with diverse expertise, capabilities, experiences, compassion and commitment to serve the less fortunate.

## Goal

To build a healthy work environment where staff are committed to achieve 4S' mission and supported to attain quality work-life

## Management Strategies

In 4S, staff is regarded as key asset, the cornerstone in the pursuit of service excellence. In competing for talents and professionals who have choices, 4S has adopted a five-pronged strategic thrust to build a talent pool to facilitate the work-life balance between achieving 4S' mission and enabling staff to attain quality of work-life.

### Emphasising and adopting a service user-centered culture

Everyone in 4S, regardless of role or position, is expected to conform to 4S' service user-centered culture in every interaction with the service users. This includes adopting values such as being service user-focus, having integrity, the can-do spirit and working as a team while achieving personal excellence.

## Attracting and retaining talents

4S adopts a fair and non-discriminatory practice of selecting and recruiting staff based on merits such as qualifications, competencies, experience and having the right fit for the job, regardless of age, gender, ethnicity and religious beliefs.

4S believes that mature workers bring a wealth of valuable experiences, capabilities and knowledge to the workplace. Since 2005, 4S has put in place a re-employment policy to recruit or retain those who have passed their retirement age as long as they can be productively employed. There is no reduction of pay or curtailment of employee benefits and training opportunity after one reaches the retirement age.



## Creating and developing a strong learning and team culture



4S invests significantly in training and development so as to build a skilled and professional workforce to meet changing needs of the sector and community and to help staff develop their potential to the fullest. Every category of staff is supported by a structured training plan based on core competencies for the job. Staff at every level are encouraged to devote at least 50 hours of training a year to broaden knowledge and for capability building.

4S arranges customised training courses when required to strengthen expertise and to build new capabilities. In-house training and sharing sessions are

conducted to serve as platforms for staff to share knowledge and experiences and to plan services in an integrated manner.

Over the past year, 4S had engaged the services of the Counselling and Care Centre and Beyond Age to run customised training courses in topics such as Systems Thinking in the Context of Case Management, Counselling Older Adults: The Singapore Context and Common Psychiatric Disorders among the elderly.

## Clinical Supervision for Welfare Homes' Caseworkers and Social Workers

MSF requires all caseworkers and social workers to receive clinical supervision at least once in three months to build up and strengthen staff's competency and capability in performing case management roles. This is a condition tied to the release of the 10% outcome-based funding at the end of the financial year.

4S had engaged the services of the Counselling and Care Centre and two experts from the National Addictions Management Service at the Institute of Mental Health to provide clinical supervision to the caseworkers of the four 4S' managed Welfare Homes since September 2018.



## Encouraging balanced work-life harmony

4S recognises the importance of making sure that staff well-being and work-life needs are met in order to build a more productive workforce. 4S has progressively introduced practical work-life balance practices to help staff give attention to work, self and family and to meet the varied interests and needs of staff of different age groups. This includes part-time employment, flexible work arrangements and a comprehensive leave package (Table 1).

## Recognising staff's contributions

4S' remunerations and benefits system aim at connecting staff performance to 4S' mission and goals. It is an equitable system which reflects the ability, experiences and contributions of staff and provides incentives for staff to give their best and to ensure market competitiveness.

4S salary structure is adapted from the NCCS Salary Guidelines for Social Service Agencies. Revision is made whenever the relevant authorities announced changes to the salary schemes.

The six-monthly Work Review and Appraisal System helps determine equitable salary and incentive based on merits and contributions of staff.



## Long Service Award

Presentation of Long Service Awards to staff who have served continuously for five years or more is one of the ways the 4S management recognises and appreciates the efforts and contributions made by staff. The values are \$500.00 for five years of service, \$1,000.00 for ten years of service and \$1,500.00 for 15 years of service. During the year of review, one staff, seven staff and seven staff received the Fifteen-Year, Ten-Year and Five-Year Long Service Award respectively (Table 2).

**Table 1 - Leave Package**

Leave Type	No. of Days
Annual Leave	14 – 21 days
Childcare Leave	6 days (staff with child below the age of 7) 2 days (staff with child 7 – 12 years old)
Compassionate Leave	Up to 3 days
Eldercare Leave	Up to 3 days
Examination Leave	Up to 4 days (4S supported and/or sponsored course)
Marriage Leave	Up to 3 days
Maternity Leave	12* – 16 weeks
Medical Leave	14 days
Hospitalisation Leave (inclusive of 14 days medical leave)	60 days (inclusive of 14 days medical leave)
Paternity Leave	2 weeks**
Shared Parental Leave	Up to 4 weeks (of wife's 16 weeks of GPML <sup>^</sup> )

\* inclusive of 4 weeks of unpaid maternity leave

\*\* 2 weeks paternity leave applicable to working father of child born on or after 1 Jan 17

<sup>^</sup>GPML: Government-paid Maternity Leave



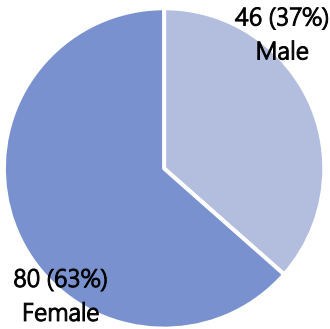
**Table 2 – Long Service Award**

5 Years' Service Award	10 Years' Service Award
<b>Acacia Home</b>	<b>Acacia Home</b>
Olivas Nicanor Bernardino	Chan Wai Peng
Marc Gregory Martinez Bugaoisan	
<b>Bukit Batok Home for the Aged</b>	<b>Bukit Batok Home for the Aged</b>
Koh Chee Kiat	Chia Poh Cheng
	Lim Kok Liang
<b>Tembusu Home at Pelangi Village</b>	<b>Tembusu Home at Pelangi Village</b>
Yap Boon Kiang	Ang Ah Thin
<b>Thuja Home at Pelangi Village</b>	Ablog Jay-R Alves
Mi Soe Tin	Tiqui Nelson Tab
Nur Farhana Binte Mohd Sedek	
Su Lwin Soe	<b>Thuja Home at Pelangi Village</b>
	Naive Jenny Kris Belleza
<b>15 Years' Service Award</b>	
<b>Tembusu Home at Pelangi Village</b>	
G Rani	

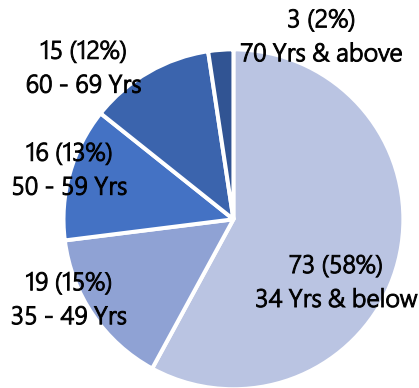
# Statistical Information (as at 31 Mar 21)

## Local Staff (no. of staff: 126)

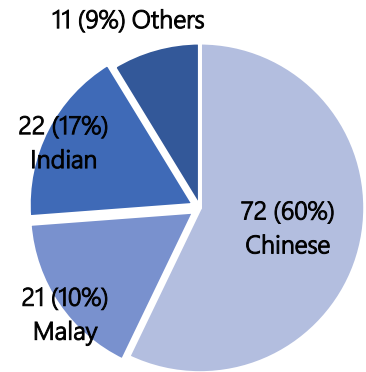
### By Gender



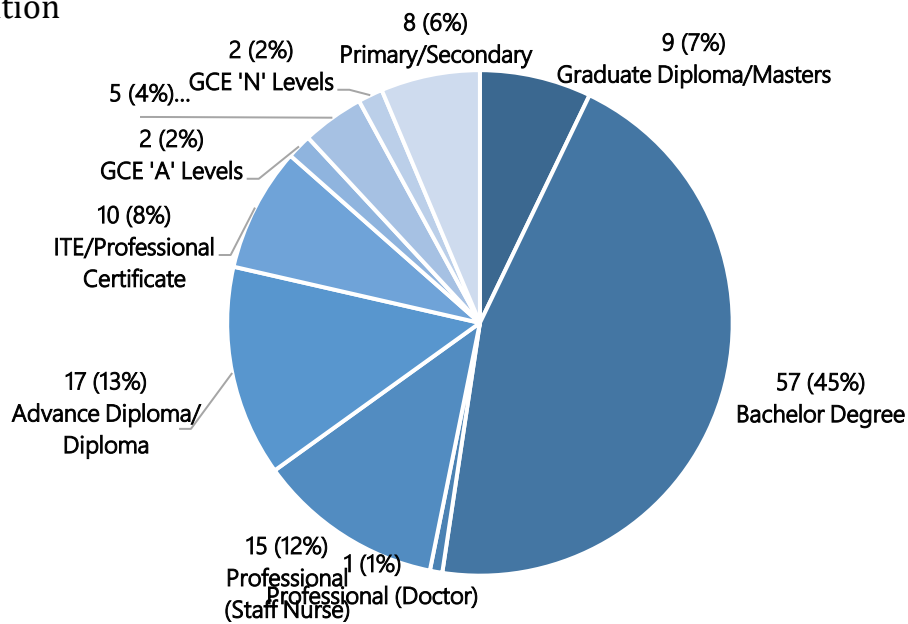
### By Age Group



### By Ethnicity

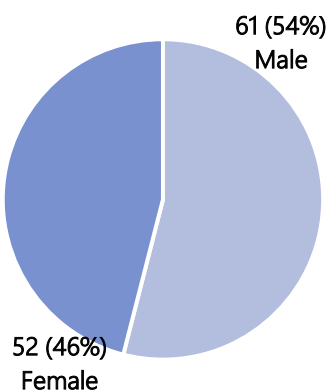


### By Qualification

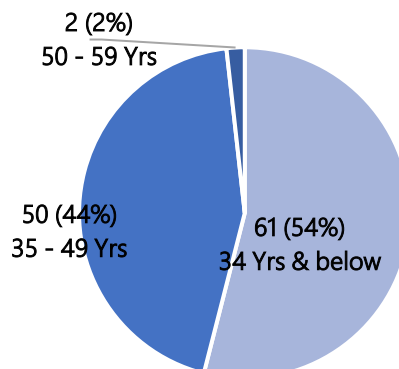


## Foreign Staff (no. of staff: 113)

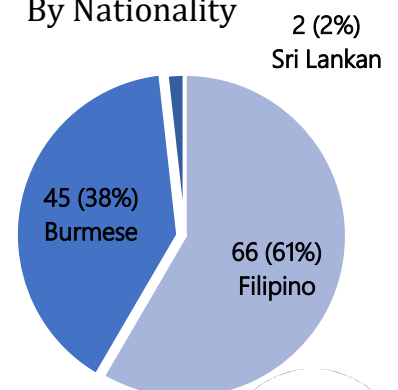
### By Gender



### By Age Group



### By Nationality



## Training Records from April 2020 to March 2021

Course	Course Provider	No. of Staff	No. of hours
A Critical Review of Mental Health Diagnosis, Treatment, and Social Work Practice	National University of Singapore (NUS)	8	128
Accounting Management Systems	NCSS	1	1.5
Administering of Community Screener Training	AIC	3	96
Advanced Primary Care for Homebound Elders (APCHE) Principles and Practices for Service Leaders	Hua Mei Training Academy	2	32
Advancing Group Work Approaches to Enhance Lives	NUS, Next Age Institute	1	12.5
An Introduction to Commonly Used Outcome Measures in Rehabilitation	Ren Ci Learning Academy	11	15
An Introduction to Trauma Informed Care	Singapore Association for Mental Health (SAMH)	9	9
Apply Emotional Competence To Manage Self and Other in a Business Context	SSA	4	64
Bachelor of Social Work	Singapore University of Social Sciences (SUSS)	2	88
BCLS + AED Provider Course	MHI Training Master	3	27
Black Dog Days: Depressive Disorders and Social Work Intervention	NUS	1	8
Briefing for Ad-hoc Swab Arrangement	MSF	2	2
Briefing session by NEA on the Environment Sanitation Regime	MSF / NEA	7	10.5
Building Emotional Resilience in Caregiving	SSI	1	14
Case Master Action Planning (Case Map) briefing for stakeholders (Online)	MSF	5	15
Centre Management Systems	NCSS TechUp	3	6
CERT First Aider Course (with CPR & AED)	CERT Consultancy Group Pte Ltd	6	7
CERT First Audit w/ CPR + AED	A-Bide Safety Solutions	1	8
Certificate in Islamic Psychology and Counselling	Certificate in Islamic Psychology and Counselling	1	80.75
Chronic Wound Healing: Understanding Current Management and Treatments Series 1	3M Health Care Academy	4	4
Chronic Wound Healing: Understanding Current Management and Treatments Series 2	3M Health Care Academy	3	3
Client Assessment And Support Tool (CAST) Online Consultation Session	MSF	1	2
Clinical Incident Reporting And Management Workshop For Nursing Homes	AIC	4	12.5
Clinical Supervision	Beyond Age / Dr Ko Soo Meng	11	49
Clinical Supervision	Counselling & Care Centre	13	81
Clinical Supervision	Mr S B Viknesan, NAMS IMH	10	20

Course	Course Provider	No. of Staff	No. of hours
CMP/TMP sharing session	MSF	19	27
Cognitive Behavioural Therapy	Beyond Age Pte Ltd	21	147
Commissioner For The Maintenance Of Parents/Tribunal For The Maintenance Of Parents (CMP/TMP) Online Sharing Sessions With Welfare Homes	MSF	3	4.5
Communicate Effectively with Seniors	Social Service Institute (SSI)	1	15
Community Care Excellence Award 2020 Process Improvement Project Presentations	AIC	2	3
Community to Movement - What Drives the Action	National Volunteer & Philanthropy Centre (NVPC)	1	2
Community Preparedness and Health Protection Starts in 1 day	Khoo Teck Puat Hospital (KTPH)	1	1.5
Complimentary Healthcare Innovation Webinar	Kwong Wai Shiu Hospital (KWSH)	1	2
Conducting Group Therapy for Older Adults	Ren Ci Learning Academy	2	8
Conversational Malay for Social Service Practitioners (Online)	SSI	1	22
Counselling Individuals, Couples and Groups	Monash University	1	8
COVID-19 Infection Prevention and Control and Clinical Guidance for Nursing Homes & Inpatient Hospices	MSF	1	2
COVID-19: Updates from Singapore	NUS	1	5
Creating Collective Impact with Your Stakeholders	NCSS	4	8
Data Protection For Charities (Managing & Securing Electronic Personal Data) Webinar	Ministry Of Culture, Community And Youth (MCCY) / The Office Of The Commissioner Of Charities	10	18
Dementia Awareness Foundation Level	AIC	2	0
Dementia Care (Basic)	St. Luke's Hospital	1	20
Depressive Disorders and Social Work Intervention	NUS	2	16
Digital Media Upskilling Workshop to Develop Storytelling Capabilities	NVPC	1	1.5
Digital Solutions - Cybersecurity	NCSS	3	4
Digitalisation : Applications for Social Work Practice (Online)	NCSS Webinar	7	12
Effective and Safe Pill Box Pack	Ren Ci Learning Academy	15	22.5
Employer Info Session for hiring employers	WSG Webinar	1	1
Empowering NPOs through Outsourced Services	NVPC	5	7.5
Empowering Volunteer Managers in building organisation readiness and responsiveness to crisis (Online)	NCSS	6	24
Encouraging Participation and Engagement In Nursing Home	Ren Ci Learning Academy	2	4





Course	Course Provider	No. of Staff	No. of hours
Engagement Session on Environmental Sanitation Programme for Residential Care Facility	MSF	2	4.5
Engagement Session With Community Care Partners On COVID-19 Vaccination And Plans	AIC and Ministry of Health (MOH)	4	8
Environment Control Coordinator	National Environment Agency (NEA)	4	48
Ethics for Counsellors	Monash University	1	24
Focus Group Discussion session regarding Psychiatric Rehabilitation in Welfare Homes	SSI	1	3
Future Of Charities - Redesigning Your Business Processes For Digital Transformation Webinar	SGTech	2	3
Group Clinical Supervision	Beyond Age Pte Ltd	19	55
Group Clinical Supervision	Counselling and Care Centre	11	69
Group Clinical Supervision	S B Viknesan	7	20
Group Clinical Supervision	Dr Sandor Heng	12	6
Harnessing Strengths and Growing Assets Within the Community	NCSS	3	6
House of Memories Online Museum Led Dementia Awareness Training for Health and Social Care Staff	National Heritage Board	1	2
How to use Design Thinking to Transform Organisation & Redesign Jobs	NCSS	1	2
Human Resource Management Systems	NCSS Techup	3	4.5
Improvement Toolkit	Ren Ci Learning Academy	1	11
Improving Quality and Productivity - Fall Prevention	AIC	27	40.5
Improving Quality and Productivity in Long Term Care - Pneumonia Prevention	AIC	17	25.5
Improving Quality And Productivity In Long-Term Care: Improve The Showering Process In Nursing Homes	AIC	22	31.5
Improving Quality And Productivity In Long-Term Care: Improvement & Standardize Nasogastric Tube (NGT) Feeding Process	AIC	5	7.5
Improving Quality And Productivity In Long-Term Care: Medication Safety & Urinary Tract Infection (UTI) Prevention	AIC	13	18
Infection Prevention and Control	MSF	12	28
Infection Prevention and Control in ILTC (Intermediate)	Ren Ci Learning Academy	1	3
Infection Prevention and Control and Clinical Audits	Ren Ci Learning Academy	10	26
Influenza And Pneumococcal Vaccination For Older Adults	National Centre of Infectious Diseases and AIC	13	18
In-Service Training For Basic First Aid & CPR + AED Provider	I-Revive Sg	17	85

Course	Course Provider	No. of Staff	No. of hours
Internal Control (III) - Implementing Internal Control for Procurement to Payment Process	SSI	1	9
Introduction to Cognitive Behavioural Therapy	Beyond Age	6	7
Invitation to Engagement Session on Environmental Sanitation Programme for Residential Care Facility	MSF / NEA	5	22
Managing Challenging Behaviour of Senior	Academy of Human Department	2	32
Managing COVID-19 Cases in Nursing Home	AIC	1	1.5
Managing Deceased Belongings: What Should we Do?	Singapore Association of Social Workers (SASW)	1	2
Mask Fitter Workshop	KWSH	2	4
Graduate Diploma in Gerontology	SUSS	2	384
Master of Social Work	SUSS	1	32
Medication Safety	AIC	5	7.5
Mental Health Awareness Basics 01: Signs and Symptoms	AIC	3	0
Mental Health Awareness Basics 02: Communication with Persons with Mental Illness	AIC	3	0
Mining Deep, Scaling Heights CASE MAP Training - learn how to better coordinate complex cases	MSF	2	4
N95 Respirator Mask Fitter (Train-The-Trainer) Workshop	KWSH	2	2
Nasopharyngeal and Oropharyngeal Swabbing	Mount Elizabeth Hospital	1	2
National Family Violence Networking System (NFVNS) Conference 2020	MSF	10	36
NTUC Health - Live Well, Live Strong	UFLX	1	1
Nursing Assessment And Management Of Delirium	Ren Ci Learning Academy	7	7
Open Disclosure and Communication Post Adverse Event	Ren Ci Learning Academy	1	3
Orientation Training/Briefing	Acacia Home	4	728.5
Pandemic Preparedness and Safe Management Measures	Ren Ci Learning Academy	6	18
Panel Discussion on Building Psychological Resilience	Nanyang Technological University	1	1.5
Performance Management In The New Normal Workshop	NCSS	1	7
Preceptorship webinar	Ren Ci Learning Academy	2	32
Process and Punishment	NUS	2	13
Professional Certificate in Systemic Social Work Practice	NUS	2	30
Professional Online Network Session "Managing Deceased Belongings: What Should We Do?"	SASW	1	2



Course	Course Provider	No. of Staff	No. of hours
Psychological Resilience in the New Normal Confirmation	KTPH	1	1.5
Recruitment, Retention and Recognition of Volunteers	SUSS	7	7
Review Committee Meeting	MSF	16	161.5
Root Cause Analysis (1)	Ren Ci Learning Academy	6	12
Safe Circle: Trauma-informed care talk	SAMH	3	1
Safe Circle: TIC Talk For Welfare Homes (Run 1)	SAMH	1	1
Safeguarding Charities (Fraud Prevention, Anti-Money Laundering & Countering The Financing Of Terrorism)	MCCY / The Office Of The Commissioner Of Charities	2	4
Sat Health Talk: Mindfulness As Treatment For Psychiatric Disorders	Brahm Centre	1	1.5
Sat Health Talk: Reducing Stress & Burnout	Brahm Centre	1	1.5
Sat Health Talk: Symptoms & Treatment of Depression	Brahm Centre	1	1.5
Sat Health Talk: Trauma & Stress Related Disorders	Brahm Centre	1	1.5
Schema Therapy Professional Training (Basic) – Schema Theory, Concepts and Techniques	HOPE Worldwide (Singapore)	2	48
Service Leadership - Building a Service Culture Within	Rotary Learning Institute	2	16
Serving Leader Seminar	Integrative Learning Corporation Pte Ltd	1	12.5
SG Cares Webinar - Strengthening Social Service Delivery (S3D) within the sector	MSF / Minister Desmond Lee	7	14
Sharing on Manpower and Productivity Initiatives for Community Care Sector	AIC Webinar	5	7.5
Social Service Familiarisation Session	NCSS	4	11.5
Social work in the time of the COVID-19 pandemic and beyond: The Social work responses to COVID-19 in Singapore, South Korea, and Cambodia	SUSS	1	2.5
Solve Problems And Make Decisions at Managerial Level 1	SSA Academy	2	32
Standard First Aid with CPR & AED	Singapore Red Cross Society	5	80
Stool Sample Trial Testing	MSF	2	3
Strengthening Ethical Reasoning in Social Work Practice	NUS	2	21
Strengthening Operational Resilience through Risk Management	Rotary Learning Institute	2	16
Strengthening Volunteer Development and Evaluating Impact for Sustained Partnerships	NCSS	4	8
Supervised Professional Counselling Practice	Monash University	1	2
Swab Training	Mount Elizabeth Hospital	2	4

Course	Course Provider	No. of Staff	No. of hours
Tech Up Friday!	NCSS	5	4.5
The Future of Manpower Session	NCSS	9	18
The Power of Noticing Building Supportive Mental Health Skills'	Amalgamated Union of Public Employee	1	1
The Value Of Flex: Leveraging Flexible Work Arrangements For Organisation Effectiveness	NCSS	2	4
Therapeutic Exercises Webinar	Ren Ci Learning Academy	1	2
TIMES (Simplified Wound Assessment) & Its Clinical Decision Support for Treatment	Ren Ci Learning Academy	5	32
TQ Digital Change Management Webinar for Non-Profit	NCSS	10	12.5
Tracing Together Tokens	MSF	3	3
Training on Nasopharyngeal and Oropharyngeal Swabbing	Mount Elizabeth Hospital	4	4
Training Session for Trace Together Tokens	Government Technology Agency	3	3
Trauma-Informed Care for Vulnerable Adults (Facilities)	MSF Adult Protection Services	3	3
Understanding and Screening of Depression and Dementia	Institute of Mental Health	1	8
Understanding and Working with the Malay-Muslim Clients (Online)	SSI	1	17
Understanding Frailty and Physical Exercises that could help in combating Frailty	Ren Ci Learning Academy	6	18
Understanding the Social Service Sector (Online)	SSI	1	8
Virtual AGM Masterclass for Non-Profit Organisation	NCSS	3	3
Virtual Education Workshop 2021 on Smoking Cessation	NCSS / IMDA	7	11.5
Virtual Sensory Art	SAMH	1	14
Volunteer Management Network Webinar: Empowering Volunteers Through Volunteer Role Redesign	NCSS	1	2
Volunteer Management Network Webinar: Engaging Volunteers In Crisis Situations To Continue Supporting Service Users	NCSS	1	1.5
Volunteer Management Network Webinar: Enhancing The Resilience And Safety Of Volunteer Involvement	NCSS	2	2
Volunteer Management Network Webinar: Managing And Collaborating With Stakeholders For Enhanced And Sustainable Volunteering Experience	NCSS	2	4
Volunteer Management Network Webinar: Reflecting And Preparing For The "Next Normal" In Volunteer Management	NCSS	2	3



Course	Course Provider	No. of Staff	No. of hours
Volunteer Management Network Webinar: Reframing The Communication And Engagement With Volunteers During A Crisis	NCSS	2	3
What does it mean to build community	NVPC	1	1.5
Weathering The Storm: Digital Change Management for Non-profits	NCSS	3	3
WSQ Implement Incident Management Processes - E-Learning (Synchronous Mode - Video Conferencing),	TECS Fire & Safety Training Pte Ltd	6	48
WSQ Respond to Fire Emergency in Buildings (RFEB)	Avanta Global Pte Ltd	11	176
		<b>Total</b>	<b>241</b>

4S would like to extend our deep appreciation to all our donors and sponsors including those who have chosen to remain anonymous. We treasure your support and are grateful to you for sharing our beliefs and partnering us in our mission to serve the disadvantaged.

More than \$10,000	Below \$1,000
RSM Chio Lim LLP Sanjay Guglani	Ah Yean Ai Hong Lim Albert Tan Ang Bee Hock Ang Peizhen Evangeline Ang Xin Ni Amanda Anju Aushay Sharma Ankur Sethi Anuratha D/O S. Thillaiampalam Aravindan Menon N Sundaresa Menon Ben Tan Boo Wee Joo Elwin Brian Matthew Ho Siew Khit Bryan Ching Caleste Fong Camilla Chiam Hui Lee Cara Gerald Vibieda Carol Tan Ee Tin Chan Ah Mooi Chan Chee Kei Chan Hon Chong Chan Hui Dhar Chan King Shiong Kevin Chan Wai Foo Chang Meow Ling Chea Wei Tien Cheang Kong Heng Chen Jee Mun Chen Shijia Chen Xinmin Chen Zhi Hua Chen Zhihui Cheng Kheng Wan Jasper Chew Ah Koon (En Hui) Chew Sai Tiang Chia Kai Ting Mandy
\$5,000 to \$9,999	
Anupam Gupta	
\$1,000 to \$4,999	
Cheng Jian Fenn Chew Xiu Yun Chua Pei Zhi Gary G Builders Pte Ltd Greenwave Solutions Pte Ltd In Memory Of The Late Mr Karupiah Wathrevel In Memory Of The Late Mr Lim Kim Lin Jeslyn Lee Jo Yin Keming Primary School Koh Teow Huat Leck Su Wee Christopher Lim Chee Siang Lim Lye Choon Lim Thye Siow Lin Xunzhong Don Ng Jiun Wei Norizan Binte Selamat Ong Lian Hong Rampreet Kaur Sandhu Saurav Bhata @ Saurabh Bhatia Seah Zuoxin Jason Siow Guo Wei Jonathan Tan Chin Tuan Foundation Tan Gek Geok To Pee Khim Toh Chee Meng Wijemuni Nuran De Silva Yap Swee Peng Zhong Yuan Hui	

**Below \$1,000**

Chia Li Qing  
 Chia Ming Hui  
 Chikmagalur Prakasha Kumara  
 Chionh Siok Bee  
 Chithira D/O Ramasamy  
 Chong Foo Yuan  
 Chong Lay Sian  
 Chong Mee Fong  
 Chow Kwan Shing  
 Chow Wai Keat  
 Christina Foo  
 Chua Ruiping  
 Chua Seok Hwee Eileen  
 Chua Sze Lee  
 Chua Tong Hern  
 Chua Wee Peng  
 Chua Xing En Alyssa  
 Chua Yizhen Carolyn  
 Chuan Teck Xiang  
 Cindy Chieng  
 Colman Hon Chi Wan  
 Darmawan Rusli  
 David Leong  
 Deepanjali Sinha  
 Deprive.Co  
 Devanshi Guglani  
 Dillion Singh Banwait  
 Duraisamy Selliah Thamocharan  
 Dylan Pua  
 Ee Boon Siong  
 Eng Siew Tin  
 Er Chee Hean  
 Fabian Lee  
 Fabian Lee Zheng Da  
 Farook Ansary Mohamed Tharul Salam  
 Felicia Ng  
 Fiona Loh Ke Yu  
 Fong Lee Chin  
 Foo Piao Xu  
 Gan Soh Chin  
 Girish Lal Kanaya  
 Goh Bee Bee  
 Goh Chee Kuan

**Below \$1,000**

Goh Guan Xian  
 Goh Pei Ling  
 Goh Yong Tiam  
 Goh Chun Wey  
 Goh Siew Hong  
 Goh Xiu Xian  
 Gopalakrishna Devarajan Ram  
 Govindasamy Parthasarathi  
 Guna Ramasamy  
 Hamdan Zanal  
 He Zixiang Eddy  
 Hida Eriko  
 Hitesh S/O Hasmukhrai Timbadia  
 Ho Cheeng Tse  
 Ho Chok Niang  
 Ho Kai Siang  
 Ho Kien Kok Marcus  
 Ho Wei Fatt  
 Hong Siew Chern  
 How Shu Hui  
 Huang Qing  
 Huja Hassan  
 Huye  
 Idani Surrinder Jethanand  
 In Memory of The Late Mr Ang Chin Kiat  
 Jananie Audimulam  
 Jasper Chou  
 Jean Neo Zu Ying  
 Jeyamany Ruh D/O Albert D Jacob  
 Jhin Janardnanan  
 Jonah  
 Jong Seow Yee  
 Joni  
 Kalaiselvan Prahbu  
 Karishma Girish Kanaya  
 Katherine Teu  
 Khairunnisa Bte Md Yusop  
 Kien Chiun Lee  
 Koh Hong Fong  
 Koh Ling Min Sally  
 Koh Yuen Pieng  
 Koh Yun Qi  
 Kok Heng Teng



**Below \$1,000**

Kok Soke Wai  
 Koo Kok Chang  
 Koon Kay Meng  
 Krishna Iyer Sivaram  
 Krishnappa Srinivas  
 Kristine Martinez Almoite  
 Kumar Lugesh  
 Kuthubtheen Imrankhan  
 Kwan Kam Ling  
 Kwan Wai Mun  
 Kwan Yeow Meng  
 Lai Chyh Jau  
 Lai Kwan Soon  
 Lai Yuen Seong  
 Lam Lai Ling  
 Lawrence Andrew Shoji  
 Lee Ai Hooi  
 Lee Chew Peng  
 Lee Eet Fong  
 Lee Fuhao Felix  
 Lee Jia Yi  
 Lee Min Quan  
 Lee Pei Ying Adeline  
  
 Lee Suiling  
  
 Lee Wee Ling  
 Lee Wei Siong  
 Lee Yen Chin  
 Leow Ai Ling  
 Leung Yardly  
 Li Wenju  
 Liaw Hock Chuan  
 Liew Zhi Yan Mabel  
 Lilian Loke Phaik Yeen  
 Lim  
 Lim Bi Jia Valerie  
 Lim Chi Sharn  
 Lim Hoe Boon  
 Lim Lee Gek  
 Lim Siew Wee  
 Lim Su Fern  
 Lim Sze Ling  
 Lim Szu Li  
 Lim Teck Chai Danny

**Below \$1,000**

Lim Thiang Swee  
 Lim Wen Bing  
 Lim Yi Xiang Desmond  
 Lim Yu Heng  
 Lim Zhen Thubten Tashi  
 Lin Ee Li  
 Lin Kim Gek  
 Liow Jia Qi  
 Liu Jiyun  
 Loh Poh Ling  
 Loke Jia Li  
 Low Chee Wee  
 Low Shun Xiang  
 Low Weng Kee  
 Low Yun Sheng Winston  
 Low Zhan Yuan  
 Luk Yiu Fai Robert  
 Luo Jieying Mavis  
 M.M. Aviation Services Pte Ltd  
 Mak Kwun Wai  
 Mak Siew Khiang  
 Manjusha Shirish Balekundri  
 Marcel Stefanus Sutedja  
 Maria Consuelo Lourdes De Venecia Sarmiento  
 Mayank Kochar  
 Mckinnon David  
 Megha Tyagi  
 Meghal Muranjan  
 Melvin Cheng Wing Meng  
 Michelle Yong  
 Mitra Anjali  
 Mohamad Gaddafi Bin Annuar  
 Mok Chee Keong  
 Mok Yim Hong  
 Lee Ming Heng and Family  
 Lee Ming Yao and Family  
 Phra Arjarn O. Phetchabun & Mae Punturut  
 Mutha Gounder Kaliannan Thangadurai  
 Muthusamy Shanmugarel  
 Nah Renli Neville  
 Nair Divya Sreekumar  
 Nair Sreejith Chandrashekharan  
 Nair Sreekumar Krishnankutty





**Below \$1,000**

Narang Anita  
 Narang Sunil  
 Neo Chin Loo  
 Neo Choon Chuan  
 Neo Wei Keong Frankie  
 Ng Chin Chong  
 Ng Ching Ouh  
 Ng Chun Keong  
 Ng Hoi Gee Kit  
 Ng Hwee Ling  
 Ng Khay Huat  
 Ng Kim Yong  
 Ng Li Ling  
 Ng Sy Jang  
 Ng Xi Nan  
 Ng Yuan Cheong Eugene  
 Ngee Bingkai  
 Ngor Zhi Hong Eugene  
 Nithyalakshmi Mani  
 Nitu Mohanty  
 Norman Low Jia Hao  
 Novita Indayang  
 Nozomi Mitsuo  
 Nur Ain Binte Hamid  
 Nur Sabrina Binte Kamel  
 Nur Serena  
 Nurulhuda Binte Mustafa  
 Oh Si Yu  
 Oh Xuhui Bernie  
 Ong Chew Hong  
 Ong Hsin Ann  
 Ong Hui Qing  
 Ong Kok Hin  
 Ong Lian Hong and Family  
 Ong Weixiang  
 Ou Daye  
 Own Seak Chin  
 Pan Shiyong Serene  
 Pan Zhiwen  
 Pang Aiqing  
 Pang Qiwen  
 Perumal Lakshmi Kanth  
 Phua Wei Sheng  
 Poh Sze Yen

**Below \$1,000**

Pooja S Kumar  
 Por Yu Li  
 Pratiwi Pujilestari  
 Puah Si Ying  
 Qiao Yin Yeo  
 Quek Kiah Jye  
 Rahul Radhakrishnan  
 Rajat Rakesh  
 Ramchandani Nisha Vijay  
 Ramya Shetty  
 Rio Mark Bentulan  
 Rohan Narvankar  
 Sabrina Teo Chiu Hoon  
 Sahil Sinha  
 Sai Baba  
 Saloni Balekundri  
 Samantha Lim Xue Fang  
 Samir Mannai  
 Santhosha Venkatesha  
 Santhya D/O Maniam  
 Sara Tan Gek Ching  
 Sarah Lim Shu Hui  
 See Jia Jia Pearl  
 See Pin Quan Elvin  
 Senthil Raghunath  
 Seow Zhi Min  
 Seow Zhi Xian  
 Shailendra Kumar Verma  
 Shalini Anantrao Mangalorkar  
 Shashi  
 Shi Lisheng  
 Shirish Chandrakant Balekundru  
 Shorbani Roy  
 Shree Sai Baba  
 Shree Sathya Sai Baba  
 Shree Satya Sai  
 Si Ying Puah  
 Siew Lien Wong  
 Sim Bee Teck  
 Soh Kim Weng Kelvin  
 Soh Thiam Leng  
 Sok Heng  
 Sriram Chandra Sekaran  
 Stella Anthony



**Below \$1,000**

Steven Anthony  
 Subramanian Chidambaram Amurdhan  
 Suriyanarayanan Balaji  
 Surrinder Indani  
 Swaminathan Krishnamurthy Iyer  
 Sylvia Utami  
 Sze Yun  
 Tamil Vani D/O Poovanesan  
 Tan Chew Hua  
 Tan Chien Wei Kevin  
 Tan Chin Lee  
 Tan Choon Chay  
 Tan Chung Yee  
 Tan Ee Jin  
 Tan Ian Sheng  
 Tan Jin Chee Desmond  
 Tan Jing Hua  
 Tan Ke Yun  
 Tan Ken Jin  
 Tan Khee Hong Kevin  
 Tan Kim Hua  
 Tan Kok Chuan  
 Tan Kun Xiang Eugene  
 Tan Lai Choo  
 Tan Lay Han  
 Tan Lee Tat  
 Tan Puay Hoon Melissa  
 Tan Seng Beng  
 Tan Shareler  
 Tan Shih Chieh  
 Tan Su Teck  
 Tan Teck Loo  
 Tan Teck Suan Wilna  
 Tan Ting Ting Joan  
 Tan Tu Yll  
 Tan Wei Chew  
 Tan Wei Meng  
 Tan Wen Li Melissa  
 Tan Yen Choo  
 Tan Yong Ying  
 Tang Pong Yong  
 Tang Soo Yee Ellis  
 Tang Wei Lun  
 Tang Yew Mun

**Below \$1,000**

Tararam S/O Ramdarash Yadav  
 Tay Bee Boon  
 Tay Chin Hong Angela  
 Tay Koon Guan  
 Tay Su Hwei  
 Tengku Nurhudah Binte Tengku Mohamed Khalib  
 Teo Beng Hoe  
 Teo Hui Wen  
 Teo Jing  
 Teo Kiang Siang  
 Teo Te Wei  
 Tham Yew Kong  
 Thamil Poova  
 Thangavelu Kanimozhi  
 Toh Bee Hua  
 Toh Jiahe  
 Toh Soon Hee  
 Urvi Guglani  
 V K Kannapathy  
 Vendela Quek  
 Veysel Erdem Toraman  
 Viju Chakarapany  
 Vivienne Kaur Hans  
 Wang Rui  
 Wee Ming  
 Wee Wei Lian  
 Wong Han Seng  
 Wong Khoon Yoong  
 Wong Lai Lai  
 Wong Wai Ho  
 Wong Yuk Ming  
 Woon Lu Fong  
 Wu Ming Jie  
 Xavier Low Jia Xi  
 Xavier Woon  
 Xuan  
 Yam Lai Peng  
 Yan Keen Keong  
 Yang Yoke Fong  
 Yap Luying Sharalyn  
 Yap Shi Yin  
 Yap Yee Kwan  
 Yee Tuck Fai  
 Yee Yik Wei



**Below \$1,000**

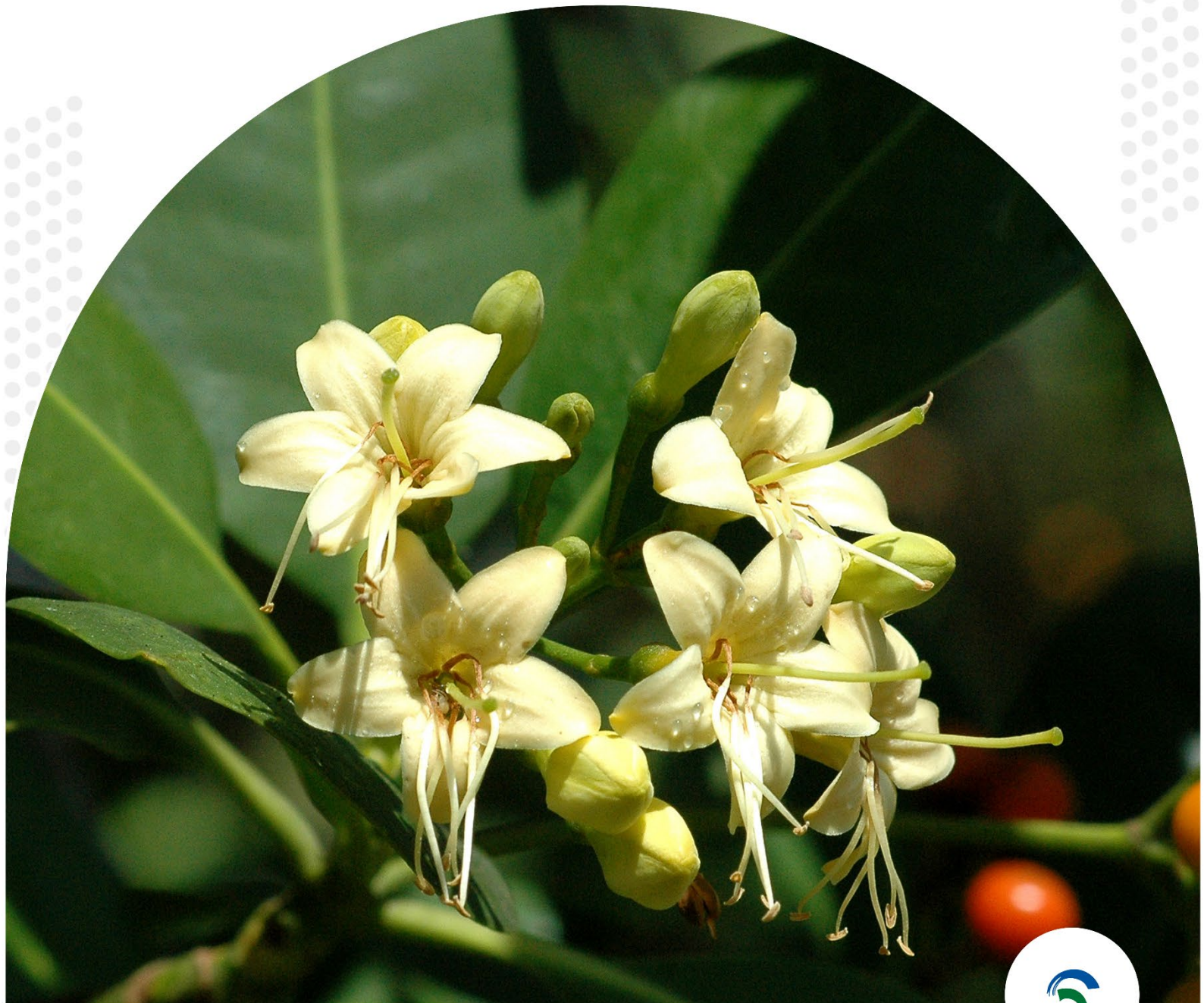
Yeo Chee Keong (Yang Zhiqiang)  
Yeo Hui Zhen  
Yeo Hwee Hoon  
Yeo Kheng Yen Stephanie  
Yeo Kian Hua Lionel  
Yong Ching Tong  
Yong Hsin Ann

**Below \$1,000**

Yong Qi Long  
Yong Yar Peng  
Yoon Chee May  
Zhang Hao  
Zheng Jiahui Esther  
Zheng Yuying Amanda  
Zhong Sheng

## Adopting 'Tembusu' as the Brand Name of 4S' Projects

In 2002, the then Ministry of Community Development and Sports appointed 4S to manage Tembusu Home at Pelangi Village, one of the six residential care facilities for destitute persons set up in Pelangi Village. An emblem of longevity and resilience, the native Tembusu tree is adaptable and hardy, and can thrive and bloom under adverse conditions. 4S has since adopted 'Tembusu' as the brand name of its projects as the attributes of Tembusu tree are akin to 4S' long-standing values of providing reliable and quality services to the beneficiaries in all circumstances.





# Contact Information

## Sathya Sai Social Service (4S)

2 Buangkok Green  
Singapore 539749  
Tel: 6489 8534 | Fax: 6315 7843  
exedir@4s.org.sg

### Residential Care

#### Acacia Home

30 Admiralty Street  
Singapore 757441  
Tel: 6254 6575 | Fax: 6254 6579  
acaciahome@4s.org.sg

#### Bukit Batok Home for the Aged

11 Bukit Batok West Avenue 2  
Singapore 659205  
Tel: 6665 2818 | Fax: 6665 2808  
bukitbatokhome@4s.org.sg

#### Tembusu Home at Pelangi Village

2 Buangkok Green  
Singapore 539749  
Tel: 6489 7639 | Fax: 6315 7480  
tembusuhome@4s.org.sg

#### Thuja Home at Pelangi Village

4 Buangkok Green  
Singapore 539750  
Tel: 6489 0026 | Fax: 6489 0411  
thujahome@4s.org.sg

### Aged Care

#### Tembusu Eldercare Centre

Blk 31A Eunos Crescent #06-01  
Singapore 401031  
Tel: 6747 3515 | Fax: 6747 9952  
tec@4s.org.sg

#### Tembusu Senior Activity Centre

Blk 3 Eunos Crescent #01-2585  
Singapore 400003  
Tel: 6742 1321 | Fax: 6742 7383  
tsac@4s.org.sg

### Tembusu Volunteer Programme

c/o 4S Secretariat  
2 Buangkok Green  
Singapore 539749  
Tel: 6489 8534 | Fax: 6315 7843  
tembusuvolunteer@4s.org.sg

Member of



2 Buangkok Green Singapore 539749

Tel: 6489 8534 | Fax: 6315 7843

Email : [exedir@4s.org.sg](mailto:exedir@4s.org.sg)

Website : [www.4s.org.sg](http://www.4s.org.sg)



**SATHYA SAI SOCIAL SERVICE (SINGAPORE)**

[Registered under the Registrar of Societies]

[UEN: S96SS0160E]

[IPC No: IPC000246]

**AND ITS RELATED ENTITIES**

**COMBINED FINANCIAL STATEMENTS**

*For the Financial Year Ended 31 March 2021*

**SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES**

**COMBINED FINANCIAL STATEMENTS**

*For the Financial Year Ended 31 March 2021*

<b>Contents</b>	<b>Page</b>
Statement by the Executive Committee	1
Independent Auditor's Report	2 - 5
Combined Statement of Comprehensive Income	6 - 15
Combined Statement of Financial Position	16
Combined Statement of Changes in Funds	17 - 18
Combined Statement of Cash Flows	19
Notes to the Combined Financial Statements	20 - 51



**SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES**  
**STATEMENT BY THE EXECUTIVE COMMITTEE**

*For the Financial Year Ended 31 March 2021*

---

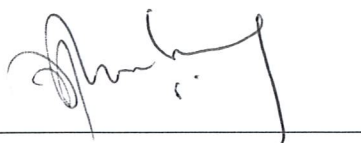
In our opinion:

- (a) the combined financial statements of Sathya Sai Social Service (Singapore) and its related entities (collectively the “Combined Group”) are properly drawn up in accordance with the provisions of the Societies Act (Chapter 311), Charities Act, Chapter 37 and other relevant regulations (collectively, the “Act”) and Financial Reporting Standards in Singapore (“FRSs”) so as to present fairly, in all material respects, of the financial position of the Combined Group as at 31 March 2021 and of the financial performance, changes in funds and cash flows of the Combined Group for the year ended on that date.
- (b) at the date of this statement, there are reasonable grounds to believe that the Combined Group will be able to pay its debts as and when they fall due; and
- (c) nothing came to our attention that caused us to believe that the receipts, expenditure, and investment of monies by the Combined Group during the financial year have not been in accordance with the provisions of the Act.

The Executive Committee, comprising the following, authorised the issue of these combined financial statements.

President	Mr. Ho Poh Kong
Vice President	Mr. Leong Why Kong
Vice President	Prof. Hsu Pon Poh
Honorary Secretary	Dr. Chua Lee Lea Im
Assistant Honorary Secretary	Mr. Siu Yow Wee
Honorary Treasurer	Mr. Seng Chun Guan
Assistant Honorary Treasurer	Mr. Sunder Ramchand
Committee Member	Ms. Joyce Lim Yen Ping
Committee Member	Mr. Sowaran Singh
Committee Member	Mr. Tay Zi Yang

On behalf of the Executive Committee,



**Mr. Ho Poh Kong**  
President



**Mr. Seng Chun Guan**  
Honorary Treasurer

Singapore

Date: **21 SEP 2021**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SATHYA SAI SOCIAL  
SERVICE (SINGAPORE) AND ITS RELATED ENTITIES  
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021**

---

**Report on the Audit of Combined Financial Statements**

*Opinion*

We have audited the combined financial statements of Sathya Sai Social Service (Singapore) (the "Society") and its related entities (collectively the "Combined Group"), comprise the combined statement of financial position as at 31 March 2021, and the combined statement of comprehensive income, combined statement of changes in funds and combined statement of cash flows for the year then ended, and notes to the combined financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying combined financial statements are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the "Societies Act"), the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and the Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the financial position of the Combined Group as at 31 March 2021 and the financial performance, changes in funds and cash flows of the Combined Group for the year ended on that date.

*Basis for Opinion*

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

*Other Information*

The Management is responsible for the other information. The other information comprises the Statement by the Executive Committee set out on page 1.

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

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



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SATHYA SAI SOCIAL  
SERVICE (SINGAPORE) AND ITS RELATED ENTITIES  
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021**

---

**Report on the Audit of Combined Financial Statements (Continued)**

*Responsibilities of the Management and Executive Committee for the Combined Financial Statements*

The Management is responsible for the preparation and fair presentation of combined financial statements in accordance with the provisions of the Societies Act, the Charities Act and Regulations and FRSs, and for such internal control as the Management determines is necessary to enable the preparation of combined financial statements that are free from material misstatement, whether due to fraud and error.

In preparing the combined financial statements, the Management is responsible for assessing the Combined Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Management either intends to liquidate the Combined Group or to cease operations, or has no realistic alternative but to do so.

The Executive Committee is responsible for overseeing the Combined Group's financial reporting process.

*Auditor's Responsibilities for the Audit of the Combined Financial Statements*

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

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

- Identify and assess the risks of material misstatement of the combined financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Combined Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SATHYA SAI SOCIAL  
SERVICE (SINGAPORE) AND ITS RELATED ENTITIES  
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021**

---

*Auditor's Responsibilities for the Audit of the Combined Financial Statements (Continued)*

- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Combined Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the combined financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Combined Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the combined financial statements, including the disclosures, and whether the combined financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Combined Group to express an opinion on the combined financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

**Report on Other Legal and Regulatory Requirements**

In our opinion,

- i) the accounting and other records required to be kept by the Combined Group have been properly kept in accordance with the provision of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- ii) the fund-raising appeals held during the financial year ended 31 March 2021 have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SATHYA SAI SOCIAL  
SERVICE (SINGAPORE) AND ITS RELATED ENTITIES  
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021**

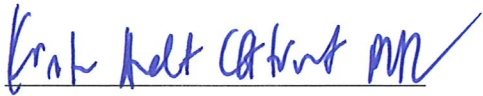
---

**Report on Other Legal and Regulatory Requirements (Continued)**

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

- i) the Combined Group has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- ii) the Combined Group has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

The engagement partner on the audit resulting in this independent auditor's report is Koh Wee Kwang.



**KRESTON ARDENT CATRUST PAC**  
Public Accountants and Chartered Accountants  
Singapore

Date: 21 SEP 2021

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF COMPREHENSIVE INCOME

For the Financial Year Ended 31 March 2021

	31 March 2021	Note	Restricted Funds										Unrestricted Fund					
			Care and Share Fund S\$	Community Silver Trust Fund S\$	Food Aid Programme S\$	Funding from Tote Board S\$	Ministry of Health S\$	MSF Fund S\$	President's Challenge S\$	Programme Fund S\$	Seniors' Mobility and Enabling Fund S\$	Donation S\$	Village in Eunus Crescent S\$	Total S\$	General Fund S\$	Total Funds S\$		
INCOME																		
Voluntary																		
Donations	5		-	-	35,905	-	-	450	-	-	-	-	-	84,751	-	121,106	-	121,106
Financial Assistance			-	-	-	-	-	-	-	-	-	15,120	-	-	-	15,120	-	15,120
Funding from Tote Board			-	-	-	46,192	-	-	-	-	-	-	-	-	-	46,192	-	46,192
Government Grant			-	-	-	-	30,037	-	-	-	-	-	-	-	-	30,037	-	30,037
Government Subvention			-	-	-	-	184,769	-	-	13,617,399	-	-	-	-	90,421	13,892,589	795,694	14,688,283
			-	-	35,905	46,192	215,256	13,617,399	-	-	-	15,120	84,751	90,421	14,105,044	795,694	14,900,738	

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

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF COMPREHENSIVE INCOME

For the Financial Year Ended 31 March 2021

	Note	Restricted Funds										Unrestricted Fund			
		Care and Share Fund	Community Silver Trust Fund	Food Aid Programme	Funding from Tote Board	Ministry of Health	MSF Fund	President's Challenge	Programme Fund	Seniors' Mobility and Enabling Fund	Donation	Village in Eunus Crescent	Total	General Fund	Total Funds
		S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
<b>31 March 2021</b>															
<b>INCOME</b>															
Income from Charitable Activities		-	-	-	-	-	-	-	-	-	-	-	-	-	-
SPICE Fees		-	-	-	-	-	-	-	4,609	-	-	-	-	133,905	138,514
<b>Other Income</b>															
Fixed Deposit Interest		-	-	-	-	-	533	-	-	-	-	-	-	-	533
Miscellaneous Income		-	-	6,818	6,818	-	136,284	-	-	-	7,460	-	-	12,760	163,322
Maintenance Fees - Welfare Home		-	-	-	-	-	37,097	-	-	-	-	-	-	-	37,097
CST Matching Grant		-	77,334	-	-	-	-	-	-	-	-	-	-	77,334	77,334
Other Income - Government Subvention		-	-	-	-	97,013	2,221,069	-	-	-	-	-	-	138,913	2,456,995
		-	77,334	-	6,818	97,013	2,394,983	-	-	-	7,460	-	-	151,673	2,735,281
<b>TOTAL INCOME</b>		-	77,334	35,905	53,010	312,269	16,012,382	-	19,729	84,751	90,421	16,693,261	1,081,272	17,774,533	

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

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF COMPREHENSIVE INCOME (CONTINUED)

For the Financial Year Ended 31 March 2021

	31 March 2021	Note	Restricted Funds							Unrestricted Fund					
			Care and Share Fund	Community Silver Trust Fund	Food Aid Programme	Funding from Tote Board	Ministry of Health	MSF Fund	President's Challenge	Programme Fund	Seniors' Mobility and Enabling Fund	Donation	Village in Eunus Crescent	General Fund	Total Funds
			SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	
<b>EXPENDITURE</b>															
Costs of Charitable Activities															
Health Screening Expenses	-		-	-	-	-	9,029	-	-	-	-	-	-	9,029	-
Kitchen Utilities and Equipment	-		-	-	-	-	2,287	-	-	-	-	-	-	2,287	-
Programme Management Expenses	6		-	4,001	13,087	731	1,610	2,818,063	-	5,043	76	-	2,860,766	473,766	3,334,532
Staff Costs	7		-	27,685	19,178	600	11,198	8,774,062	-	400	-	83,494	8,916,617	209,760	9,126,377
			-	31,636	32,265	1,331	12,808	11,603,441	-	5,443	76	83,494	11,788,699	683,526	12,472,225
<b>Governance and Other Administrative Costs</b>															
Accounting Fees	-		-	-	-	-	-	-	-	-	-	-	-	141,240	141,240
Advertisements	-		-	-	-	-	-	-	-	-	-	-	-	10,261	10,261
Audit Fees	-		-	-	-	-	3,825	14,444	-	-	-	-	18,269	14,204	32,473
Bank Charges	-		-	-	-	-	32	996	-	-	-	-	1,028	123	1,151
Bad Debt	-		-	-	-	-	-	-	-	-	-	-	-	-	-
Written Off	-		-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation of Property, Plant and Equipment	11		9,341	14,611	-	42,341	16,920	175,093	-	-	2,144	-	260,450	56,528	316,978
Food and Refreshments	-		-	-	-	-	-	-	-	-	-	-	-	7	7
Food Service	-		-	-	-	-	-	-	-	-	-	-	-	-	-
General Expenses	-		-	-	-	551	126	37,595	-	-	-	-	38,272	551	38,823
Insurance	-		-	-	-	321	-	7,985	-	-	-	-	8,306	562	8,868

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



SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF COMPREHENSIVE INCOME (CONTINUED)

For the Financial Year Ended 31 March 2021

31 March 2021	Note	Restricted Funds										Unrestricted Fund				
		Care and Share Fund	Community Silver Trust Fund	Food Aid Programme	Funding from Tote Board	Ministry of Health	MSF Fund	President's Challenge	Programme Fund	Seniors' Mobility and Enabling Fund	Donation	Village in Eunus Crescent	Total	General Fund	Total Funds	
		SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	
<b>Governance and Other Administrative Costs (Continued)</b>																
Loss on disposal of asset		-	-	-	-	-	274	-	-	-	-	-	-	274	-	274
Purchase of Low Value Assets being expensed		-	399	-	56	12,482	100,792	-	-	1,662	945	-	-	116,336	26,893	143,229
Maintenance of Building		-	-	-	542	1,193	28,718	-	-	-	-	-	-	30,453	10,612	41,065
Maintenance of Equipment		-	-	-	2,542	5,282	16,111	-	-	449	-	-	-	24,384	5,303	29,687
Maintenance of Vehicle		-	-	-	-	-	30,526	-	-	-	-	-	-	30,526	-	30,526
Medical Supplies and		-	-	-	-	-	-	-	-	-	-	-	-	-	248	248
Meeting Refreshments		-	-	-	-	135	531	-	-	-	-	-	-	666	-	666
Printing and Stationery		-	-	90	263	1,386	36,070	-	-	-	-	-	134	37,943	8,768	46,711
Professional Fees		-	-	-	-	1,605	844,335	-	-	-	160	-	-	846,100	11,289	857,389
Rental of Equipment		-	-	-	2,029	-	2,304	-	-	-	-	-	-	4,333	2,029	6,362

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

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF COMPREHENSIVE INCOME (CONTINUED)

For the Financial Year Ended 31 March 2021

	Restricted Funds										Unrestricted Fund			
	Care and Share Fund	Community Silver Trust Fund	Food Aid Programme	Funding from Tote Board	Ministry of Health	MSF Fund	President's Challenge	Programme Fund	Seniors' Mobility and Enabling Fund	Donation	Village in Eunus Crescent	Total	General Fund	Total Funds
	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS
<b>31 March 2021</b>	<b>Note</b>													
Governance and Other Administrative Costs (Continued)														
Rental of Premises	-	-	-	-	-	-	-	-	-	-	-	1,420	1,420	1,420
Service Charges for Premises	-	-	-	4,095	-	-	-	-	-	-	4,095	1,842	1,842	5,937
Staff Costs	7	-	-	-	138,782	661,651	-	-	-	-	800,433	307,366	307,366	1,107,799
Supplies and Materials	-	-	-	-	1,688	68,042	-	-	-	-	69,730	1,239	1,239	70,969
Tele-communications	-	-	-	2,905	1,307	18,272	-	-	-	296	22,780	5,804	5,804	28,584
Transportation	-	-	-	-	120	26,021	-	-	-	-	26,141	4,466	4,466	30,607
Utilities	-	-	-	-	5,677	744,373	-	-	-	-	750,050	12,797	12,797	762,847
Volunteer Management	-	-	-	-	-	-	-	-	-	-	-	130	130	130
Finance Costs	8	-	-	3,886	-	404	-	-	-	-	4,290	3,370	3,370	7,660
<b>TOTAL</b>	<b>9,341</b>	<b>15,010</b>	<b>90</b>	<b>59,531</b>	<b>190,560</b>	<b>2,814,537</b>	<b>-</b>	<b>-</b>	<b>2,111</b>	<b>3,249</b>	<b>430</b>	<b>627,052</b>	<b>627,052</b>	<b>3,721,911</b>
<b>EXPENDITURE</b>	<b>9,341</b>	<b>46,969</b>	<b>32,355</b>	<b>60,862</b>	<b>203,368</b>	<b>14,417,978</b>	<b>-</b>	<b>5,443</b>	<b>20,266</b>	<b>3,325</b>	<b>83,924</b>	<b>1,310,578</b>	<b>1,310,578</b>	<b>16,194,136</b>
Net Surplus / (Deficit) for the Year, representing														
Total Comprehensive Income / (Loss) for the Year	(9,341)	30,638	3,550	(7,852)	108,901	1,594,404	-	2,017	(537)	81,426	6,497	(229,306)	(229,306)	1,580,397

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

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF COMPREHENSIVE INCOME (CONTINUED)

For the Financial Year Ended 31 March 2021

	31 March 2020	Note	Restricted Funds										Unrestricted Fund			
			Care and Share Fund	Community Silver Trust Fund	Food Aid Programme	Funding from Tote Board	Ministry of Health	MSF Fund	President's Challenge	Programme Fund	Seniors' Mobility and Enabling Fund	Donation	Total	General Fund	Total Funds	
			S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	
INCOME																
Voluntary																
Donations		5	-	-	25,611	-	-	3,984	-	-	-	-	93,016	122,611	-	122,611
Care and Share			-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Subsidies – Medifund			-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Assistance			-	-	-	-	-	-	-	-	-	23,306	-	23,306	-	23,306
Funding from Tote Board			-	-	-	45,271	-	-	-	-	-	-	-	45,271	-	45,271
Government Grant			-	-	-	-	30,037	-	-	-	-	-	-	30,037	-	30,037
Government Subvention			-	-	-	-	225,460	12,928,551	-	-	-	-	-	13,154,011	818,541	13,972,552
Community Silver Trust			-	1,920	-	-	-	-	-	-	-	-	-	1,920	-	1,920
Development Grant			-	-	-	-	-	-	-	-	-	-	-	-	-	-
			-	1,920	25,611	45,271	259,481	12,928,551	-	-	23,306	93,016	13,377,156	818,541	14,195,697	

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

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF COMPREHENSIVE INCOME (CONTINUED)

For the Financial Year Ended 31 March 2021

	Restricted Funds										Unrestricted Fund			
	Care and Share Fund	Community Silver Trust Fund	Food Aid Programme	Funding from Tote Board	Ministry of Health	MSF Fund	President's Challenge	Programme Fund	Enabling Fund	Seniors' Mobility and	Donation	Total	General Fund	Total Funds
31 March 2020	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS
Note														
INCOME	-	-	-	-	-	-	-	-	6,005	-	6,005	-	194,831	200,836
Income from Charitable Activities	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SPICE Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	969	-	-	-	-	969	-	-	969
Coin-Phone Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fixed Deposit Interest	-	-	-	-	-	305	-	-	-	-	305	-	-	305
Income	-	-	-	973	5,507	164,592	-	13,448	-	-	184,520	27,246	211,766	
Miscellaneous Income	-	-	-	-	-	12,382	-	-	-	-	12,382	-	-	12,382
Maintenance Fees – Welfare Home	-	-	-	973	5,507	178,248	-	13,448	-	-	198,176	27,246	225,422	
TOTAL INCOME	-	1,920	25,611	46,244	264,988	13,106,799	-	13,448	29,311	93,016	13,581,337	1,040,618	14,621,955	

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



SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF COMPREHENSIVE INCOME (CONTINUED)

For the Financial Year Ended 31 March 2021

	Restricted Funds										Unrestricted Fund		
	Care and Share Fund	Community Silver Trust Fund	Food Aid Programme	Funding from Tote Board	Ministry of Health	MSF Fund	President's Challenge	Programme Fund	Seniors' Mobility and Enabling Fund	Donation	Total	General Fund	Total Funds
31 March 2020	Note	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS
LESS:													
EXPENDITURE													
Costs of Charitable Activities													
Health		-	-	-	-	10,065	-	-	-	-	10,065	-	10,065
Screening Expenses		-	-	-	-	-	-	-	-	-	-	-	-
Kitchen		-	-	-	-	849	-	-	-	105	954	-	954
Utilities and Equipment		-	-	-	-	-	-	-	-	-	-	-	-
Programme Management Expenses	6	-	2,727	20,150	3,174	2,411,895	-	6,326	22,096	5,133	2,474,517	587,210	3,061,727
Staff Costs	7	-	-	13,504	-	54,900	7,085,721	-	-	-	7,154,125	223,012	7,377,137
		-	2,727	33,654	3,174	57,916	9,508,530	-	6,326	5,238	9,639,661	810,222	10,449,883
<b>Governance and Other Administrative Costs</b>													
Accounting Fees		-	-	-	-	-	-	-	-	-	-	168,436	168,436
Advertisement		-	-	-	-	-	-	-	-	-	-	4,201	4,201
Audit Fees		-	-	-	5,047	18,804	-	-	-	-	23,851	13,207	37,058
Bank Charges		-	-	-	38	981	-	-	-	-	1,019	123	1,142
Bad Debt		-	-	-	-	-	-	-	-	-	-	-	-
Written Off		-	-	-	-	-	-	-	-	-	-	-	-
Depreciation of Property, Plant and Equipment	11	9,643	30,118	-	42,450	18,238	187,018	-	-	1,770	289,237	57,045	346,282
Food and Refreshments		-	-	-	-	-	-	-	-	-	-	369	369
Food Service		-	-	-	-	-	-	-	-	-	-	15	15
General Expenses		-	1,863	-	1,095	40	4,219	-	-	-	7,867	504	8,371
Insurance		-	-	-	321	-	7,787	-	-	-	8,108	1,278	9,386

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

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF COMPREHENSIVE INCOME (CONTINUED)

For the Financial Year Ended 31 March 2021

	Restricted Funds										Unrestricted Fund		
	Care and Share Fund	Community Silver Trust Fund	Food Aid Programme	Funding from Tote Board	Ministry of Health	MSF Fund	President's Challenge	Programme Fund	Seniors' Mobility and Enabling Fund	Donation	Total	General Fund	Total Funds
31 March 2020	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS
Governance and Other	-	-	-	-	-	2,664	-	-	-	-	2,664	-	2,664
Administrative Costs (Continued)	-	-	-	755	1,330	65,068	-	536	594	286	68,569	5,066	73,635
Loss on disposal of asset	-	-	-	1,153	268	19,404	-	-	-	-	20,825	1,132	21,957
Purchase of Low Value Assets being expensed	-	-	-	2,579	2,187	22,339	-	-	290	428	27,823	7,444	35,267
Maintenance of Building	-	-	-	-	-	42,466	-	-	-	-	42,466	-	42,466
Maintenance of Equipment	-	-	-	6	5	712	-	-	-	-	723	40	763
Maintenance of Vehicle	-	-	-	-	-	-	-	-	-	-	-	-	-
Meeting Refreshments	-	-	-	-	-	-	-	-	-	-	-	139	139
NCSS Membership Renewal	-	-	-	-	-	-	-	-	-	-	-	1,707	1,707
Online Donation Portal	-	-	-	-	-	-	-	-	-	-	-	-	-
Printing and Stationery	-	200	-	351	812	33,095	-	-	-	-	34,458	8,413	42,871
Professional Fees	-	-	-	300	1,605	864,072	-	-	-	-	866,977	7,816	873,793
Rental of Equipment	-	-	-	1,672	-	6,007	-	-	-	-	7,679	2,083	9,762

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

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF COMPREHENSIVE INCOME (CONTINUED)

For the Financial Year Ended 31 March 2021

	31 March 2020	Note	Restricted Funds										Unrestricted Fund		
			Care and Share Fund	Community Silver Trust Fund	Food Aid Programme	Funding from Tote Board	Ministry of Health	MSF Fund	President's Challenge	Programme Fund	Seniors' Mobility and Enabling Fund	Donation	Total	General Fund	Total Funds
			SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS
Administrative Costs (Continued)															
Rental of Premises	-	-	-	-	-	-	-	-	-	-	-	-	-	1,419	1,419
Service Charges for Premises	-	-	-	4,311	-	-	-	-	-	-	-	-	-	1,964	6,275
Staff Costs	7	5,187	-	315	124,718	618,626	-	-	240	-	-	-	-	326,780	1,075,866
Supplies and Materials		-	-	104	1,044	65,158	-	-	-	-	-	-	-	3,813	70,119
Tele-communications		-	-	3,591	-	17,047	-	-	-	-	-	-	-	5,421	26,059
Transportation		-	311	20	40	18,498	-	106	-	-	-	-	-	8,646	28,382
Utilities		-	-	9,413	-	759,051	-	-	-	-	-	-	-	14,341	782,805
Volunteer Management		-	-	-	-	-	-	-	-	-	-	-	-	130	130
Volunteer Orientation and Training		-	8,335	-	-	-	-	-	-	-	-	-	-	-	8,335
Finance Costs	8	-	-	-	4,296	-	339	-	-	-	-	-	-	3,727	8,362
<b>TOTAL EXPENDITURE</b>		14,830	40,827	20	73,473	155,372	2,754,005	-	642	884	2,724	3,042,777	645,259	3,688,036	
Net Surplus/ (Deficit) for the Year, representing		14,830	43,554	33,674	76,647	213,288	12,262,535	-	6,968	22,980	7,962	12,682,438	1,455,481	14,137,919	
Total Comprehensive Income (Loss) for the Year		(14,830)	(41,634)	(8,063)	(30,403)	51,700	844,264	-	6,480	6,331	85,054	898,899	(414,863)	484,036	

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

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF FINANCIAL POSITION

As at 31 March 2021

	Note	2021 S\$	2020 S\$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	9	10,966,612	9,761,341
Other Receivables	10	1,394,431	841,947
		<u>12,361,043</u>	<u>10,603,288</u>
<b>Non-current Asset</b>			
Property, Plant and Equipment	11	589,126	906,377
<b>TOTAL ASSETS</b>		<u>12,950,169</u>	<u>11,509,665</u>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Other Payables	12	1,488,155	1,581,592
Lease Liabilities	13	43,013	46,456
<b>Total Current Liabilities</b>		<u>1,531,168</u>	<u>1,628,048</u>
<b>Non-Current Liability</b>			
Lease Liabilities	13	298,752	341,765
<b>Total Non-Current Liability</b>		<u>298,752</u>	<u>341,765</u>
<b>Total Liabilities</b>		<u>1,829,920</u>	<u>1,969,813</u>
<b>NET ASSETS</b>		<u>11,120,249</u>	<u>9,539,852</u>
<b>RESTRICTED FUNDS</b>			
Care and Share Fund	14	(8,795)	546
Community Silver Trust Fund	15	162,560	131,922
Food Aid Programme	16	54,658	51,108
Funding from Tote Board	17	(55,268)	(47,416)
Ministry of Health	18	333,084	224,183
MSF Fund	19	9,554,831	7,960,427
President Challenge	20	(2,970)	(2,970)
Programme Fund	21	107,507	105,490
Seniors' Mobility and Enabling Fund	22	155,092	155,629
Donation	23	332,551	251,125
Village in Eunos Crescent	24	6,497	
		<u>10,639,747</u>	<u>8,830,044</u>
<b>UNRESTRICTED FUND</b>			
General Fund	25	480,502	709,808
<b>Total Funds</b>		<u>11,120,249</u>	<u>9,539,852</u>

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



SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF CHANGES IN FUNDS

For the Financial Year Ended 31 March 2021

<u>2021</u>	Balance at the Beginning of Financial Year S\$	Total Comphen- sive Income/ (Loss) for the Year S\$	Transfers between Funds S\$	Balance at the End of Financial Year S\$
<b>RESTRICTED FUNDS</b>				
Care and Share Fund	546	(9,341)	-	(8,795)
Community Silver Trust Fund	131,922	30,638	-	162,560
Food Aid Programme	51,108	3,550	-	54,658
Funding from Tote Board	(47,416)	(7,852)	-	(55,268)
Ministry of Health	224,183	108,901	-	333,084
MSF Fund	7,960,427	1,594,404	-	9,554,831
President Challenge	(2,970)	-	-	(2,970)
Programme Fund	105,490	2,017	-	107,507
Seniors' Mobility and Enabling Fund	155,629	(537)	-	155,092
Donation Fund	251,125	81,426	-	332,551
Village in Eunos Crescent	-	6,497	-	6,497
	8,830,044	1,809,703	-	10,639,747
<b>UNRESTRICTED FUND</b>				
General Fund	709,808	(229,306)	-	480,502
<b>Total Funds</b>	9,539,852	1,580,397	-	11,120,249

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

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

COMBINED STATEMENT OF CHANGES IN FUNDS (CONTINUED)

For the Financial Year Ended 31 March 2021

<u>2020</u>	Balance at the Beginning of Financial Year S\$	Total Comphen- sive Income/ (Loss) for the Year S\$	Transfers between Funds S\$	Balance at the End of Financial Year S\$
<b>RESTRICTED FUNDS</b>				
Care and Share Fund	85	(14,830)	15,291	546
Community Silver Trust Fund	173,556	(41,634)	-	131,922
Food Aid Programme	59,171	(8,063)	-	51,108
Funding from Tote Board	(17,013)	(30,403)	-	(47,416)
Ministry of Health	187,051	51,700	(14,568)	224,183
MSF Fund	7,509,588	844,264	(393,425)	7,960,427
President Challenge	(2,970)	-	-	(2,970)
Programme Fund	99,010	6,480	-	105,490
Seniors' Mobility and Enabling Fund	149,298	6,331	-	155,629
Donation Fund	133,405	85,054	32,666	251,125
	8,291,181	898,899	(360,036)	8,830,044
<b>UNRESTRICTED FUND</b>				
General Fund	764,635	(414,863)	360,036	709,808
<b>Total Funds</b>	9,055,816	484,036	-	9,539,852

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

**COMBINED STATEMENT OF CASH FLOWS***For the Financial Year Ended 31 March 2021*

	Note	2021 S\$	2020 S\$
<b>Cash Flows from Operating Activities</b>			
Net Surplus for the Year		1,580,397	484,036
Adjustments for:			
Depreciation of Property, Plant and Equipment	11	316,978	346,282
Interest Income		(533)	(305)
Finance Costs	8	7,660	8,362
Loss on Disposal of Property, Plant and Equipment		274	2,664
Bad Debt Written Off		-	-
Operating Cash Flows before Working Capital Changes		<u>1,904,776</u>	<u>841,039</u>
Changes in Working Capital:			
Other Receivables		(552,484)	(225,410)
Other Payables		(93,438)	369,249
<b>Net Cash Generated from Operating Activities</b>		<u>1,258,854</u>	<u>984,878</u>
<b>Cash Flows from Investing Activities</b>			
Fixed Deposit Interest Received		533	305
Purchase of Property, Plant and Equipment	Note 1	-	(56,093)
<b>Net Cash Generated from/ (Used in) Investing Activities</b>		<u>533</u>	<u>(55,788)</u>
<b>Cash Flows from Financing Activity</b>			
Payment of Principal Portion of Lease Liabilities	13	(54,116)	(51,243)
<b>Net Cash Used in Financing Activity</b>		<u>(54,116)</u>	<u>(51,243)</u>
<b>Net Increase in Cash and Cash Equivalents</b>		<b>1,205,271</b>	<b>877,847</b>
Cash and Cash Equivalents at Beginning of Financial Year		<u>9,761,341</u>	<u>8,883,766</u>
<b>Cash and Cash Equivalents at End of Financial Year</b>	9	<u><u>10,966,612</u></u>	<u><u>9,761,613</u></u>

Note 1: Reconciliation of cash flows from acquisition of property, plant and equipment:-

Total acquisition of property, plant and equipment	11	-	93,815
Capitalisation of right-of-use assets from lease contracts	11	-	(18,457)
Provision for restoration cost	12	-	(19,265)
Cash outflows from acquisition of property, plant and equipment		<u>-</u>	<u>56,093</u>

## 1. General Information

Sathya Sai Social Service (Singapore) (the “Society”) was registered under the Societies Act (Chapter 311) and it is also a charity registered under the Charities Act (Chapter 37) since 25 April 1996. Its registered address and principal place of operating activity is located at 2 Buangkok Green, Singapore 539749. The Society’s registration number is S96SS0160E.

The Society has been accorded an Institution of a Public Character (‘IPC’) status for the period from 1 November 2017 to 30 April 2020. On 30 March 2020, the Society’s IPC status was extended for another three years to 30 April 2023. The Society’s IPC number is IPC000346.

The principal activity of the Society are to provide social services to the destitute, elderly persons and the needy.

The combined financial statements are presented because these entities are governed by the Executive Committee, who is the final authority and has overall responsibility for policy making and determination of all activities of the entities.

The combined financial statements comprise the financial statements of the Society and its two Centres together with the other four Welfare Homes which the Society acts as managing agent on behalf of Ministry of Social and Family Development (“MSF”) (collectively the “Combined Group”).

### **Centres**

The Society conducts the following programmes in its centres:

#### **Tembusu Eldercare Centre**

The principal activity of the centre is to provide day care for frail elderly persons.

#### **Tembusu Seniors Activity Centre**

The principal activity of the centre is to promote general well-being of the elderly residents living in HDB.

### **Welfare Homes**

The Society also managed the following welfare homes on behalf of Ministry of Social and Family Development (MSF):

#### **Acacia Home**

The welfare home provides shelter, care and rehabilitation for male destitute persons. It has a bed capacity of 250. The Society took over the operations of the welfare home from the MSF in February 2013. The welfare home previously operated from a converted building until the permanent premise at Admiralty Road was ready and it shifted over in November 2016. Various social and recreational activities conducted for the well-being of its residents are organised by staff volunteers, schools and community agencies.



## 1. General Information (Continued)

The Society also managed the following welfare homes on behalf of Ministry of Social and Family Development (MSF): (Continued)

### Bukit Batok Home for the Aged

The 200-bed welfare home provides shelter, care and rehabilitation for both male and female destitute persons. The Society took over the operations of the welfare home from the Ministry of Community Development, Youth and Sports in April 1997. The welfare home conducts various social and recreational activities for the well-being of its residents. Such activities are organised by staff, volunteers, schools, community agencies and grassroots organisations.

### Tembusu Home at Pelangi Village

Tembusu Home at Pelangi Village provides shelter, care and rehabilitation for male destitute persons. It has a bed capacity of 200. The Ministry of Community Development, Youth and Sports appointed the Society as the managing agent of the welfare home with effect from June 2002. The welfare home's programmes include training in social and independent living skills, with emphasis on personal grooming and hygiene, pursuit of religious persuasions, personal enrichment and social development.

### Thuja Home at Pelangi Village

Thuja Home at Pelangi Village provides shelter, care and rehabilitation for mentally incapacitated female destitute persons. It has a bed capacity of 250. The Ministry of Community Development, Youth and Sports appointed the Society as the managing agent of the welfare home with effect from 1 April 2007. The welfare home's programmes include personal grooming and hygiene, pursuit of religious persuasions, personal enrichment and social development.

MSF has appointed the Society as the managing agent of the above three Welfare Homes for three years commencing from 1 April 2018 and ending on 31 March 2021, with an option to extend another 3 years for Bukit Batok Home for the Aged, Tembusu Home at Pelangi Village and Thuja Home at Pelangi Village. For Acacia Home, the appointment by MSF commenced from 1 May 2018 and ends on 30 April 2021, with an option to extend another three years. The Society has set up a Welfare Homes Management Committee to help oversee the operations of the Welfare Homes.

## 2. Summary of Significant Accounting Policies

### 2.1 Basis of Preparation

The combined financial statements have been prepared in accordance with Financial Reporting Standards in Singapore ("FRS"). The combined financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The combined financial statements are presented in Singapore Dollars (\$), which is the functional currency of each of the entities in the Combined Group, including the Society and its two Centres as well as the four Welfare Homes of which the Society acts as managing agent. All financial information presented in Singapore Dollars has been rounded to the nearest dollar, unless otherwise indicated.

## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

**2. Summary of Significant Accounting Policies (Continued)****2.2 Combination**

The combined entities and the combined financial statements have the same financial year closing and use consistent accounting policies for each year presented. All intra-group balances, transaction, income and expenditures, and surplus and deficits resulting from intra-group transactions are eliminated. The combined financial statements are prepared through the aggregation of accounts, in accordance with rules identical to those for full consolidation.

**2.3 Adoption of New and Revised Standards**

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Combined Group has adopted all the new and revised standards which are relevant to the Combined Group and are effective for annual financial periods beginning on or before 1 April 2020. The adoption of these standards did not have any material effect on the financial performance or position of the Combined Group.

**2.4 Standard issue but not yet effective**

A number of new standards, amendments to standards and interpretations are issued but effective for annual periods beginning after 1 April 2020, and have not been applied in preparing these combined financial statements. The Combined Group does not plan to early adopt these standards.

<b>Description</b>	<b>Effective for annual periods beginning on or after</b>
Amendments to FRS 116 <i>Leases: Covid-19-Related Rent Concessions</i>	1 June 2020
Amendments to FRS 109 <i>Financial Instruments</i> , FRS 39 <i>Financial Instruments: Recognition and Measurement</i> , FRS 107 <i>Financial Instruments: Disclosures</i> , FRS 104 <i>Insurance Contracts</i> , FRS 116 <i>Leases: Interest Rate Benchmark Reform – Phase 2</i>	1 January 2021
Amendments to FRS 16 <i>Property, Plant and Equipment: Proceeds before Intended Use</i>	1 January 2022
Amendments to FRS 37 <i>Provisions, Contingent Liabilities and Contingent Assets: Onerous Contracts – Cost of Fulfilling a Contract</i>	1 January 2022
Annual Improvements to FRSs 2018-2020	1 January 2022
Amendments to FRS 1 <i>Presentation of Financial Statements: Classification of Liabilities as Current or Non-current</i>	1 January 2023
Amendments to FRS 110 <i>Consolidated Financial Statements and FRS 28 Investments in Associates and Joint Ventures: Sales or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Date to be determined

The Management expect that the adoption of the standards above will have no material impact on the financial statements in the year of initial application.



## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

*For the Financial Year Ended 31 March 2021***2. Summary of Significant Accounting Policies (Continued)****2.5 Property, Plant and Equipment****(a) Measurement**

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

The cost of an item of property, plant and equipment includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the Management.

**(b) Depreciation**

Depreciation of property, plant and equipment is calculated using the straight line method to allocate their depreciable amounts over their estimated useful lives as follows:

	Useful lives (Year)	
	2021	2020
Audio and Visual Equipment	3	3
Computer and Equipment	3	3
Electrical and Electronic Equipment	3	3
Equipment	3	3
Furniture and Fittings	3	3
Gym Equipment	3	3
Kitchen Equipment and Utensils	3	3
Leasehold Equipment	5	5
Leasehold Property	10	10
Machinery	3	3
Medical Equipment	3	3
Motor Vehicles	3	3
Office and Communication Equipment	3	3
Rehab Equipment	3	3
Renovation	3	3
Safety and Security Installation	3	3
Other Equipment	3	3

The residual values, useful lives and depreciation methods of property, plant and equipment are reviewed, and adjusted as appropriate, at each date. The effects of any revision are included in the profit or loss reporting for the financial year in which the changes arise.

**(c) Subsequent Expenditure**

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset when it is probable that future economic benefits, in excess of the originally assessed standard of performance of the existing asset, will flow to the Combined Group and the cost can be reliably measured. Other subsequent expenditure is recognised as an expense during the financial year in which it is incurred.

## 2. Summary of Significant Accounting Policies (Continued)

### 2.5 Property, Plant and Equipment (Continued)

#### (d) Disposal

On disposal of an item of property, plant and equipment, the difference between the net disposal proceeds and its carrying amount is recorded in the profit or loss.

#### (e) Impairment of Non-Financial Assets

Property, plant and equipment are reviewed for impairment whenever there is any indication that these assets may be impaired. If any such indication exists, the recoverable amount (i.e. the higher of the fair value less cost to sell and value in use) of the asset is estimated to determine the amount of impairment loss.

For the purpose of impairment testing, recoverable amount is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. If this is the case, recoverable amount is determined for the cash-generating unit (CGU) to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. The impairment loss is recognised in the profit or loss.

A previously recognised impairment loss for an asset is reversed if, and only if, there has been a change in the estimates used to determine the assets' recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of an asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognised for the asset in prior years. Such a reversal of impairment loss for an asset is recognised in the profit or loss.

### 2.6 Financial Instruments

#### (i) Financial Assets

##### Initial recognition and measurement

Financial assets are recognised when, and only when the Combined Group becomes party to the contractual provisions of the instruments.

At initial recognition, the Combined Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Other receivables are measured at the amount of consideration to which the Combined Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the other receivables do not contain a significant financing component at initial recognition.



## 2. Summary of Significant Accounting Policies (Continued)

### 2.6 Financial Instruments (Continued)

#### (ii) Financial Assets

Non-derivative financial assets comprise of other receivables and cash and cash equivalents.

##### Subsequent measurement

###### *Investments in debt instruments*

Subsequent measurement of debt instruments depends on the Combined Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, FVOCI and FVPL. The Society only has debt instruments at amortised cost.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

##### Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition 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 for debt instruments is recognised in profit or loss.

#### (ii) Financial Liabilities

##### Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Combined Group becomes a party to the contractual provisions of the financial instrument. The Combined Group 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 FVPL, directly attributable transaction costs.

##### Subsequent measurement

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

## 2. Summary of Significant Accounting Policies (Continued)

### 2.6 Financial Instruments (Continued)

#### (ii) Financial Liabilities (Continued)

##### Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

### 2.7 Impairment of financial assets

The Combined Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at FVPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Combined Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For other receivables, the Combined Group applies a simplified approach in calculating ECLs. Therefore, the Combined Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Combined Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment which could affect debtors' ability to pay.

The Combined Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Combined Group may also consider a financial asset to be in default when internal or external information indicates that the Combined Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Combined Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

### 2.8 Cash and Cash Equivalents

Cash and cash equivalents comprise cash held with banks that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in risk.

Cash and cash equivalents carried in the statement of financial position are classified and accounted for financial asset at amortised cost under FRS 109. The accounting policy is stated in Note 2.6 to the combined financial statements.



## **2. Summary of Significant Accounting Policies (Continued)**

### **2.9 Provisions**

Provision are recognised when the Combined Group has a legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

### **2.10 Leases**

The Combined Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

#### **As lessee**

The Combined Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Combined Group recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

#### **Right-of-use assets**

The Combined Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Combined Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.5.

The Combined Group's right-of-use assets are presented within property, plant and equipment (Note 11).

## **2. Summary of Significant Accounting Policies (Continued)**

### **2.10 Leases (Continued)**

#### **Lease liabilities**

At the commencement date of the lease, the Combined Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Combined Group and payments of penalties for terminating the lease, if the lease term reflects the Combined Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Combined Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

#### **Short-term leases and leases of low-value assets**

The Combined Group applies the short-term lease recognition exemption to its short-term lease of copier (i.e. lease that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to the lease of copiers that are considered to be low value. Lease payments on short-term lease and lease of low-value assets are recognised as expense on a straight-line basis over the lease term.

### **2.11 Government Grants**

Grants from the government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Society will comply with all the attached conditions.

Government grants receivable are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Government grants relating to expenses are shown separately as other income.

Government grant relating to assets is presented in the statement of financial position by recognising the grant as deferred grant that is recognised in profit or loss on a systematic basis over the useful life of the assets and in the proportions in which depreciation expense on those assets is recognised.



## 2. Summary of Significant Accounting Policies (Continued)

### 2.12 Related parties

A party is related to the Combined Group if:

- (a) A person or a close member of that person's family is related to the Combined Group if that person:
  - (i) Has control or joint control over the Combined Group;
  - (ii) Has significant influence over the Combined Group; or
  - (iii) Is a member of the key management personnel of the Combined Group or of parent of the Combined Group;
- (b) An entity is related to the Combined Group if the Combined Group and the entity are governed by the Executive Committee.

### 2.13 Income recognition

Income is measured based on the consideration to which the Combined Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Income is recognised when the Combined Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

#### a) Donations

Donation income is recognised as income upon receipt of such monies.

#### b) Government Grants

Government grants are recognised when they have been approved and are accounted for in the profit or loss on accrual basis.

#### c) Interest Income

Interest income is recognised on a time-proportion basis using the effective interest method.

#### d) Other Income

Other income is recognised when incurred.

#### e) Service Fee

Service fee is recognised on accrual basis.

## 2. Significant Accounting Policies (Continued)

### 2.14 Employee Compensation

#### Defined Contribution Plans

Defined contribution plans are post-employment benefits plans under which the Combined Group pays fixed contributions into separate entities such as the Central Provident Fund (“CPF”), on a mandatory, contractual or voluntary basis. The Combined Group has no further payment obligations once the contributions have been paid.

#### Employee Leave Entitlement

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

## 3. Significant Accounting Estimates and Judgements

The preparation of the Combined Group’s combined financial statements requires the Management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, 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.

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Combined Group based its assumptions and estimates on parameters available when the combined 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 Combined Group. Such changes are reflected in the assumptions when they occur.

### (a) Provision of Restoration Cost

The Combined Group has recognised a provision for restoration cost of leased properties obligations associated with premises leased by the Combined Group, where the premises shall be reinstated to the condition set up in the lease agreements upon the termination of the lease agreements. In determining the provision of restoration cost, assumptions and estimates are made in estimating the expected cost in dismantling and removing the leasehold improvement from the premises. The carrying amount of the Combined Group’s provision for restoration cost at the reporting date is disclosed in Note 12.

### 3. Significant Accounting Estimates and Judgements (Continued)

#### (b) Leases

##### *Estimating the lease term*

The Combined Group has several lease contracts with the Housing and Development Board ("HDB"). The lease contracts do not state the tenure period. Both parties need to provide the notice in writing if the lease contracts were to be terminated. The Management of the Combined Group applies judgement that the lease liabilities should be based on 10 years from 1 April 2019 (date of initial application) with the consideration of relocation cost.

##### *Estimating the incremental borrowing rate*

The Combined Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate to measure lease liabilities. The incremental borrowing rate is the rate of interest that the Combined Group would have to obtain the required funding over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The incremental borrowing rate therefore reflects what the Combined Group 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Combined Group estimates the incremental borrowing rate using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

#### (c) Impact arising from the COVID-19 outbreak

The Coronavirus Disease ("COVID-19") continues to cause unprecedented disruptions to the global economy due to restrictions in economic activities to contain the spread of COVID-19. There is significant uncertainty on the duration of the COVID-19 pandemic and its long term impact on Singapore's economy, the livelihoods of our residents and commercial operators.

##### *Accounting for government assistance grants*

FRS 20 *Accounting for Government Grants and Disclosures of Government Assistance* applies when there is a transfer of resources from the government to entities in return for meeting the stipulated conditions related to the operating activities of the entity and there is no service or goods provided back to the government by the entities. Government grant is recognised when there is reasonable assurance that it will comply with the conditions attached to them and the grants will be received. Government grants shall be recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate.



**3. Significant Accounting Judgement and Estimates (Continued)****(c) Impact arising from the COVID-19 outbreak (Continued)***Accounting for government assistance grants (Continued)*

The Jobs Support Scheme (“JSS”) was announced by the Government to provide wage support to employers to help retain local employees (Singapore Citizens and Permanent Residents) during the period of economic uncertainty due to COVID-19 pandemic. In determining the timing of recognition of the JSS grant income, Management have evaluated and concluded that the period of economic uncertainty commences on 7 April 2020 when the Circuit Breaker measures kicks in. The deferred grant income is disclosed in Note 12.

**4. Income Tax**

The Society, which is a charity registered under the Charities Act since 25 April 1996. Consequently, the income of the Combined Group is exempt from tax under the provisions of Section 13 of the Income Tax Act Cap. 134.

**5. Donations**

	2021	2020
	S\$	S\$
Tax Deductible Donations	106,629	109,175
Non-Tax Deductible Donations	14,477	13,436
	<u>121,106</u>	<u>122,611</u>

**6. Programme Management Expenses**

	2021	2020
	S\$	S\$
Enrichment Programme	125,777	105,924
Meals and Refreshments	77,954	-
Medical Support Fees	77,927	-
Food Items	2,123,357	1,983,648
Food Ration and Supplies	13,087	117,049
Medical Supplies and Materials	252,834	158,202
Rehabilitation Fees	83,394	74,436
Residents’ Earning Allowance	96,886	102,526
Supply and Materials for Residents	81,047	59,714
Supply and Materials for Service Users	29,195	17,308
Transport for Residents	40,251	65,379
Transport for Service Users	332,823	377,541
	<u>3,334,532</u>	<u>3,061,727</u>



## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

**7. Staff Costs**

Included in the expenses are the following staff costs:

	2021	2020
	S\$	S\$
Salaries, Wages and Bonus	8,337,965	6,862,231
CPF and SDL Contributions	944,834	802,209
Other Employee Benefits Expense	951,377	788,563
	<u>10,234,176</u>	<u>8,453,003</u>

	2021	2020
	S\$	S\$
The staff costs were allocated as follows:		
Costs of Charitable Activities	9,126,377	7,377,137
Governance and Administrative Costs	1,107,799	1,075,866
	<u>10,234,176</u>	<u>8,453,003</u>

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

	2021	2020
	S\$	S\$
Salaries and Other Short-Term Employee Benefits	1,390,170	1,271,662
Post-Employment Benefits- Contribution to CPF	161,910	157,460
	<u>1,552,080</u>	<u>1,429,122</u>

Number of the highest paid staff of the Combined Group who receives remuneration between S\$100,000 and S\$200,000

<u>7</u>	<u>3</u>
----------	----------

**8. Finance Costs**

	2021	2020
	S\$	S\$
Interest Expense on:		
- Lease Liabilities (Note 13)	<u>7,660</u>	<u>8,362</u>
Interest Expense on Financial Liability not Measured at Fair Value Through Profit or Loss	<u>7,660</u>	<u>8,362</u>

## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

*For the Financial Year Ended 31 March 2021***9. Cash and Cash Equivalents**

	2021	2020
	S\$	S\$
Cash in Hand	5,770	5,768
Cash at Bank	10,922,842	9,717,573
Fixed Deposit	38,000	38,000
	<u>10,966,612</u>	<u>9,761,341</u>

At the end of the financial year, the carrying amount of cash and cash equivalents approximates to fair value.

**10. Other Receivables**

	2021	2020
	S\$	S\$
Other Receivables	1,158,301	312,830
Refundable Deposits	81,372	82,942
Grant Receivable	132,566	427,845
	<u>1,372,239</u>	<u>823,617</u>
Prepayments	22,192	18,330
	<u>1,394,431</u>	<u>841,947</u>

The grant receivable as at 31 March 2021 relates to the JSS and is computed based on 10% of gross monthly wages for January to March 2021, subject to a monthly wage cap of S\$4,600 per employee.

At the end of the financial year, the carrying amount of other receivables approximates to fair value.

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

11. Property, Plant and Equipment

2021 Cost	At Beginning of Year S\$	Additions S\$	Disposals/ Written off S\$	At End of Year S\$
Audio and Visual Equipment	36,586	-	(509)	36,077
Computer and Equipment	668,265	-	(1,861)	666,404
Electrical and Electronic Equipment	83,223	-	-	83,223
Equipment	5,018	-	-	5,018
Furniture and Fittings	173,466	-	-	173,466
Gym Equipment	1,280	-	-	1,280
Kitchen Equipment and Utensils	7,125	-	(556)	6,569
Laundry Equipment	1,138	-	-	1,138
Leasehold Equipment	36,475	-	-	36,475
Leasehold Property	413,892	-	-	413,892
Machinery	41,976	-	-	41,976
Medical Equipment	45,796	-	(2,215)	43,581
Motor Vehicles	259,038	-	(49,966)	209,072
Office and Communication Equipment	36,685	-	-	36,685
Rehab Equipment	37,126	-	-	37,126
Renovation	1,211,236	-	-	1,211,236
Safety and Security Installation	163,814	-	-	163,814
Other Equipment	3,120	-	-	3,120
	3,225,259	-	(55,107)	3,170,152

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)  
For the Financial Year Ended 31 March 2021

11. Property, Plant and Equipment (Continued)

	At Beginning of Year S\$	Depreciation for the Year S\$	Disposals/ Written off S\$	At End of Year S\$
<b>2021</b>				
<b>Accumulated Depreciation</b>				
Audio and Visual Equipment	27,965	4,733	(458)	32,240
Computer and Equipment	567,106	52,018	(1,861)	617,263
Electrical and Electronic Equipment	70,011	10,361	-	80,372
Equipment	3,781	718	-	4,499
Furniture and Fittings	147,918	14,033	-	161,951
Gym Equipment	1,280	-	-	1,280
Kitchen Equipment and Utensils	3,041	1,467	(333)	4,175
Laundry Equipment	63	64	-	127
Leasehold Equipment	7,366	10,135	-	17,501
Leasehold Property	41,237	41,237	-	82,474
Machinery	30,864	6,659	-	37,523
Medical Equipment	33,321	6,984	(2,215)	38,090
Motor Vehicles	258,067	377	(49,966)	208,478
Office and Communication Equipment	28,422	5,005	-	33,427
Rehab Equipment	27,010	6,925	-	33,935
Renovation	957,313	126,403	-	1,083,716
Safety and Security Installation	110,996	29,859	-	140,855
Other Equipment	3,120	-	-	3,120
	<b>2,318,881</b>	<b>316,978</b>	<b>(54,833)</b>	<b>2,581,026</b>



## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

**11. Property, Plant and Equipment (Continued)**

	At Beginning of Year S\$	At End of Year S\$
<b><u>2021</u></b>		
<b>Net Book Value</b>		
Audio and Visual Equipment	56,877	3,837
Computer and Equipment	57,930	49,141
Electrical and Electronic Equipment	13,212	2,851
Equipment	1,237	519
Furniture and Fittings	20,521	11,515
Gym Equipment	-	-
Laundry Equipment	4,084	1,011
Leasehold Equipment	1,075	18,974
Leasehold Property	372,655	331,418
Kitchen Equipment and Utensils	29,109	2,394
Machinery	11,112	4,453
Medical Equipment	12,475	5,491
Motor Vehicles	971	594
Office and Communication Equipment	8,263	3,258
Rehab Equipment	10,116	3,191
Renovation	253,922	127,520
Safety and Security Installation	52,818	22,959
Other Equipment	-	-
	906,377	589,126

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

11. Property, Plant and Equipment (Continued)

	At Beginning of Year S\$	Effect of adopting FRS 116 S\$	At Beginning of Year (restated) S\$	Additions S\$	Disposals/ Written off S\$	Reclassifications S\$	At End of Year S\$
<b>2020</b>							
<b>Cost</b>							
Audio and Visual Equipment	39,319	-	39,319	1,405	(4,138)	-	36,586
Computer and Equipment	675,444	-	675,444	23,784	(30,963)	-	668,265
Electrical and Electronic Equipment	85,864	-	85,864	1,391	(4,032)	-	83,223
Equipment	3,685	-	3,685	1,333	-	-	5,018
Furniture and Fittings	171,679	-	171,679	5,500	(2,236)	(1,477)	173,466
Gym Equipment	2,060	-	2,060	-	(780)	-	1,280
Kitchen Equipment and Utensils	7,125	-	7,125	-	-	-	7,125
Laundry Equipment	-	-	-	1,138	-	-	1,138
Leasehold Equipment	-	18,018	18,018	18,457	-	-	36,475
Leasehold Property	-	394,627	394,627	19,265	-	-	413,892
Machinery	43,107	-	43,107	1,284	(2,415)	-	41,976
Medical Equipment	43,431	-	43,431	2,226	(2,204)	2,343	45,796
Motor Vehicles	259,038	-	259,038	-	-	-	259,038
Office and Communication Equipment	31,803	-	31,803	4,046	(641)	1,477	36,685
Rehab Equipment	36,655	-	36,655	1,416	(945)	-	37,126
Renovation	1,210,615	-	1,210,615	621	-	-	1,211,236
Safety and Security Installation	159,367	-	159,367	11,949	(5,159)	(2,343)	163,814
Other Equipment	3,120	-	3,120	-	-	-	3,120
	<b>2,772,312</b>	<b>412,645</b>	<b>3,184,957</b>	<b>93,815</b>	<b>(53,513)</b>	<b>-</b>	<b>3,225,259</b>

SATHYA SAI SOCIAL SERVICE (SINGAPORE) AND ITS RELATED ENTITIES

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)  
For the Financial Year Ended 31 March 2021

11. Property, Plant and Equipment (Continued)

2020

**Accumulated Depreciation**

	At Beginning of Year S\$	Depreciation for the Year S\$	Disposals/ Written off S\$	Reclassifications S\$	At End of Year S\$
Audio and Visual Equipment	26,081	4,778	(2,894)	-	27,965
Computer and Equipment	533,108	64,961	(30,963)	-	567,106
Electrical and Electronic Equipment	56,337	17,706	(4,032)	-	70,011
Equipment	2,589	1,192	-	-	3,781
Furniture and Fittings	134,962	16,492	(2,059)	(1,477)	147,918
Gym Equipment	2,060	-	(780)	-	1,280
Kitchen Equipment and Utensils	1,499	1,542	-	-	3,041
Laundry Equipment	-	63	-	-	63
Leasehold Equipment	-	7,366	-	-	7,366
Leasehold Property	-	41,237	-	-	41,237
Machinery	25,912	7,367	(2,415)	-	30,864
Medical Equipment	28,302	6,832	(2,204)	391	33,321
Motor Vehicles	257,692	375	-	-	258,067
Office and Communication Equipment	21,509	6,077	(641)	1,477	28,422
Rehab Equipment	21,106	6,849	(945)	-	27,010
Renovation	825,482	131,832	-	-	957,314
Safety and Security Installation	83,690	31,613	(3,916)	(391)	110,996
Other Equipment	3,120	-	-	-	3,120
	<b>2,023,449</b>	<b>346,282</b>	<b>(50,849)</b>	<b>-</b>	<b>2,318,882</b>

## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

**11. Property, Plant and Equipment (Continued)**

	At Beginning of Year S\$	At End of Year S\$
<b><u>2020</u></b>		
<b>Net Book Value</b>		
Audio and Visual Equipment	13,238	56,877
Computer and Equipment	142,336	57,930
Electrical and Electronic Equipment	29,527	13,212
Equipment	1,096	1,237
Furniture and Fittings	36,717	20,521
Gym Equipment	-	-
Laundry Equipment	-	4,084
Leasehold Equipment	-	1,075
Leasehold Property	-	372,655
Kitchen Equipment and Utensils	5,626	29,109
Machinery	17,195	11,112
Medical Equipment	15,129	12,475
Motor Vehicles	1,346	971
Office and Communication Equipment	10,294	8,263
Rehab Equipment	15,549	10,116
Renovation	385,133	253,922
Safety and Security Installation	75,677	52,818
Other Equipment	-	-
	748,863	906,377



## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

**12. Other Payables**

	2021 S\$	2020 S\$
Trade payables - third parties	279,872	435,145
Other Payables	307,548	147,221
Accruals	275,186	221,333
Provision of unutilised leaves	407,535	255,691
Provision for restoration cost	19,265	19,265
	<u>1,289,406</u>	<u>1,078,655</u>
Deferred Grant	198,749	502,937
	<u>1,488,155</u>	<u>1,581,592</u>

Deferred grants consist of:

	2021 S\$	2020 S\$
Deferred Job Support Scheme Grant Income	153,694	427,845
Deferred Grant for Purchase of Property, Plant and Equipment	45,055	75,092
	<u>198,749</u>	<u>502,937</u>

The movement in deferred grant for purchase of property, plant and equipment is as follows:

	2021 S\$	2020 S\$
Balance at Beginning of Year	75,092	105,129
Less: Amortisation for the Year	<u>(30,037)</u>	<u>(30,037)</u>
Balance at End of Year	<u>45,055</u>	<u>75,092</u>

Deferred grant for purchase of assets relates to the purchase of property, plant and equipment from the funds received and this is subject to the terms and conditions as prescribed in the respective funding agreements. Deferred grants relating to assets are recognised in the manner prescribed in Note 2.11 (b).

At the end of the financial year, the carrying amounts of other payables approximates to fair value.

**13. Lease liabilities**

	2021 S\$	2020 S\$
Current	43,013	46,456
Non-current	<u>298,752</u>	<u>341,765</u>

## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

**13. Lease liabilities (Continued)**Combined Group as a lessee

The Combined Group has lease contracts for leasehold properties and copiers. The Combined Group's obligations under these leases are secured by the lessor's titles to the leased assets. The Combined Group is restricted from assigning and subleasing the leased assets.

## (a) Carrying Amount of Right-Of-Use Assets Classified Within Property, Plant and Equipment

	<b>Leasehold Equipment S\$</b>	<b>Leasehold Property S\$</b>	<b>Total S\$</b>
At 1 April 2019	18,018	394,627	412,645
Addition	18,457	19,265	37,722
Depreciation	<u>(7,366)</u>	<u>(41,237)</u>	<u>(48,603)</u>
At 31 March 2020	29,109	372,655	401,764
Addition			
Depreciation	<u>(10,135)</u>	<u>(41,237)</u>	<u>(51,372)</u>
At 31 March 2021	<u><u>18,974</u></u>	<u><u>331,418</u></u>	<u><u>350,392</u></u>

## (b) Lease Liabilities

The maturity analysis of lease liabilities is disclosed in Note 27.

## (c) Amounts Recognised in Profit or Loss

	<b>2021 S\$</b>	<b>2020 S\$</b>
Depreciation of Right-Of-Use Asset	<b>51,372</b>	48,603
Interest Expense on Lease Liabilities (Note 8)	<b>7,660</b>	8,362
Lease Expense not Capitalised in Lease Liabilities:		
- Expense Relating to Short-Term Lease	<b>18</b>	996
- Expense Relating to Lease of Low-Value Assets	<u><b>2,029</b></u>	<u>676</u>
Total Amount Recognised in Profit or Loss	<u><u><b>61,079</b></u></u>	<u><u>58,637</u></u>

## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

**13. Lease liabilities (Continued)**

## (d) Total Cash Outflow

The Combined Group had total cash outflow for lease liabilities of \$54,116 (2020: \$51,243) during the year.

	At 1 April 2020 \$	Cash flows \$	<u>Non-cash changes</u>		At 31 March 2021 \$
<b>Liabilities</b>			Addition \$	Accretion of interest \$	
Lease liabilities	388,221	(54,116)	-	7,660	341,765
	At 1 April 2019 \$	Cash flows \$	Addition \$	Accretion of interest \$	At 31 March 2020 \$
<b>Liabilities</b>					
Lease liabilities	412,645	(51,243)	18,457	8,362	388,221

**14. Care and Share Fund**

Care and Share is a national fund-raising and volunteerism movement led by Community Chest for the social service sector, in celebration of SG50. It aims to bring our nation together to show care and concern for the needy and recognises the contributions made by voluntary welfare organisations (VWOs). Eligible donations raised by Community Chest and participating VWOs from 1 December 2013 till 31 March 2017 were matched dollar-for-dollar by the government. The matched amount will go towards building the capabilities and capacities of the social service sector and supporting social services to meet rising needs.

**15. Community Silver Trust Fund**

This fund is established for a matching grant of one dollar provided by government for every donation dollar raised by the eligible organisation and to encourage more donations and provide additional resources for the service providers in the intermediate and long-term care.

**16. Food Aid Programme**

The Combined Group had directed that “unused funds are to be used on the Society’ local programmes(s) with similar purpose as that of the overseas project”. The Society’s Executive Committee, at its 10<sup>th</sup> (2011-2013) meeting held on 21 July 2013, decided to ring-fence the fund to be used for the food aid programme (as the programme offered food parcels to needy individuals and families).

**17. Funding from Tote Board**

The fund was set up to provide the funding to the programme. It is restricted to the Tote Board funded Programme.

**18. Ministry of Health**

The fund was set up to provide the recurrent funding to the programme. It is restricted to Ministry of Health funded Programme.

**19. MSF Fund**

The fund was set up to provide the recurrent funding to the programme. It is restricted to MSF funded Programme.

**20. President Challenge**

Initiated by former President S R Nathan in 2000 and continued by President Tony Tan in 2012, the President's Challenge is an annual series of events to create greater awareness of the needs of the social service voluntary sector, and to mobilise the community to help the disadvantaged and less fortunate in our midst. The Society was selected by the National Council of Social Services as one of the beneficiaries for President's Challenge 2012 and was allocated a sum of \$200,000.00 by the President's Office.

**21. Programme Fund**

The Programme Fund consists of funds for specific programmes that receive grants from different agencies such as South East Community Development Council Collaborative Partnership Grant and SUSS-NYP Work-Learn Programme. The objective of such programmes is to partner with other community stakeholders to strengthen the social service communities as well as identifying and bridging service gaps through projects for the service users.

**22. Seniors' Mobility and Enabling Fund**

The Seniors' Mobility and Enabling Fund (SMF) provides holistic support for seniors to age in place within the community. It provides subsidies for Singaporean seniors who require mobility and assistive devices for daily independent living and to remain ambulant in the community, receiving government funded Centre care and care within the community, needing Centre healthcare items for their care, and attending MOH-funded eldercare, dialysis or day hospice services which require specialised transport.



**23. Donation Fund**

The donation is to be used to benefit the residents/service users, or indirectly such as upgrading of the home/centres' facilities, in accordance with the donor's instruction.

**24. Village in Eunost Crescent**

The Village in Eunost Crescent pilot programme aims to create a well-supported network of linkages for better health and social integration for seniors in Eunost Crescent. It is supported by the Tote Board Community Healthcare Fund, which is designed as a seed fund for social service agencies or non-profit organisations to pilot innovative programmes for the Community Care sector. It aims to help empower people to stay healthy and engaged, delay or reverse disease and frailty, and to support those who are unwell to live a good life.

**25. General Fund**

The General Fund is for the purpose of meeting operating expenses incurred by the Combined Group.

**26. Related Party Transactions**

During the financial year, none of the Executive committee members received any remuneration for the Combined Group.

The Combined Group is governed by the Executive Committee, which is the final authority and has overall responsibility for policy making and determination of all activities.

The Combined Group has in place a conflict of interest policy. All members of the Executive Committee are required to declare their interest after they have been elected to office at the Annual General Meeting.

## 27. Financial Risk Management Objectives and Policies

The Combined Group's activities expose it to minimal financial risks and overall risk management is determined and carried out by the Management of the Combined Group on an informal basis.

### *Currency Risk*

The Combined Group is not exposed to foreign exchange risk as all of its transactions are in Singapore Dollar.

### *Interest Rate Risk*

The Combined Group is exposed to interest rate risk through the impact of rate changes on interest bearing assets and liabilities. The interest bearing assets comprise bank balances, which are short-term in nature. Any short-term fluctuation in interest rates will not significantly affect the Combined Group. No sensitivity analysis is prepared as the Combined Group does not expect any material effect on the Combined Group's profit or loss arising from the effects of reasonably possible changes in interest rates on interest-bearing financial instruments at the end of the reporting period.

### *Credit Risk*

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Combined Group. The major classes of financial assets of the Combined Group are bank deposits. For other financial assets, the Combined Group adopts the policy of dealing only with high credit quality counterparties.

### *Liquidity Risk*

The Combined Group adopts prudent liquidity risk management by maintaining sufficient cash and cash equivalents to finance its activities and minimise the liquidity risk.

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

## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

**27. Financial Risk Management Objectives and Policies (Continued)****Liquidity Risk (Continued)**

2021	Within One Year S\$	Later than One Year but not Later than Five Years S\$	More than Five Years S\$	Contractual Cash Flows S\$
<b>Financial Assets</b>				
Cash and Cash Equivalents	10,966,612	-	-	10,966,612
Other Receivables (Excluding Prepayments)	1,372,239	-	-	1,372,239
	<u>12,338,851</u>	<u>-</u>	<u>-</u>	<u>12,338,851</u>
<b>Financial Liability</b>				
Other Payables (Excluding Deferred Grants)	(1,289,406)	-	-	(1,289,406)
Lease Liabilities	(49,747)	(250,803)	(70,145)	(370,695)
	<u>(1,339,153)</u>	<u>(250,803)</u>	<u>(70,145)</u>	<u>(1,660,101)</u>
Net Financial Assets/ (Liabilities)	<u>10,999,698</u>	<u>(250,803)</u>	<u>(70,145)</u>	<u>10,678,750</u>

**27. Financial Risk Management Objectives and Policies (Continued)****Liquidity Risk (Continued)**

	Within One Year	Later than One Year but not Later than Five Years	More than Five Years	Contractual Cash Flows
2020	S\$	S\$	S\$	S\$
<b>Financial Assets</b>				
Cash and Cash Equivalents	9,761,341	-	-	9,761,341
Other Receivables (Excluding Prepayments)	823,617	-	-	823,617
	<u>10,584,958</u>	<u>-</u>	<u>-</u>	<u>10,584,958</u>
<b>Financial Liability</b>				
Other Payables (Excluding Deferred Grants)	(1,078,655)	-		(1,078,655)
Lease Liabilities	(50,228)	(265,908)	(89,576)	(405,712)
	<u>(1,128,883)</u>	<u>(265,908)</u>	<u>(89,576)</u>	<u>(1,484,367)</u>
Net Financial Assets/ (Liabilities)	<u>9,456,075</u>	<u>(265,908)</u>	<u>(89,576)</u>	<u>9,100,591</u>

**Fair Values**

The following methods and assumptions are used to estimate the fair value of each class of financial instruments for which it is practicable to estimate that value.

*Cash and cash equivalents, other receivables and other payables*

The carrying amounts of these balances approximate their fair values due to the short-term nature of these balances.

*Lease liabilities*

The carrying amount of lease liabilities approximate their fair values as they are subject to interest rate close to market rate of interests for similar arrangement with financial institutions.



## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

**28. Financial Instruments by Category**

At the reporting date, the aggregate carrying amounts of financial assets at amortised cost and financial liabilities at amortised cost are as follows:

	2021	2020
	\$	\$
<b><u>Financial Assets Measured at Amortised Cost</u></b>		
Cash and Cash Equivalents	10,966,612	9,761,341
Other Receivables (Excluding Prepayments)	1,372,239	823,617
<b>Total Financial Assets at Amortised Costs</b>	<b>12,338,851</b>	<b>10,584,958</b>
<b><u>Financial Liabilities Measured at Amortised Costs</u></b>		
Other Payables (Excluding Deferred Grants)	1,289,406	1,078,655
Lease Liabilities	341,765	388,221
<b>Total Financial Liabilities at Amortised Costs</b>	<b>1,631,171</b>	<b>1,466,876</b>

**29. Fund Management Policy**

The primary objective of the Combined Group is to ensure it maintains sufficient cash in order to support its activities. Its approach to fund management is to balance the allocation of cash and the incurrence of debt. Available cash is deployed primarily to cover operational requirements.

**30. Conflict of Interest**

Executive Committee members and key management personnel are required to disclose any interest that they may have, whether directly or indirectly, that the Combined Group may enter into or in any organisations that the Combined Group has dealings with or is considering dealing with; and any personal interest accruing to him as one of the Combined Group's supplier, user of services or beneficiary. Should there be any potential conflict of interest, the affected Executive Committee members or key management personnel may not vote on the issue that was the subject matter of the disclosure. Detailed minutes will be taken on the disclosure as well as the basis for arriving at the final decision in relation to the issue at stake.

## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year Ended 31 March 2021

**31. Reserve Position and Policy**

The Combined Group's reserve position (excluding non-current assets) for financial year ended 31 March 2021 is as follows:

	2021	2020	Increase/ (Decrease) %
	S\$	S\$	
<b>A Unrestricted Funds</b>			
General Fund	480,502	709,808	(32)
<b>B Restricted Fund</b>			
Care and Share Fund	(8,795)	546	(1,711)
Community Silvery Trust Fund	162,560	131,922	23
Donation Fund	332,551	251,125	32
Food Aid Programme	54,658	51,108	7
Funding from Tote Board	(55,268)	(47,416)	17
Ministry of Health	333,084	224,183	49
MSF Fund	9,554,831	7,960,427	20
President Challenge	(2,970)	(2,970)	-
Programme Fund	107,507	105,490	2
Seniors' Mobility and Enabling Fund	155,092	155,629	-
Singapore Programme for Integrated Care for the Elderly	-	-	-
Village in Eunos Crescent	6,497	-	-
<b>C Total Funds</b>	<b>11,120,249</b>	<b>9,539,852</b>	<b>17</b>
<b>D Total Annual Operating Expenditure</b>	<b>16,194,136</b>	<b>14,137,919</b>	<b>15</b>
<b>E Ratio of Funds to Annual Operating Expenditure (C/D)</b>	<b>0.69</b>	<b>0.67</b>	<b>3</b>

Reference:

- C. Total Funds include unrestricted and restricted/ designated funds.  
D. Total Annual Operating Expenditure includes expenses related to Cost of Charitable Activities and Governance and Other Operating and Administration expenses.

**32. Comparative information**

Certain reclassifications have been made to the prior year's financial statements to enhance the comparability with the current year's financial statements. As a result, certain line items have been amended on the face of the statement of financial position and the related notes to the financial statements.

## NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

*For the Financial Year Ended 31 March 2021***32. Comparative information (Continued)**

The impact of the prior years' reclassifications on the relevant accounts captions and comparative financial information is summarised below:

	As previously stated	Amount restated	As restated
	\$	\$	\$
For the Financial Year Ended 31 March 2020			
Statement of Comprehensive Income			
Cost of Charitable Activities – Staff costs	7,217,676	159,461	7,377,137
Governance and Other Administrative Costs – Staff costs	1,235,327	(159,461)	1,075,866

**33. Authorisation of Combined Financial Statements**

These combined financial statements were authorised for issue in accordance with resolution of the Executive Committee on 21 September 2021.