



Annual Report

2022/23

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About Us

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 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

Our Logo

S' logo affirms our belief in our motto

- 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



Overview of 4S

Sathya Sai Social Service (4S) was registered as a society with Registrar of Societies on 13 September 1996 (UEN: S96SS0160E)

4S was registered as a charity with the Commissioner of Charities under the Charities Act (Chapter 37) since 25 April 1996 (Registration No.: 01172).

4S has been accorded IPC (Institution of a Public Character) status from 1 May 2020 to 30 Apr 2023. Subsequently, the IPC status was extended, and it is now effective from 1 May 2023 until 30 September 2025.

4S has the Constitution as its governing instrument.

Unique Registration Number (UEN):
S96SS0160E

Registered Address:
2 Buangkok Green
Singapore 539749 (till 13 Jul 23)

Blk 3 Eunos Crescent #01-2585
Singapore 400003 (from 14 Jul 23)

Auditor:
Audit Alliance LLP

Banker:
DBS Bank Limited



President's Message

FY2023 was transformative for 4S in more ways than one. We streamlined our processes, and championed key enhancements to our Welfare Home programme, underscoring our unwavering commitment to the welfare of every individual in our care.

For residents who call Welfare Home their long-term home, we recognised the importance of staffing. With revised requirements, we ensured compliance with optimal staffing ratios, safeguarding the welfare of our residents at every turn. The enriched staffing ratios saw an integration of Personal Care Officers, Nursing Aides, and Healthcare Attendants into our shifts, fortifying our promise of comprehensive care.

For residents on the path to reintegrating into the community, our focus has been twofold. Firstly, the increase in discharge targets champion successful reintegration, leveraging community resources for a seamless transition. Secondly, we have also introduced post-care support, extending our care sphere for six months post-discharge, bridging any gaps, and ensuring the continuity of well-being for our residents.

Our endeavours, as always, are fuelled by your belief and contributions. We received close to \$200,000 of donations because of your generosity, signalling the deep trust and commitment we share. To all our partners, members, and the government – your belief in our vision is what fuels our journey.

I would also like to pay special tribute to our volunteers. Your tireless efforts, unmatched skills, and selfless contributions have been instrumental in upholding the standards of 4S. Each of you plays an invaluable role in our narrative of change, and I hope this bond only strengthens with time.

Amid all our external initiatives, we've also taken moments to celebrate our internal heroes - our dedicated team. The Dinner and Dance at Orchard hotel, our first in three years due to COVID, was a heartfelt appreciation of the relentless dedication and effort of our staff. It was not just a night of festivity, but a deep-seated acknowledgment of the vital role each team member plays in advancing our cause.

In closing, let me reiterate that our journey is far from over. With collective will and relentless dedication, we are set to scale new heights and create deeper impacts. As we forge ahead, remember that together, our potential is limitless.



CEO'S Message



As I pen this message, my heart is brimming with gratitude and an immense sense of pride. Reflecting on the past year, it is evident that our journey has been marked by significant milestones, transformative strategies, and unwavering commitment to our mission.

This year saw us taking robust strides in technology. The development of our Client and Visitor Management System (CVMS) is a shining example of this digital evolution, which will help to seamlessly integrate various facets of our homes' operations. From embracing innovations like Parameter Fencing to integrating Emergency Sound Sensors and employing Cleaning Robots, we have made sure our compassionate endeavours are backed by technology innovations.

The transition from Tembusu Senior Activity Centre (TSAC) to Tembusu Active Ageing Centre (TAAC) has also been nothing short of transformational, as we adapt to the evolving needs of our senior population. The "Redefining Kampung Eunos" event on 24 September 2022 was a milestone event for us. Marking the official opening of TAAC, we were honoured to have Mr Mohd Fahmi, Mayor of the South East District and Adviser to the Marine Parade GRC GROs join us as we celebrated the modern-day kampung spirit.

Apart from showcasing the services from various community partners during the event, I am particularly thrilled to highlight our partnership with Accenture, who made a generous donation of \$15,000 to TAAC. Over the years, Accenture has played a pivotal role in supporting seniors in developing essential digital skills, equipping them for success in today's digital economy. The monthly volunteer-led Digital Clinic sessions have provided invaluable guidance, fostering a digitally inclusive society where seniors can thrive in a rapidly evolving world. And it is only with the support of community partners like Accenture, that we can continue to weave a tapestry of support and understanding for the communities that we serve.

4S' story is only beginning, and I thank you for being an integral part of our journey towards creating a brighter, more inclusive future for our service users.

Executive Committee



Mr Ho Poh Kong
President



Mr Leong Why Kong
Vice President I



Prof Hsu Poh Poh
Vice President II



Mr Siu Yow Wee
Hon. Secretary (From 27 Sep 21)



Ms Goh Chiew Mei
Hon. Treasurer (From 27 Sep 21)



Ms Lim Yen Ping Joyce
Hon. Asst Secretary (From 27 Sep 21)



Mr Seng Chun Guan
Hon. Asst Treasurer (From 27 Sep 21)



Dr Elaine Chua Lea Lea Im
Member (From 27 Sep 21)



Ms Mabel Goh Mui Ngim
Member (From 27 Sep 21)



Mr Sowaran Singh
Member



Mr Tay Zi Yang
Member

Executive Committee

The charity is governed by a Board, which is governing body responsible for overseeing and managing a charity. It is also sometimes known as a Council or Management Committee. Reporting To the Governing Board / Management Committee, are Sub-Committees that looks into specific areas such as Audit and Finance.

The charity is also headed by an Executive Director / Chief Executive Officer (CEO), or equivalent.

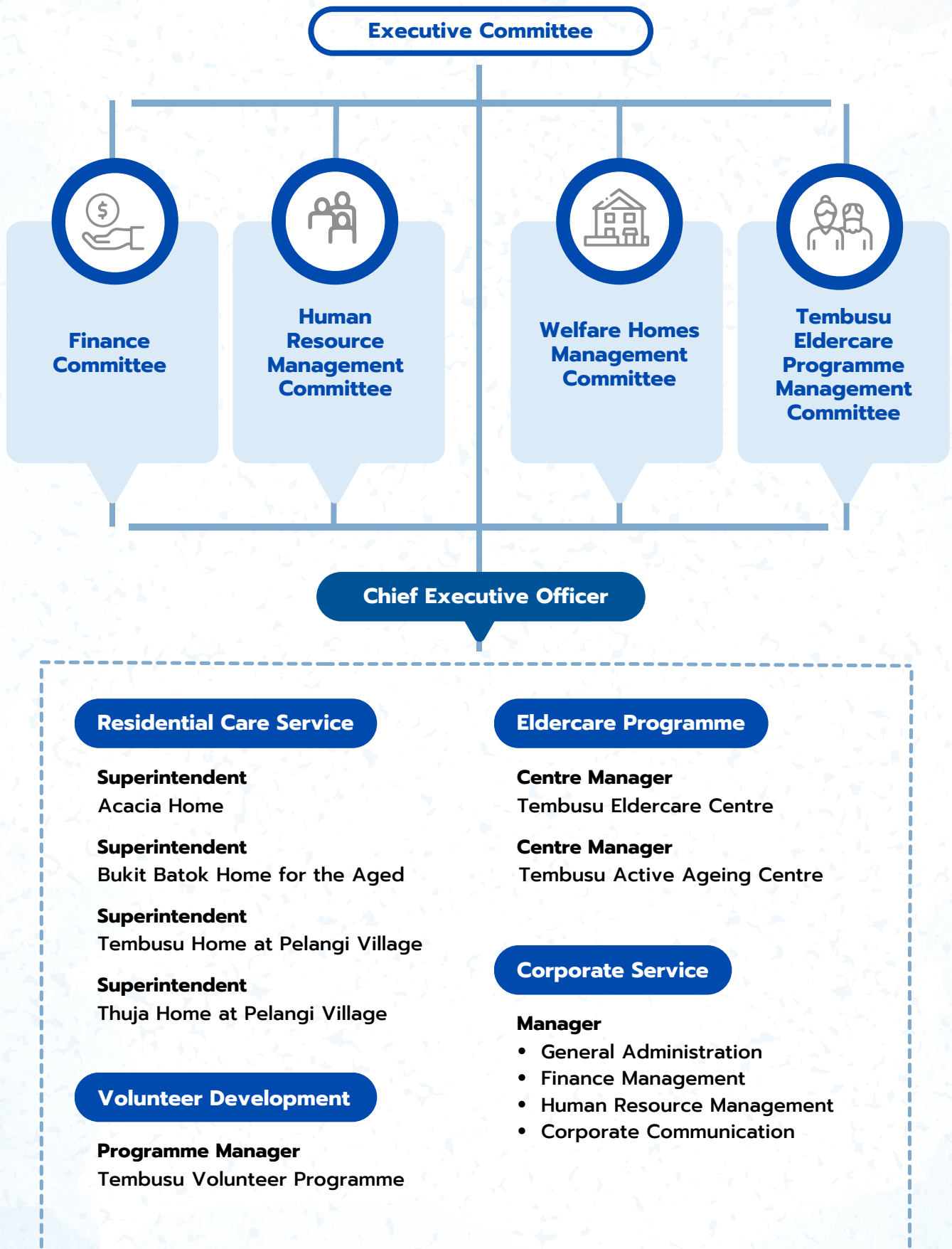
Governing Board : Executive Committee

Name	Current Charity Board Appointment	Occupation	Past Charity Board Appointments
Mr Ho Poh Kong	President 17 Sep 17	Architect	Vice-President II (29 Sep 13 – 16 Sep 17) Honorary Assistant Secretary (3 Sep 11 – 28 Sep 13) Member (3 Nov 07 – 2 Sep 11)
Mr Leong Why Kong	Vice-President I 29 Sep 19	Lawyer	Vice-President II (17 Sep 17 – 28 Sep 19) Honorary Secretary (29 Sep 13 – 16 Sep 17) Member (3 Sep 11 – 28 Sep 13)
Prof Hsu Pon Poh, PBM	Vice-President II 29 Sep 19	Doctor	Honorary Secretary (17 Sep 17 - 28 Sep 19) Member (29 Sep 13 – 16 Sep 17)
Mr Siu Yow Wee	Honorary Secretary 26 Sep 21	Managing Director	Honorary Assistant Secretary (29 Sep 19 – 25 Sep 21)
Ms Goh Chiew Mei	Honorary Treasurer 26 Sep 21	Senior Consultant	
Ms Lim Yen Ping Joyce	Honorary Assistant Secretary 26 Sep 21	Heads of People Operations Business Partner	Member (17 Sep 17 – 25 Sep 21)
Mr Seng Chun Guan	Honorary Assistant Treasurer 29 Sep 19	Pilot	Honorary Assistant Secretary (23 Sep 18 – 28 Sep 19) Member (17 Sep 17 – 22 Sep 18)
Dr Elaine Chua Lee Lea Im	Member 26 Sep 21	Doctor	Honorary Secretary (29 Sep 19 – 25 Sep 21) Honorary Assistant Treasurer (20 Sep 15 – 28 Sep 19)
Ms Mabel Goh Mui Ngim	Member 26 Sep 21	Architect	
Mr Sowaran Singh	Member 23 Sep 18	Mediation Specialist	
Mr Tay Zi Yang	Member 29 Sep 19	Trader	Honorary Treasurer (20 Sep 15 – 28 Sep 19)

Executive Management Team:

Choo Tze Pin Samuel
Chief Executive Officer
Appointed to position since 1 June 2022

Organisation Chart



Summary Financial Performance

Summary Financial Performance

- Total Income: \$16,446,590
- Total Expenditure: \$16,446,590
- Donations increased by 6,251 as a result of initiating a new campaign on Giving.sg
- Expenses decreased by 1,243,324 primarily due to reductions in manpower costs

Major Financial Transactions

- Management Fee of \$575,512
- Professional Fee of \$854,846
- Programme Management Expenses of \$2,981,004

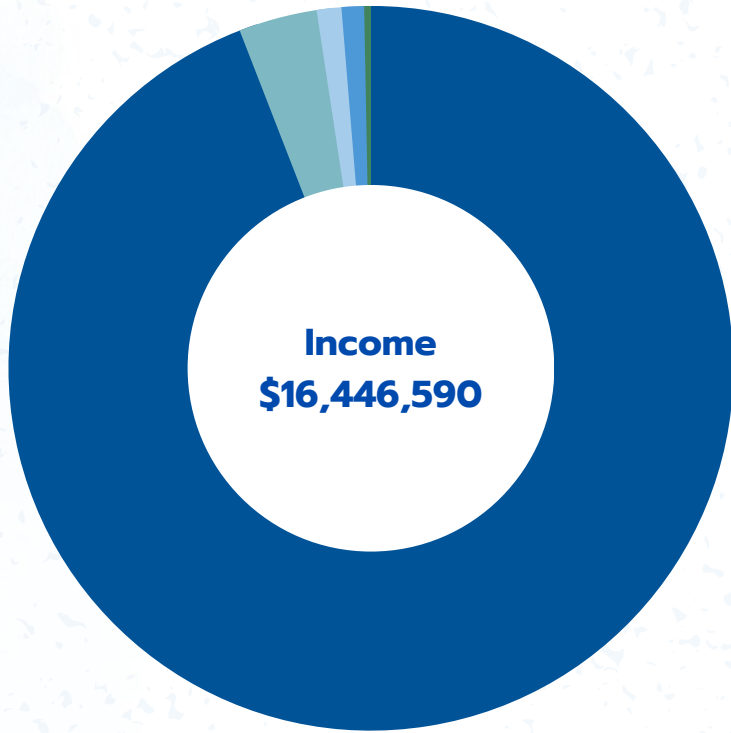
Purpose of the charitable assets held

The purpose of the charitable assets held is to provide essential liquidity and financial stability, enabling 4S to support our day-to-day operations effectively. These assets are readily available funds that can be used for various immediate needs, such as paying salaries, covering operational expenses, and responding swiftly to unforeseen challenges or opportunities. By having the charitable assets, 4S can ensure we have the financial flexibility required to sustain their core activities, serve our beneficiaries, and fulfill our mission without disruption.



Summary Financial Performance

Income

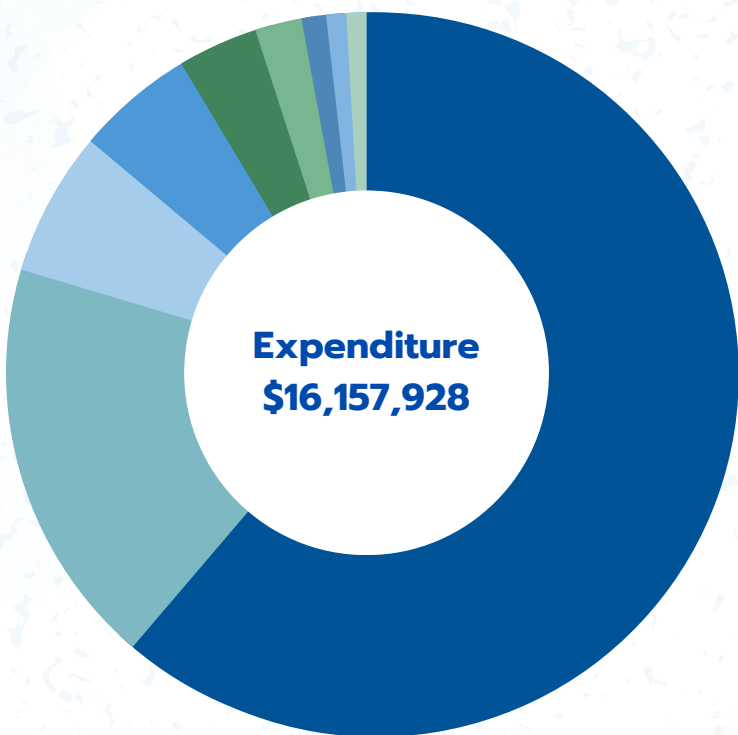


- 94.1% **Government Grants**
- 3.5% **Management Fees**
- 1.1% **Attendance Fees**
- 1.0% **Donation**
- 0.3% **Miscellaneous Income**



Summary Financial Performance

Expenditure



- 61.3% **Manpower Cost**
- 18.4% **Programme Management Expenses**
- 6.5% **Utilities**
- 5.3% **Professional Fees**
- 3.6% **Management Fee**
- 2.1% **Others**
- 1.1% **Maintenance**
- 0.9% **Accounting Fees**
- 0.8% **Depreciation**

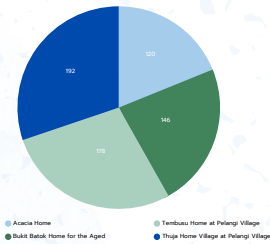


Key Statistical Summary

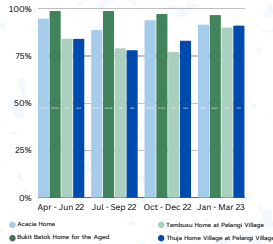
2022/2023

Welfare Homes

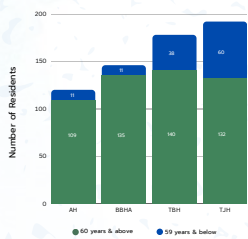
By Centre (Total : 636 residents)



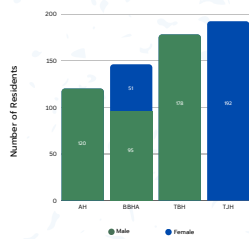
Resident's Participation in Two or More Activities



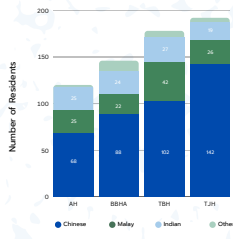
By Age



By Gender

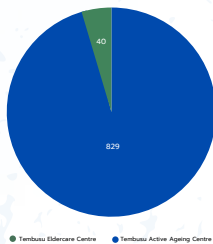


By Ethnicity



Community Care Facilities

By Centre (Total : 869 seniors)



By Age

Age	Tembusu Eldercare Centre	Tembusu Active Ageing Centre
60 years and below	5	8
61-70	10	227
71-80	11	376
81-90	10	188
91 and above	4	30

By Gender

Gender	Tembusu Eldercare Centre	Tembusu Active Ageing Centre
Male	16	304
Female	24	525

By Ethnicity

Ethnicity	Tembusu Eldercare Centre	Tembusu Active Ageing Centre
Chinese	28	562
Malay	7	209
Indian	3	47
Others	2	11



1,505

Service users supported



1,200

Food ration packs distributed



450

Volunteers engaged to support various programmes



Acacia Home

New Normal in Twenty-twenty three?

As we reflect upon the past year, we find ourselves grappling with the challenges of transitioning to a "new normal" in the midst of a persistent pandemic. Adapting to change has always been a part of our mission, but never before have we faced such a profound transformation and the need to balance it with constant vigilance to protect the elderly under our care against COVID-19. The path to navigating this delicate equilibrium has been strewn with obstacles, but through our collective determination and resilience, we have strived to create an environment that fosters both physical safety and emotional well-being for those who rely on us for support.

Bridging Generations: Empowering Experiences at Canberra Secondary

Our partnership with Canberra Secondary School was a great success. Over four months, our residents and the enthusiastic students connected through activities and games, forming strong bonds.

They played Chinese Chess, Checkers, Pool/Snooker, Jenga, and other board games, enjoying friendly competition and shared experiences.

The highlight was a touching karaoke session where students and elderly residents sang together, bridging the generation gap through music. This collaboration uplifted our residents and taught the students empathy and appreciation for the wisdom of the elderly.

We are grateful to the school for their commitment, and this experience has inspired us to continue fostering intergenerational connections.



Blossoming Together with Blossom Seeds

We partnered with Blossom Seeds Limited, a respected organization in the community. Their support was instrumental in providing essential resources and fostering a sense of belonging for our residents.. Blossom Seeds helped us acquire food items for our residents at Bright Hill temple, ensuring they had nourishing options that catered to their preferences and dietary needs.

They also invited us to a festive Chinese New Year dinner, creating a joyful atmosphere and strengthening our residents' connection to the community. In addition, they organized a special Vegetarian Lunch, allowing our residents to experience the benefits of a vegetarian diet and learn about mindful food choices.

We are grateful for Blossom Seeds' invaluable partnership, which has enhanced our community bonds and improved our residents' well-being. We look forward to continuing this collaboration and building a brighter future together.



Bukit Batok Home for the Aged

Transitioning into the COVID-19 Resilient Society

As Singapore moves towards living with COVID-19, BBHA strives to revive the community spirit and enrich residents' lives by engaging them in more external activities, outside of the four walls of the Home. Being exposed to the life outside of BBHA is crucial to ensure they remain cognizant and dynamically active, aside from the myriad of activities we conduct in the Home.

Grooving Down Memory Lane

Our residents had to adapt and remain resilient whenever the restrictions had to change in response to the number of cases in the community.

Hence, it is important for us to keep them engaged meaningfully and explore alternative forms of activities such as interactive online programmes.

An online dancercise session, organised by SanCare Asia, is targeted to engage residents physically within the comfort of the Home.

This programme aims to get the residents moving their limbs while humming to old, familiar tunes of their times.

As residents reminisce memories of their past through these melodies, they got their bodies moving to the beat through the live demonstration screened.



Outing to Jewel Changi Airport

These outreach programmes are greatly appreciated by residents and they consistently look forward to participate and bask in the bustling atmosphere of the world outside.

These partnerships with other agencies are evidence of their merit to the Home in supporting the holistic development of residents.

With the relaxation and lifting of COVID-19 restrictions, residents were blessed with the opportunity to have various volunteer-led outings such as to Jewel Changi Airport, together with volunteers from **Nanyang Technology University (NTU)**.

Joint Fire Drill Exercise with SCDF (first quarter of 2023)

This served as a refresher as it was the first physical evacuation exercise conducted after a long hiatus, attributed to the COVID-19 pandemic. Through this, residents understand the importance of remaining calm in times of crisis and to follow instructions from staff closely.

The COVID-19 situation has taught us the importance of being prepared at all times. Hence, it is still crucial to be trained to deal with different emergency situations so as to ensure we are aware of what to do when the time comes.

This exercise was done in conjunction with the **Singapore Civil Defence Force (SCDF)** where residents were taught and reminded on what to do when the fire alarm is triggered.



Preparedness in Adversity



Tembusu Home at Pelangi Village

Special Meals

The air in the Home was electric with anticipation as residents eagerly awaited the special festive feast of nasi lemak.

Smiles and laughter filled the atmosphere, accompanied by the irresistible scent of coconut rice and spicy sambal drifting through the corridors.

Childhood memories of joyful celebrations resurfaced, overwhelming the residents with excitement. With each bite, they relished the flavors that connected them to their cultural heritage, savoring the moment with sheer delight.

This shared experience created a profound sense of unity and happiness, fostering lasting bonds among all who gathered.



Rewards System

Each month, residents eagerly anticipate the monthly award ceremony, where they are honoured with Diamond, Gold, and Silver awards. These coveted accolades recognize exemplary behaviour and serve as inspiration for others to follow suit.

The recipients feel a sense of pride and accomplishment, while their peers are motivated to emulate their positive actions. The monthly rewards not only celebrate individual achievements but also foster a supportive and encouraging community within the Home.



Treasure Hunt

The residents of the Home embarked on an exhilarating treasure hunt, armed with paper clues leading to the hidden "treasure".

Engaging in this activity fostered team building and encouraged creativity, as they pondered outside the confines of the "box".

Through collaboration and problem-solving, they exercised their minds, strengthening their teamwork skills and relishing the joy of discovery.



Thuja Home at Pelangi Village

Carnival!

Carnival! is an annual event at Thuja Home's Dining Hall. It features a variety of exciting game booths where residents can have fun and play games.

Residents are encouraged to participate in the games and earn points to redeem prizes of their choice, such as KFC meals, snacks, toiletries, bags, and accessories.

One booth highlights the 'Ping Pong Transfer' game, where residents transfer ping pong balls to another tray within 25 seconds to earn redemption points.

Another booth, called 'Colour Match,' involves residents matching the colors of Lego pieces to colored bowls in a tray.

These programs promote self-expression and stimulate cognitive functions. Additionally, lucky residents have the chance to win prizes through a 'Lucky Draw' giveaway during the event.



Bowling Babes

Bowling Babes is an activity where residents use a mini bowling ball to hit the bowling pins from a distance. Residents are tasked to use the ball and pins to aim the middle pin to be able to hit as many pins as possible.

This programme helps residents to develop and practice hand-eye coordination and to have better focus in everyday activities. It also helps them have a sense of accomplishment to be able to hit as many pins.



Chair Zumba

Chair Zumba is a seated workout that promotes residents' activity and engagement. Led by instructors, it combines music, movement, and dance. This inclusive exercise routine accommodates all residents, even those with limited mobility or balance concerns.

By offering a wide range of music, individuals can groove at their own pace. The program aims to enhance mobility, coordination, and muscle strength while encouraging residents to enjoy themselves.



Tembusu Active Ageing Centre

Redefining Kampung Eunoss

On September 24, 2022, TSAC underwent an exciting transformation and officially became Tembusu Active Ageing Centre. The event was graced by Mr. Mohd Fahmi and aimed to showcase the modern-day kampung spirit, celebrating the services and programs offered by community partners in Eunoss Crescent to support seniors in aging in place.

During the event, we had the opportunity to share information about our center's programs and activities through various fringe activities, encouraging seniors to join us after the event. In addition, there were engaging booth games, exercises, a rummikub board game, health talk, and even a talent competition, showcasing the remarkable talents of our seniors within the community!

We were thrilled to have over 250 seniors and residents participate in the event, making it a joyful and memorable occasion for all!



Collaboration with External Stakeholders

SportsSG Modified Sports Carnival

Throughout the reporting year, TAAC collaborated with 26 partners to organize a diverse range of activities and outings for our seniors. Among them, the SportsSG Modified Sports Carnival stood out, offering adaptive sports that allowed individuals of varying abilities to participate actively.

With around 30 seniors attending, they joyfully explored various sports without feeling overwhelmed by strenuousness. Their positive feedback spoke volumes about the success of the event.



Cycling Without Age

We had an amazing outing, partnering with Cycling without Age, giving seniors a delightful trishaw tour around Garden by the Bay. It was a heartwarming experience, allowing them to reminisce about old transportation while volunteers engaged them in meaningful conversations.

For those awaiting their turn, we organized fun activities like board games and coloring. A total of 13 seniors participated, making it a truly memorable day!



Intergenerational Engagement

Throughout the reporting year, TAAC collaborated with 26 partners to organize a diverse range of activities and outings for our seniors. Among them, the SportsSG Modified Sports Carnival stood out, offering adaptive sports that allowed individuals of varying abilities to participate actively.

With around 30 seniors attending, they joyfully explored various sports without feeling overwhelmed by strenuousness. Their positive feedback spoke volumes about the success of the event.



Tembusu Eldercare Centre

A Sumptuous Treat by The Hainan Story

On 2 August 2022, The Hainan Story demonstrated their commitment to corporate social responsibility by giving back to the community.

They warmly welcomed 50 seniors from Tembusu Active Ageing Centre and Tembusu Eldercare Centre to their Chapter One outlet (Hotel Boss). The seniors enjoyed a delightful meal and received bags filled with delicious cookies and bread as souvenirs.



Person-centred Care Programme

The person-centred care (PCC) approach leads to positive health outcomes in older adults and is increasingly recognized as a quality care indicator. To support seniors with multiple care needs, TEC partnered with AWWA to launch the Person-Centred Care Programme. Both agencies co-designed a 7-week program to enhance the well-being of TEC service users and deepen staff understanding of PCC.

During this initiative, two AWWA Occupational Therapists and two Occupational Therapy (OT) students from Singapore Institute of Technology (SIT) played pivotal roles. Under the OTs' guidance, the students designed, implemented, and evaluated the program while training support staff.

At the end of the program, staff gained a better understanding of service users, and their mood improved. A toolkit was developed for ongoing implementation and staff training.



Industrial Attachment

TEC is dedicated to providing valuable internship opportunities for students to learn, develop their skills, and gain practical experience.

A long-standing partnership exists with the Institute of Technical Education (ITE) College East, offering internship training to 25 students from the Department of Nitec in Community Care and Social Services since 2013. In 2020, TEC participated in the Youth Corps Internship Scheme (YCIS) by the Ministry of Culture, Community & Youth (MCCY) and the National Youth Council (NYC), providing internship opportunities to six ITE College East students. Additionally, TEC collaborated with ITE for the Work-Study Diploma programme, enrolling one student so far.

Furthermore, TEC collaborated with Nanyang Polytechnic's School of Health and Social Sciences, supervising 11 interns from the Diploma in Social Sciences (Social Work) since 2019. These internships enable students to integrate theory into practice, learning vital methods and skills at individual, group, and community levels. TEC values its partnerships with educational institutions to support student growth and contribute positively to society.



The Year Ahead

Fundraising Plans

We are thrilled to announce that in the coming year, 4S will be embarking on our fundraising journey to support and expand our annual programmes. We believe these initiatives will not only raise necessary resources but also spread awareness about 4S' mission in new and engaging ways.

One of 4S' first fundraising campaign would be the Flag Day event, where volunteers will be mobilised to collect donations island-wide and raise awareness for 4S' services.

Another fundraising campaign that we are equally thrilled to announce, is our collaboration with Arnold's Fried Chicken through the "Arnold's Amal" programme. The beauty of this programme is in its simplicity; where your regular meal purchase becomes a medium of making a difference. The "Arnold's Amal" programme will feature the sale of Spring Chicken Meal coupons, and the proceeds from the sale of these meal coupons will directly go into providing vital support for our service users and helping us make tangible change in our community.

Together, these upcoming fundraising initiatives represent the essence of our charity - bridging connections and creating positive change. We are confident that, with your support, these fundraisers will be a significant stride towards fulfilling our mission.

Donation by Accenture at the Kampung Eunus Health and Wellness Carnival



Upcoming Arnold's Amal Campaign

The Year Ahead

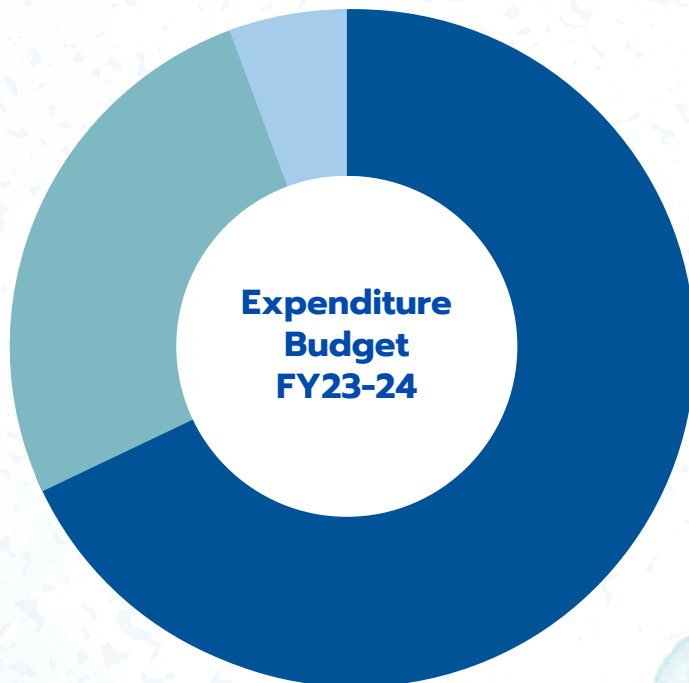
Expenditure Plans

We anticipate the fundraising cost to be a mere 0.06% of our total projected expenses, well within the regulator's guideline of maintaining the fundraising efficiency ratio below 30%.

The expense of generating funds encompasses costs directly linked to our fundraising efforts. Meanwhile, the cost for charitable actions includes all expenses associated with achieving the organisation's charitable goals.

In the general fund, our primary operational cost is slated for charitable activities at 71.9%. Meanwhile, expenses for governance and administration are projected to be 28%. The total charitable expenses also account for distributed overhead and shared costs.

Expenses for governance and administration are associated with the overall management of the organisation. These include costs tied to maintaining governance structures that ensure public transparency and compliance with legal mandates.



- 71.9% **Cost of Charitable Activities**
- 28% **Governance & Administrative Costs**
- 0.06% **Fundraising Expenses**



Governance

Role of the Governing Board

The Board's role is to provide strategic direction and oversight of 4S' programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require Board's review and approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Approve expenses that's above \$15,000;
- Review financial statements;
- Regularly monitor the progress of the charity's programmes.

Term of Limit Board

To enable succession planning and steady renewal in the spirit of sustainability of the charity, the Board has a term limit of ten years. In particular, the Treasurer or Financial Committee Chairman (or equivalent) has a term limit of four years.

Board member who have served more than 10 consecutive years:

Mr Ho Poh Kong

Reason: Mr Ho's term limit of board exceeded the established term limit, which was a strategic decision made for the purpose of effective succession planning – aimed to ensure a smooth transition and facilitate the grooming and preparation of potential successors to take on leadership roles within 4S. This proactive approach to succession planning allowed for a seamless transfer of responsibilities and preserved continuity in the board's operations and objectives.

Mr Leong Why Kong

Reason: Mr Leong's decision to extend his tenure beyond the board's prescribed term limit was driven by his commitment to assist the President in nurturing and grooming potential successors by guiding and mentoring them with the necessary skills and experience required to assume the leadership responsibilities.



Governance

Board Meetings and Attendance

A total of four Board meetings and one AGM were held during the financial year. The following sets out the individual Board member's attendance at the meetings:

Name	% of Attendance
Mr Ho Poh Kong	100%
Mr Leong Why Kong	40%
Prof Hsu Pon Poh, PBM	80%
Mr Siu Yow Wee	100%
Ms Goh Chiew Mei	80%
Ms Lim Yen Ping Joyce	80%
Mr Seng Chun Guan	80%
Dr Elaine Chua Lee Lea Im	0% (On family leave following the birth of her child for the year)
Ms Mabel Goh Mui Ngim	100%
Mr Sowaran Singh	60%
Mr Tay Zi Yang	80%

Disclosure of Remuneration and Benefits received by Board Member

No Board members are remunerated for their Board services in the financial year.

Disclosure of Remuneration of seven highest paid staff

Disclosure of annual remuneration of seven highest paid staff who each receives more than \$100,000, in bands of \$100,000:

Remuneration Band	Number of Staff
Between \$100,000 to \$200,000	7

None of the above staff serve in the Board of the charity.

Governance

Sub-Committees

Finance Committee

Chairman

Ms Goh Chiew Mei

Members

Mr Seng Chun Guan
Mr Aston Zhuo Jinwei
Ms Lim Ling

The Finance Committee (FC) has the primary responsibility of supervising the charity's funds, financial performance, and annual budget. Additionally, the FC takes on the role of the Audit Committee, which involves overseeing both external and internal audits and holding meetings with the independent external auditor to discuss their findings, if necessary.

As part of its duties, the FC thoroughly reviewed the charity's financial statements and the auditor's report for the fiscal year ending on 31 March 2023.

Human Resource Committee

Chairman

Ms Lim Yen Ping Joyce

Members

Mr Ho Poh Kong

The Human Resource Committee (HRC) is responsible for reviewing the HR policies, procedures and strategies that align with 4S' goals and ensure compliance with relevant laws and regulations. The HRC also oversees the talent acquisition and retention initiatives.

Welfare Homes Management Committee

Chairman

Ms Mabel Goh Mui Ngim

Vice Chairman

Ms Lim Ling

Hon Secretary

Ms Samantha Pong Lai Li

Hon Treasurer

Mr Aston Zhuo Jinwei

Members

Mrs Deby Sarojiyu Pala Krishnan
Mr Jimmy Ho Ji Meng, PBM
Mr Lyleson Chua Wen Yaw
Ms Tan Hwee Sian
Dr Wong Chia Siang

The members of the WHMC were appointed to oversee and supervise the management of the four Welfare Homes. It meets every quarterly to discuss issues relating to residents, the operation and the financial performance of the Homes. Four meetings were held in FY 22/23.

The objects of the Committee are to:

- develop in the Home a distinct character and identity;
- ensure the availability of funds for the Home's operation;
- ensure the Home's compliance with legislations, regulations, guidelines and directives governing its operation;
- ensure that the Home meets its objectives and is responsive to the changing needs of the residents;
- foster closer link between the Home and the community; and
- support Sathya Sai Social Service in achieving its wider objects.

For the purpose of carrying out the objects, the Committee may:

- set goals, directions and policies for the Home's operations;
- plan and carry out such activities or do such things that are necessary or advantageous for the proper administration and control of the Home and its assets;
- develop an organisation structure that defines lines of authority;
- develop, monitor, evaluate and review the Home's programmes and ensure good service delivery;
- review and oversee the Home's financial affairs, including preparing the annual budget;
- involve in the recruitment, selection and retention of staff and ensure that the staff recruited are trained for their roles; and
- take any measures that will promote and achieve any of the objects of the Home Committee.

Tembusu Eldercare Programme Management Committee

Chairman

Mr Siu Yow Wee

Members

Mrs Deby Sarojiyu Pala Krishnan
Mr Lawrence Tan Han Tong, PBM
Mr Seng Chun Guan
Ms Lim Ling
Mr Tang Khee Meng
Dr Jagadesan Raghuram
Mr Chin Chee Kong Roy
Mr Liong Yuen Ming
Ms Rose Low Shiow Ling
Mr Sowaran Singh
Mr Steven Tan Chwee Hock, PBM

The Tembusu Eldercare Programme Management Committee (TEPMC) held four meetings during the financial year. In carrying out its functions as specified in the terms of reference, the committee may:

- set goals, directions and policies for the Centres' operation
- review the Centres' programmes to ensure compliance with legislations, funding requirements and good service delivery
- review and provide oversight in the Centres' financial affairs including the preparation of annual budget, setting fees, and approving subsidies on fees to ensure it sustainability.

Governance

Reserves Policy

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.

Charity's Reserves Position

		FY22/23	FY21/22
A	General Funds (1)	\$883,796	\$768,372
B	Restricted/Designated Funds: <ul style="list-style-type: none"> • Welfare Homes (2) • Community-based Programmes (3) • Donations (4) 	\$9,607,818 \$8,089,822 \$929,263 \$588,733	\$9,434,580 \$8,149,030 \$807,182 \$478,368
C	Total Funds (A) + (B)	\$10,491,614	\$10,202,952
D	Total Annual Operating Expenditure	\$16,157,928	\$17,411,397
E	Ratio of Funds to Annual Operation Expenditure (C)/(D)	0.65	0.59

4S manages four Welfare Homes for destitute persons, two community-based services, the Food Aid programme, as well as the Village in Eunox 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 reserves that have been set aside provide financial stability and the means for the development of the 4S's principal activity.

For more information on the charity's reserves policy, please refer to Note 32 (page 51) of the charity's Financial Statements.

Purpose of Restricted / Endowment Funds

Restricted/Designated Funds

- Welfare Homes (2): The restricted funds are intended to support the operations of the Welfare Homes.
- Community-based Programmes (3): The restricted funds are intended to support the operations of the community-based programs and provide support for the service users under our care.
- Donations (4): The donations are intended for the betterment of the residents or service users, either directly or indirectly, in alignment with the donor's specific instructions.

The charity has disclosed its restricted funds in the Financial Statements, Note 15 to Note 25, page 41 to 42. Please refer to the Financial Statements for more information.

Governance

Conflict of Interest Policy

All Board members and staff are required to comply with the charity's conflict of interest policy.

The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis.

Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

Whistle-Blowing Policy

Our charity has in place, a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.



Governance Evaluation Checklist

No	Description	Response
Board Governance		
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	Complied
Are there governing 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 role.	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 governing 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 governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	Complied
Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	Complied
8	There are documented terms of reference for the Board and each of its committees.	Complied
Conflict of Interest		
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	Complied
Strategic Planning		
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 the plan.	Complied

Governance Evaluation Checklist

No	Description	Response
Human Resource and Volunteer Management		
13	The Board approves documented human resource policies for staff.	Complied
14	There is a documented Code of Conduct for governing 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
Financial Management and Internal Controls		
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, and 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 (e.g. in fixed deposits)? (skip item 22 if "No")		No
22	The charity has a documented investment policy approved by the Board.	Not Applicable
Fundraising Practices		
Did the charity receive cash donations (solicited or unsolicited) during the financial 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 financial year? (skip item 24 if "No")		Yes
24	All donations in kind received are properly recorded and accounted for by the charity.	Complied

Governance Evaluation Checklist

No	Description	Response
Disclosure and Transparency		
25	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	Complied
Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")		No
26	No governing board member is involved in setting his own remuneration.	Not Applicable
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	Not Applicable
Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")		Yes
28	No staff is involved in setting his own remuneration.	Complied
29	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	Complied
30	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	Complied
Public Image		
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	Complied



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