



# ANNUAL report

2015 - 2016

*Vision / Mission*

**STRENGTHENING FAMILIES TODAY;  
RESILIENT GENERATIONS TOMORROW.**

*Core Values*

**Professionalism**

**Compassion**

**Passion**

**Respect**

**Belief in the worth of every individual**



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# WORDS from our Chairman



*It is in the character of TRANS to anticipate and respond to the society's needs.*

*Lee Chuan Teck (Chairman)*

2015 was a year of transition, consolidation, and growth for TRANS. The Ministry of Social and Family Development (MSF) is leading a transformation of the social service sector. Like all family service centres, TRANS Bedok and TRANS Bukit Timah are required to adopt the Code of Social Work Practices (CSWP) and Social Service Net (SSNET). The former is intended to raise the standard of professional conduct across the social service sector. The latter provides an integrated database to allow for information sharing (with clients' consent) and to support policy formulation and research. When they are fully implemented, FSC clients will enjoy a consistently higher level of services, delivered through multiple agencies. The transition to this end state is however, arduous; requiring intensive training, adaptation of work processes and conversion of paper case records into SSNET

format. Nevertheless, I am delighted that our staff have responded to this challenge with grit and gusto. In the midst of this transition, they have continued to place our clients' needs first. Our services and programmes continued unabated. Choy Yin and her senior staff have exemplified excellent leadership, rallying everyone towards the finish line.

In 2015, we consolidated our strengths by promoting six people to senior social workers. All of them have been with TRANS for many years and have demonstrated commitment, high professional competence and leadership. The promotion and recruitment of two additional senior staff allow us to restructure each centre to allow for a stronger supervision process for every officer. This is a remarkable achievement at a time when many voluntary

welfare organisations are struggling to recruit and retain enough senior professionals. We should aspire for a time when the Executive Director, Directors and other senior positions can be completely filled from within. To build this pipeline, we will continue to emphasize on developing our staff and retaining them. To this end, we are sponsoring more staff for post-graduate diplomas in areas such as counselling and working with couples and families. Our professional and executive staff also receive close supervision, on-the-job training, team and peer coaching and mentoring. In addition, on average, they received almost 90 hours of training per person. We also improved our compensation to be in line with NCCSS guidelines.

Having consolidated our strengths, we are in a good

position to grow. Last year, we established a new centre, TRANS FOCUS in Bukit Timah, to provide a socializing spot for seniors and programmes to enrich their lives. We would like to thank the Ministry of Health and AIC for making FOCUS a reality. The centre allows us to conduct mental health screening in a safe setting, and refer them for pre-emptive treatment if needed. In less than a year since its official launch, we already have 149 registered members. TRANS FOCUS plays another very important function – as a reach-out point for our Bukit Timah FSC. Our hope is that as the seniors become more comfortable with our staff, they will be more ready to come to

us should they need help.

It is in the character of TRANS to anticipate and respond to the society's needs. The needs of Singaporeans are expanding – from the traditional housing and financial issues to isolation, family losses, social rejection, mental stresses, depression and illnesses. This is reflected in various troubling social phenomena. According to the Health Promotion Board, almost 6% of Singaporeans have experienced depression sometime in their lives. Last year, the number of teen suicides more than doubled to the highest level in 15 years. We believe that FSCs need to experiment with new approaches to reach

people who are otherwise not compelled by basic needs to approach us. As I write, we have also received good news that MSF will be appointing TRANS to operate a new FSC along Bedok Reservoir Road next year. We will certainly apply the same level of commitment, professionalism and creative out-reach at this new centre.

TRANS has come a long way since we started in 1979. None of our work is possible without the dedication of our staff, the generosity of our volunteers and donors and the support from our partners. The Management Committee and I would like to express our heartfelt thanks to all of you.

**Lee Chuan Teck**  
Chairman

## MANAGEMENT COMMITTEE

### Chairman

Mr Lee Chuan Teck

### Vice Chairman

Mr Edwin Chow

### Honorary Secretary

Ms Soh Hwee Yan

### Asst Honorary Secretary

Mr Kwan Hoi Leong

### Honorary Treasurer

Mr Yeh Chien Ee

### Asst Honorary Treasurer

Mr Keith Lau

### Committee Members

Assoc Prof Chan Wing Cheong

Ms Ho Gang Hiang

Mr Lee Kim Yiang

Mr Dennis Tan

Date of Appointment for office bearers: 26 August 2015

# TRANS

## Family Service Centre (Bedok)

### Casework and Counselling

Casework is one of the core services that we provide at TRANS Family Service Centre (Bedok). It is also one of the methods of social work practice as outlined in the Integrated Code of Social Work Practice (CSWP) Framework that Family Service Centres in Singapore adhere to.

Our trained, professional staff provide casework and counselling services to individuals and families using a systemic approach. This entails working collaboration with significant family members and the key systems in their environment.

TRANS Family Service Centre (Bedok) managed a total of 673 cases in FY2015/2016.

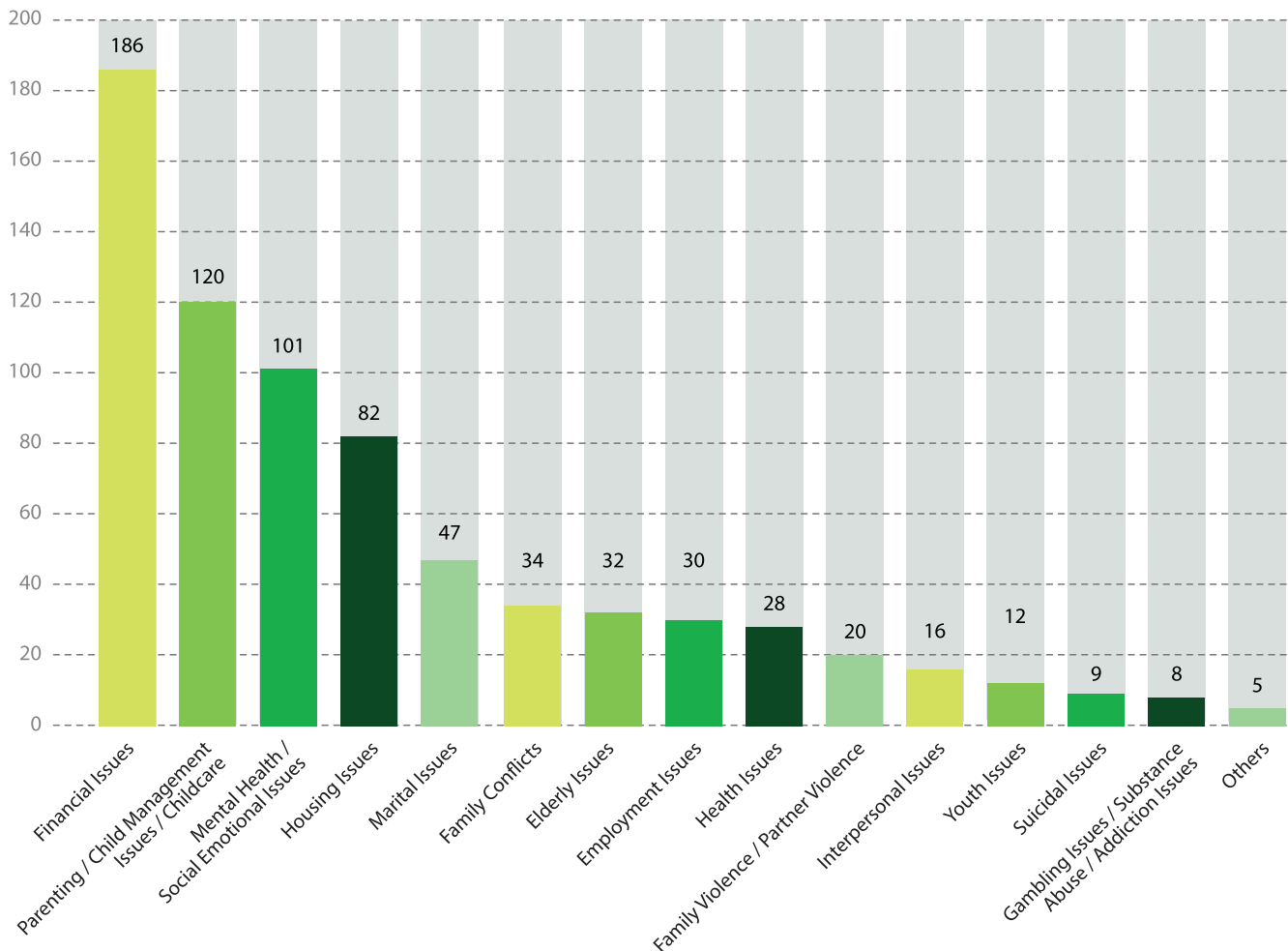


## TYPES OF ISSUES MANAGED

In FY2015/2016, there was a total of 401 closed cases but the issues managed in these cases totalled 730. Compared to the previous year, there was a 23% increase in the total number of issues managed, reflecting a trend of more families having complex issues amidst the changing social landscape in Singapore. Our staff have been able to focus on managing other underlying issues besides pressing issues such as financial and housing problems. Staff were able to have more bandwidth to better plan and execute interventions with more social work effort and intensity.

Like the previous year, financial issues (186 cases), parenting/child management issues/ child care (120 cases) and mental health/social emotional issues (101 cases) remained the 3 dominant types of issues managed. Housing (82 cases), marital (47 cases) and family conflicts (34 cases) were the next prevalent problem types. Other issues managed include family/partner violence, youth and elderly issues, interpersonal, employment and health issues.

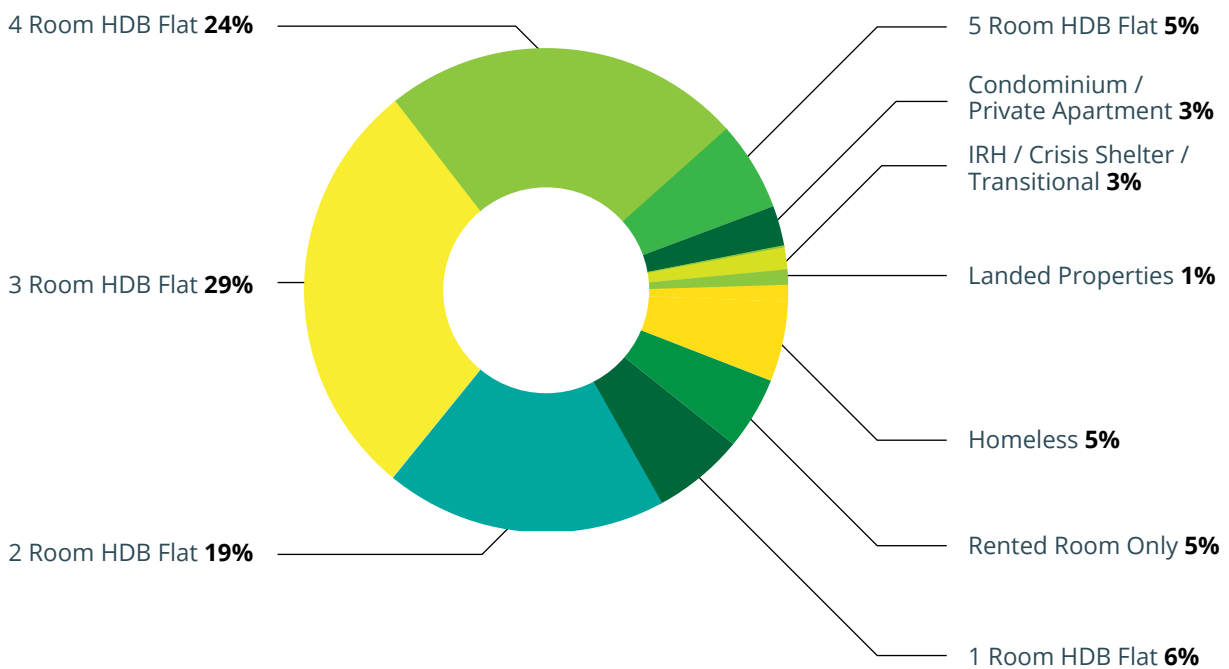
### ISSUES MANAGED



### PROFILE BY HOUSING TYPE

More than half of our clientele (54%) reside in 1-3 room HDB flats. This is a slight decline compared to the previous year (58%). Clients who rented rooms from the open market or were homeless comprised 10% of our clientele. There is a notable increase in the total number of clients residing in a 4-room flats (24%), 5-room flats (5%), and private homes such as condominium/private apartments (3%) and landed properties (1%). This may represent a possible upward trend of clients from the higher socioeconomic strata seeking help.

**HOUSING TYPE**



## Information, Referral and Consultation

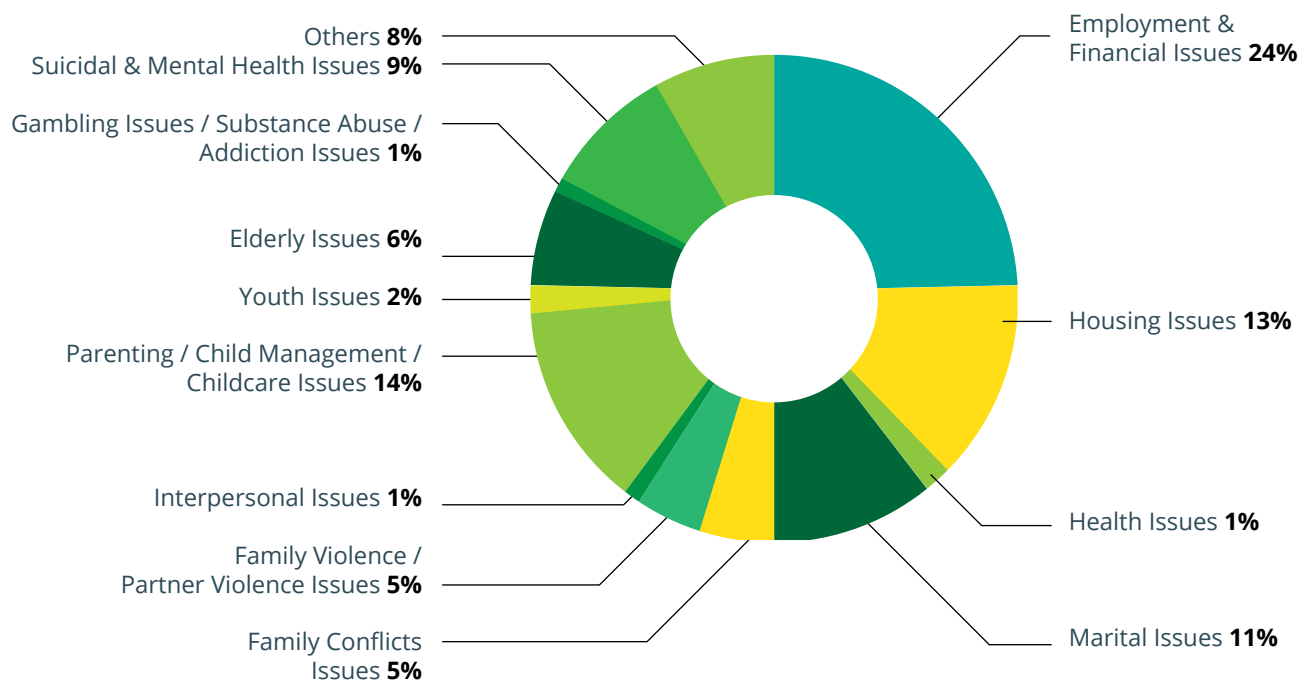
In FY2015/2016, TRANS Family Service Centre (Bedok) handled a total of 630 referrals, a decrease compared to the previous year of 739 referrals.

Clients may call, walk in or write in via mail/email. They may also be referred by various agencies and stakeholders within the community. All intake sessions are handled by professional staff, who are equipped with the knowledge and capacity to assess needs and to identify risks that may require crisis management. Thereafter the intake could either be escalated to the casework level for more in-depth assessment and intervention, referred to external organizations for specialized and specific services or resolved with a once-off consultation.

The top presenting issues in FY2015/2016 continued to be employment and financial issues (24%), parenting/ child management/ child care issues (14%) followed by housing issues (13%), which was previously only at 9%. Suicidal/ mental health issues took up 9% of the total number of intakes, a reduction compared to the previous year (13%). The rest of the other issues surfaced at the intake level remained largely the same.

The decrease in the number of people seeking help at the intake level could probably be attributed to the inception of the Social Service Office (SSO) @ Bedok in June 2014. Given a more accessible and convenient location, clients who only require financial assistance may have approached the SSO directly instead of the FSC.

### INFORMATION, REFERRAL AND CONSULTATION





## Happy Healthy Hour

The FSC's Happy Healthy Hour (H3) programme was initiated with the aim to promote active ageing through meaningful engagement with our seniors. The programme has an average weekly participation rate of 36 elderly. With Happy Healthy Hour at the 3-year mark, it is timely to take stock of how we have progressed over the years.

Since the launch in 2013, H3 has grown amidst laughter and camaraderie amongst its participants, TRANS volunteers and staff members. We have seen some of our seniors taking the initiative to come in early to help prepare for the sessions, while others volunteered to bring their peers, who are not so mobile, to the centre. We are hoping to develop some of our participants into future leaders of H3, striving towards our vision of designing H3 for the community, by the community.



*Our seniors listening attentively to the briefing by the librarian*

In addition, the programme has also seen greater collaboration with partners such as Eastern Health Alliance and NTUC Health to hold talks on health-related topics for our elderly, H3 has also brought the participants to attend the SG50 carnival at the newly-built Singapore Sports Hub, sponsored by the Singapore Sports Hub.

In recent months, H3 has also engaged Bedok Community Library to discuss holding public events and talks at the location to reach out to more seniors. The outreach effort is expected to commence in July 2016. Members of H3 are looking forward to developing the programme further so as to stay relevant to the needs of the community.



*Our seniors having fun trying out lion dance at our Chinese New Year celebration event*



*One Big Family - Happy Healthy Hour participants, volunteers and staff*

# TRANS SAFE Centre

## A Family Violence Specialist Centre.

It aims to promote safe relationships in families by providing help to victims of abuse, persons who abuse and their families who are affected by the abuse.

For FY2015/2016, 797 cases were managed by TRANS SAFE Centre. In addition to managing these cases, the staff team also handled 692 enquiries on family violence and elder abuse.



### ADULT PROTECTION TEAM

In September 2003, the Ministry of Community Development, Youth and Sports (MCYS) appointed TRANS Family Services (then known as TRANS Centre) to spearhead and manage the Elder Protection Services in Singapore. Concurrent to this appointment by MCYS, was the inception of the Elder Protection Team (EPT). The EPT is a multidisciplinary team comprising professionals from Geriatrics, Psychiatry, Psychology, Occupational Therapy, Social Work and Law. Together with representatives from the Ministry of Community, Youth and Sports (MCYS) and the Singapore Police Force (SPF), the EPT, chaired by TRANS SAFE Centre, convenes bi-monthly meetings to discuss all cases of elder abuse referred to the Centre. In the last nine years, the EPT has been an invaluable resource and excellent platform for deliberating the risk of violence and intervention for many challenging cases. In April 2011, the Elder Protection Team (EPT) was renamed the Adult Protection Team (APT) to better reflect the expansion in the scope of this committee. Moving forward, it is anticipated that the APT would enhance the investigation and management of abuse cases involving not only the elderly but also adults without mental capacity through the continuous provision of consultation and advice.

### Members of the Adult Protection Team are as follows:

Dr Chan Keen Loong  
 A/Prof Chan Wing Cheong  
 Dr Christopher Lien  
 Ms Laura Chua  
 Ms Melanie Ho  
 Ms Koh Gee May  
 Mrs Lee Lay Beng  
 Ms Lim Hwee Er  
 Ms Lilian Mark  
 Ms Norashikin Binte Mohamed Hussein  
 Dr Poornima Gangaram  
 Ms See Bee Bee  
 Dr Tham Weng Yew  
 Dr Woon Voon Ching  
 Ms Yeo Seok Tin



## APPLICATION OF PROTECTION ORDER

Victims of family violence can apply for a Protection Order through video conferencing in the premises of TRANS SAFE Centre. This service makes the process of applying for a Protection Order less daunting and more accessible to victims. Throughout the process, victims receive counselling and professional help in working through options and safety plans. A total of 121 applications for the Personal Protection Order were made at TRANS SAFE Centre during FY2015/2016.

## TRAINING FOR PROFESSIONALS

As a Family Violence Specialist Centre, TRANS SAFE Centre is committed towards the capacity and capability building of the professionals and partners involved in the management of family violence through the provision of quality training programmes. In FY2015/2016, TRANS SAFE Centre delivered five professional training sessions which were attended by 116 professionals. The training delivered focused mainly on the management of elder abuse in Singapore.



*Talk on Management of Elder Abuse at Nanyang Polytechnic*



*Visit by students from Hong Kong*

## REACHING OUT TO THE COMMUNITY

The year in review saw TRANS SAFE Centre continuing its efforts to reach out to different groups of people in our society to promote awareness on the issue of elder abuse and the avenues of help available. TRANS SAFE Centre delivered six public education events and participated in one community public education roadshow organized by the Bedok Regional Family Violence Workgroup. The topics covered the awareness of elder abuse and family violence, supporting victims of family violence, working with children who witness violence and working with persons who lack capacity. A total of 1267 participants attended these events.

## GROUP WORK

In FY2015/2016, TRANS SAFE Centre organised a second run of the 4-session parenting groupwork programme for parents who are experiencing violence and separation or divorce. The aim of the groupwork was to help parents learn about how divorce and separation impacted them and their relationship with their children and how they can better support and nurture their children through the process. Six individuals and a couple participated in the groupwork.



*Dialogue with Mr Tan Chuan Jin, Minister, Ministry of Social and Family Development*

# TRANS

## Family Service Centre (Bukit Timah)

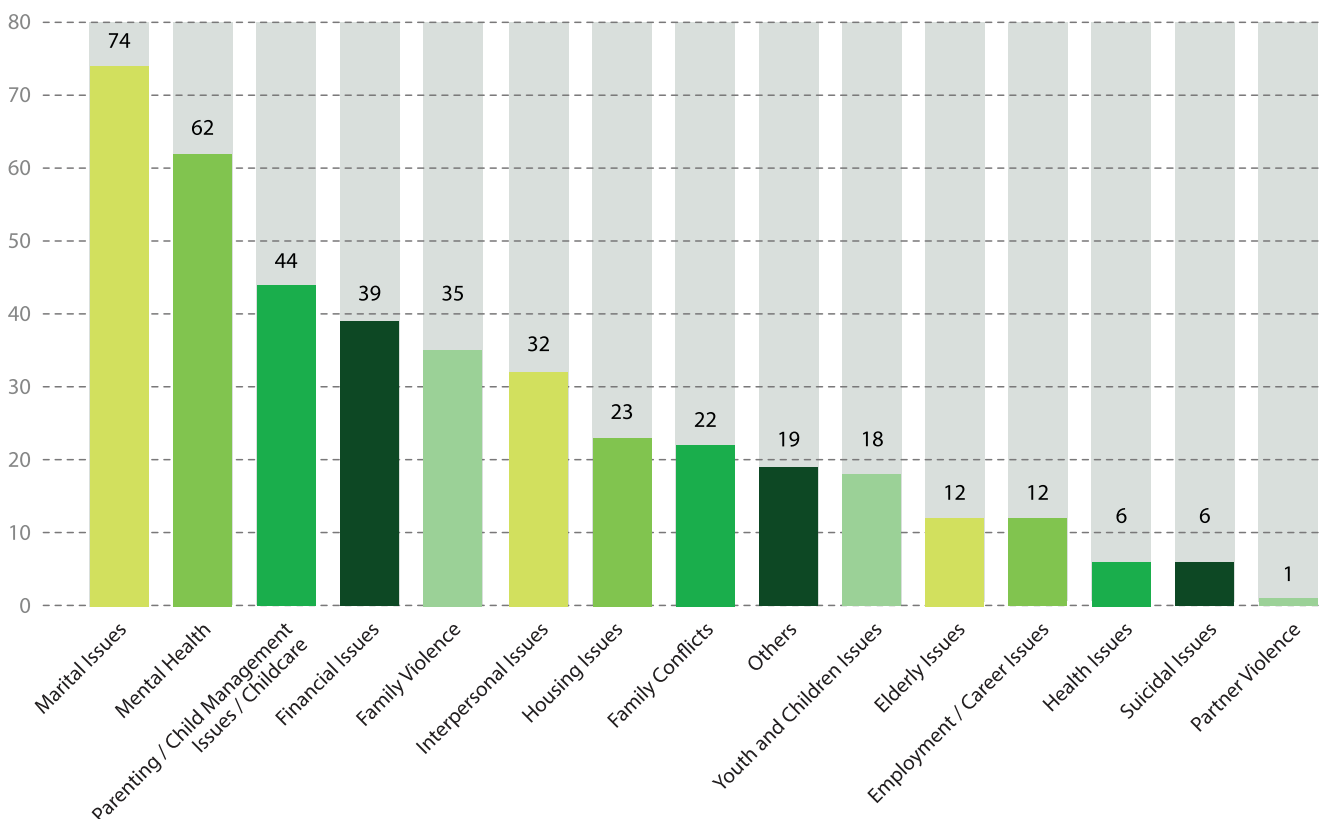
### Casework and Counselling

In FY2015/2016, TRANS Family Service Centre (Bukit Timah) managed 358 cases for its casework and counselling programme. Social workers and counsellors continued to work collaboratively with clients, families and other partners in the community to promote and enhance clients' emotional, psychological, social and physical well-being.

### TYPES OF ISSUES MANAGED

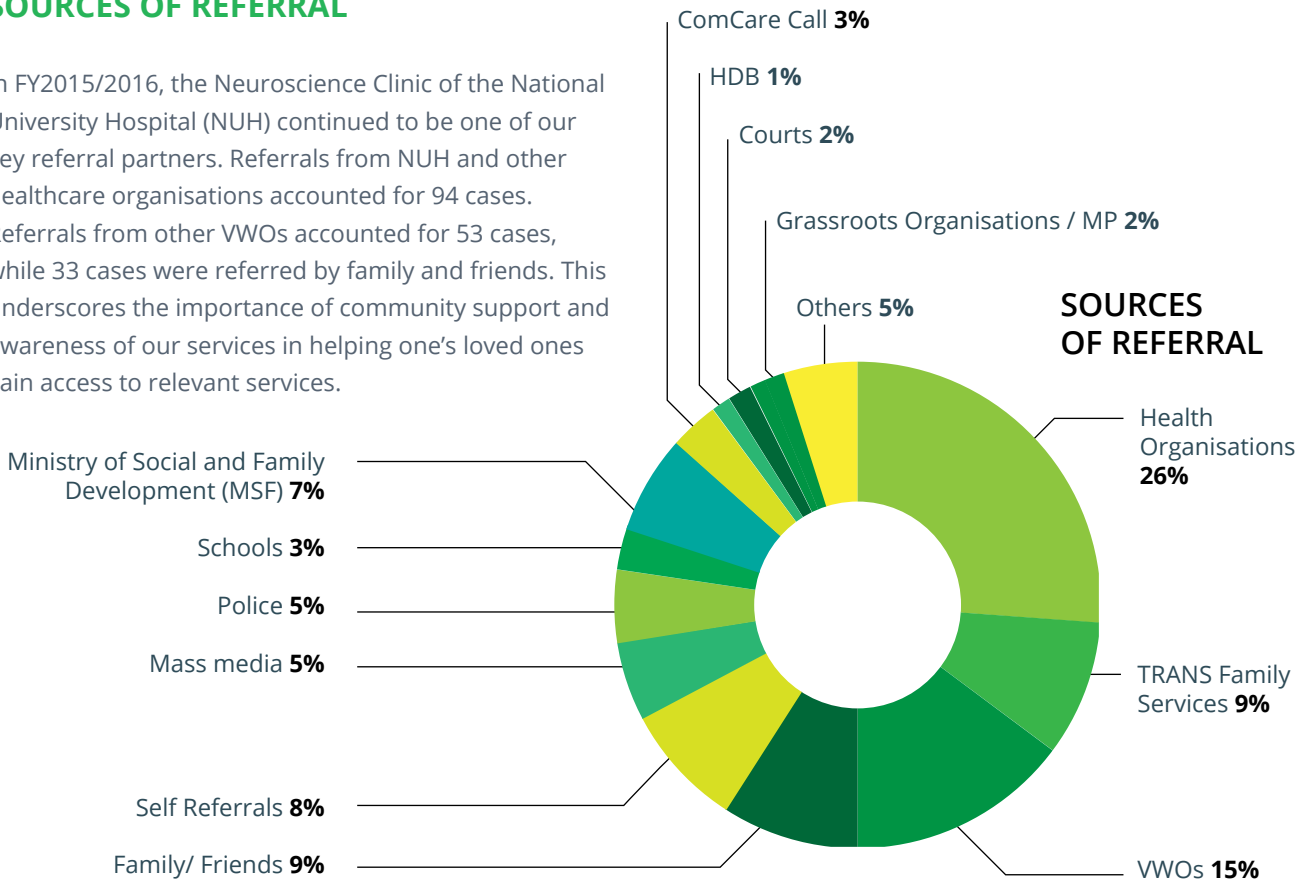
Heading the list of issues managed by our staff were cases with marital issues (74 cases) followed by cases with mental health issues (62 cases). Other major types of cases include parenting issues (44 cases), financial issues (39 cases) and family violence (35 cases).

**ISSUES MANAGED**



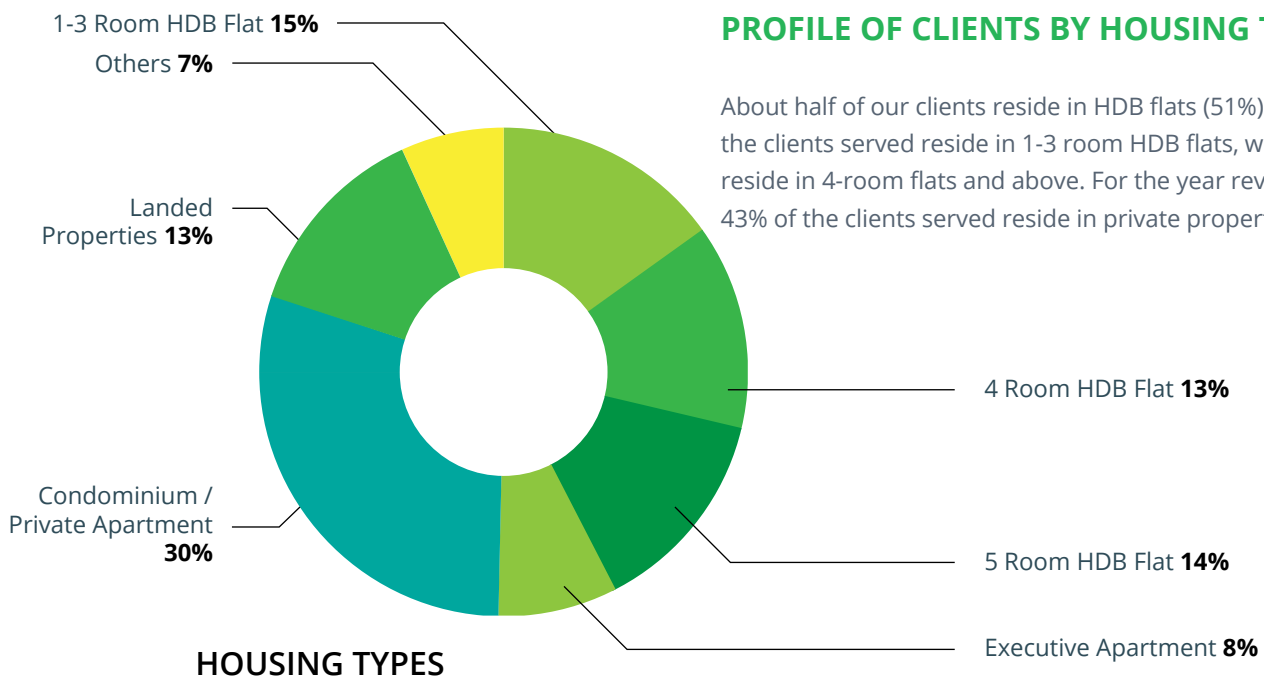
### SOURCES OF REFERRAL

In FY2015/2016, the Neuroscience Clinic of the National University Hospital (NUH) continued to be one of our key referral partners. Referrals from NUH and other healthcare organisations accounted for 94 cases. Referrals from other VWOs accounted for 53 cases, while 33 cases were referred by family and friends. This underscores the importance of community support and awareness of our services in helping one's loved ones gain access to relevant services.



### PROFILE OF CLIENTS BY HOUSING TYPE

About half of our clients reside in HDB flats (51%). 15% of the clients served reside in 1-3 room HDB flats, while 35% reside in 4-room flats and above. For the year reviewed, 43% of the clients served reside in private property.

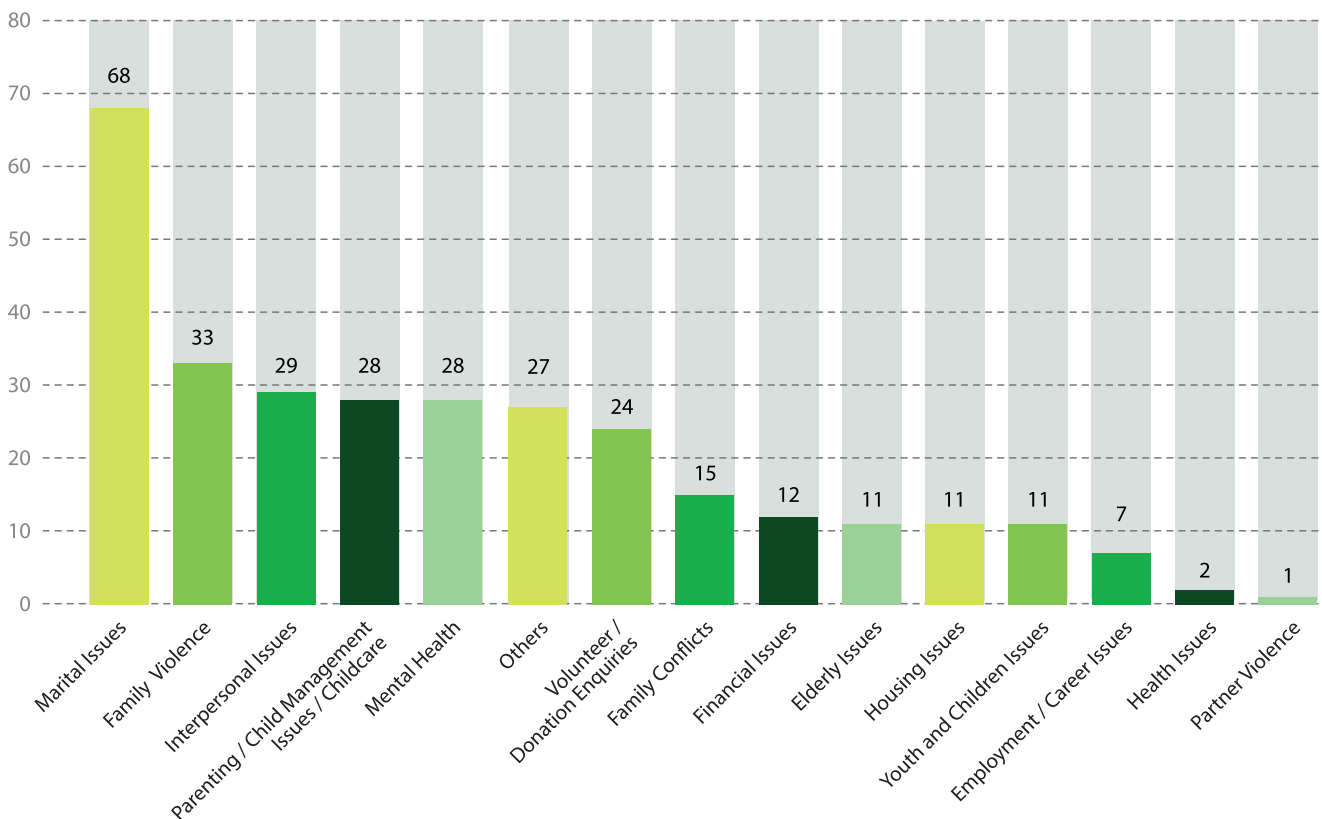


## Information, Referral and Consultation

Our Information and Referral service aims to link individuals and families in need of help to appropriate services which include the Centre's Casework and Counselling Programme. Our Centre also partners extensively with other service providers such as Voluntary Welfare Organisations, Healthcare Agencies and Grassroots Organisations to refer clients to the appropriate community resources.

In FY2015/2016, TRANS Family Service Centre (Bukit Timah) attended to 307 enquiries for assistance. Marital issues formed the largest group of enquiries, followed by family violence, interpersonal issues, parenting and mental health issues.

### ISSUES PRESENTED





## Befriending and Mentoring Programme

Cognizant of the needs of some of the children, teenagers and elderly among our existing clientele, TRANS Family Service Centre (Bukit Timah) started Befriending and Mentoring Programme to complement our casework and counselling services. Its aim is to achieve a more holistic care approach by providing additional psychosocial and practical support to our clientele. It is hoped that through the pairing of a volunteer as a befriender or mentor who serves as a supportive and/or positive role model to a child, teenager or an elderly, the clients' coping abilities could be enhanced to enable them to face challenges in life.

This programme consists of two separate components – the centre-based and home-based programmes, since its expansion in July 2009. The centre-based programme consists of academic supervision in the first half of the session, and an interactive component in the second



*Learning about the different iconic landmarks of the world*

half of the session to allow children to interact with one another and develop their interpersonal skills in a group context. The mentors in the programme are roped in to take charge of several sessions of the interactive component to encourage greater ownership of the programme.

In FY2015/2016, the planning of the interactive activities revolved around the theme of exploring the different cultures of the world. The children were exposed to the different cultures of the world which they might not have known or learnt about in school.

The home-based programme functions alongside its centre-based counterpart to cater to individuals who can be better served in their home settings. Presently the programme is serving a total of 1 child and 3 elderly beneficiaries for the home-based component and 9 children and teenagers for the centre-based component.



*Learning about Japan Origami*



*Our Burmese volunteer introducing his culture*



*Excursion to Peranakan Museum*

# TRANS FOCUS Centre

TRANS FOCUS Centre strongly believes in the possibility of seniors ageing successfully and confidently in a neighbourhood which they are familiar with. It provides structured weekly activities for seniors aged 50 and above. It endeavours to promote overall health and wellness of the elderly through early detection of dementia and depression among the ambulant seniors living in the community. Essentially, the programme encourages seniors to take part in educational and health-oriented activities so that they can stay mentally and physically alert, while being socially connected with others in the community. We also aim to provide support to caregivers in managing caregiver stress.

TRANS FOCUS Centre had its official launch on 19 September 2015. It was graced by Ms Sim Ann, Advisor to Holland-Bukit Timah GRC. In FY2015/2016, the Centre had a total membership of 149 seniors.



*Official launch*

## INFORMATION AND REFERRAL SERVICE

TRANS FOCUS Centre provides information and referral service to seniors and links them up with community resources such as Family Service Centres or hospitals when needed. In the course of participation in the FOCUS programme, 4 seniors were identified as needing help and had since been referred to TRANS Family Service Centre (Bukit Timah) for casework and counselling support.

## MENTAL HEALTH SCREENING FOR SENIORS

In FY2015/2016, our FOCUS staff team conducted mental health screening on dementia and depression for 100 seniors. Follow-up care was provided to seniors who exhibited early symptoms of mental health decline through referrals to appropriate follow-up support in the community. FOCUS had also engaged the Geriatric Psychiatry Out-Reach Assessment, Consultation and Enablement (G-RACE) team from NUH to conduct two educational talks on 'Dementia Awareness' and 'Depression Awareness' in Mandarin for the seniors. The talks covered the understanding of dementia and depression, their signs and symptoms, and preventive measures.

## ACTIVE VOLUNTEERISM

One unique feature of the FOCUS programme is the engagement of senior volunteers to work with their fellow seniors. In FY2015/2016, 6 senior volunteers with special talents and skills helped with the running of weekly activities (e.g. exercises, singing, art and craft class) and 18 seniors had stepped up to become participant volunteers to help the staff in organising interest groups, special events and outings. On average, 60 seniors attended the daily programme which included exercise, social and recreational activities.



## OTHER INITIATIVES

In FY2015/2016, TRANS FOCUS Centre collaborated with TSAO Foundation to run an elderly group work programme on 'Happiness Quotient: Emotions Management' in Mandarin for 13 seniors. These 4 sessions helped the seniors understand where their negative emotions came from and how they could adopt a more positive perspective instead, thereby increasing their happiness quotient.

We also teamed up with students from National Junior College to organise a fun-filled games day during the June school holidays. Many seniors enjoyed the inter-

generational activities with the students.

Additionally, the FOCUS staff had conducted both home and hospital visits to senior members who were absent for a while from the programme. The staff also attended the wake of members who had passed on or who had lost their significant others. Through these services, FOCUS team aimed to conduct a preliminary assessment of how the bereaved seniors or their remaining loved ones were coping during their grieving period in order to provide the necessary emotional/practical support to them if needed.



*Elderly Group Work*

# Volunteer Development

In FY2015/2016, TRANS Family Services had a total of 101 volunteers who were involved in both regular and ad-hoc programmes at our FSCs as well as FOCUS Centre. There was an increase in the number of volunteers due to a recruitment of volunteers to help conduct needs assessment at one of the rental blocks.



*FOCUS group volunteers singing their hearts out*



*Our management committee members having fun*



*Staff from TRANS PSC (Bedok) did an opening dance*

## BLK 106 NEEDS ASSESSMENT VOLUNTEER TRAINING

As part of the outreach to residents in Blk 106 at Fengshan, 2 groups of 20 volunteers assisted us in conducting needs assessment surveys held on 12 & 19 December 2015.

Volunteers participated in an intensive training session to understand the services of the FSC, community work in the context of social services provision, profile of the 106 rental flat community, as well as basic interviewing skills in conducting the needs assessment. They also examined how their personal values might influence upon their interaction with residents who come from different backgrounds and hold different worldviews.

With the assistance of the volunteers, 84 sets of survey questionnaires (50% of the whole block) were completed. Some volunteers feedback that the experience was humbling and impactful. The experience opened up their perspectives towards families with low income and encouraged them to further pursue volunteering with the social services.

## APPRECIATION EVENT 2015

Our annual TFS Appreciation Lunch was held on 22 August 2015 at Downtown East Ballroom, for about 100 corporate guests, volunteers and staff. The theme of 'Kampong Days' encapsulated the community spirit of 'gotong royong' (i.e. mutual support and aid), and guests' shared that this year's event was particularly heartwarming and unique. Awards were also presented to volunteers to express our recognition of their contributions.



*TRANS Fisherman, "Nenek" and Satayman*



**FRIEND OF TRANS AWARD**

Ministry of Manpower

Ministry of Social and Family Development, APS  
Stella Phua

Megawise Pte Ltd  
Johnny Low

Glenn Teo

**OUTSTANDING VOLUNTEER AWARD**

Aileen Everitt  
Arina Lim  
Wendy Low

**OUT OF THE ORDINARY VOLUNTEER AWARD**

Andrea Lim  
Chua Chye Hong  
Lim Chung Teck  
Marcus Wee  
Ng Bee Leng  
Oun Ah Eng, Celine  
Teo Suah Khoh

**VOLUNTEER LONG SERVICE AWARD**

5 years

Foong Lai Kiun  
Karen Ng  
Phyo Ah Net Ga Zaw  
Sandhya Varma

10 years

Dennis Tan  
Goh Lee Fen  
Goh Seok Wan

20 years

Leong Kok Choong  
Maureen Fung



Teaching craft to participants at FOCUS



Volunteers teaching Yoga

# Corporate Volunteerism

In FY2015/2016, TRANS Family Services had the privilege to collaborate with several organizations and partners who would like to contribute back to the community.

For the financial year, South East Community Development Council linked TRANS FSC (Bedok) up with the Roxy Children's Fund. A total of \$4,190 was disbursed to bridge the gaps and benefit children aged 0 to 16 years, from low-income families, for their daily necessities including milk powder, food and crisis transport costs for medical needs. MILK Fund also partnered with TRANS FSC (Bedok) for MILK Scholarship, served to support education expenses for low-income students through their Polytechnic and University studies.

On 12 June 2015, MOM's Customer Responsiveness Department initiated a children's outing, where 16 children were brought to the Asian Civilisation Museum and treated to a delightful KFC meal. On 8 September 2015, Sentosa hosted 28 children for a day of fun, under the 'Sentosa Gives' programme. On 27 November 2015, MOM Workpass Division organised an Arts outing, where 20 children attended a lesson with Little Artist Studio. After the event, they raised a total of \$2,551.50 through a sale of totebags and postcards, which were imprinted with the designs of our children's very own art pieces. On 2 December 2015, iTheatre opened their doors to 20 children, who were privileged to watch 'The Enormous

Turnip'. On 18 December 2015, MOM's Manpower Planning and Policy Division also put together a laser tag outing for 22 children, and treated them to muffins and hand-drawn, customised goodie bags. On 21 December 2015, Connectus Group Pte Ltd organized a Christmas Party for 24 low-income children, with games, food, and presents.

On 24 June and 4 July 2015, a total of 91 families in hardship received food rations from Project R.I.C.E.+ 2015. On 18 September 2015, MOM Community and Environment Outreach Committee held the 8th year of its flagship event 'Bring-A-Can', a donation drive involving the collection and distribution of canned food and rations by MOM volunteers to our low-income clients. They raised a total of \$5,239 in NTUC vouchers, and distributed food hampers to 60 low-income families. Over the period from September 2015 to February 2016, 10 low-income families received fresh food rations from a donor, Dr Madhu. The programme aimed to supplement daily meals of the low-income families, as well as to provide a healthier choice to their food intake.



Project R.I.C.E.+ 2015



MOM Bring-A-Can 2015



MOM Laser Tag Outing on 18 December 2015



# TRANS

## Family Services Staff

### HEADQUARTERS

#### Executive Director

Yee-Chow Choy Yin  
(Date joined service: 1 October 1991)

#### Senior Manager

(Finance, HR & Administration)  
Madalin Wong

#### Accounts Assistants

Serene Liew  
Carol Tan

### TRANS FSC (BEDOK)

#### Centre Director

Yee-Chow Choy Yin

#### Senior Social Workers

Artika Bte Dahlan  
Cherylene Aw  
Jermaine Quek Jia-Lyn  
Tan Pei Pei  
Tang Kwee Huay

#### Senior Counsellor

Kamisah Bte Ismail

#### Social Workers

Aileen Everitt  
Hannah Neo  
Ng Seok Wah  
Eliora Peh Chan Min  
Quek Pearl Ning  
Corine Quek  
Siti Nurfajrina Bte Mohd Noor  
Yang Chye Long

#### Counsellors

Christine Cheong  
Doris Lim

#### Social Work Associate

Siti Alifah Bte Ghazali

#### Administrative Assistants

Genevieve Chow  
Norashikin Bte Mohd Yusoff  
Ong Lee Kien

#### Cleaner

Lee Nyet Ying

### TRANS SAFE CENTRE

#### Centre Director

Tan Ching Yee

#### Senior Social Workers

Shannon Chew  
Lim Wee Kuan  
Loh Yi Xin  
Suriana Bte Mohd Shah

#### Senior Caseworker

Ong Hui Sim

#### Senior Counsellor

Danny Wong

#### Social Workers

Odelia Chan  
Annie Cheong  
Hilliyah Bte Haron  
Dorothy Tan

#### Programme Coordinator

Tammie Tan

#### Social Work Associates

Rebecca Lim  
Nithiya d/o Bala Subramaniam

#### Administrative Executive

Nafisah Bte Abdul Wahab

#### Social Work Assistant

Alice Wong



## **TRANS FSC (BUKIT TIMAH)**

### **Centre Director**

Caris Lim Chai Leng

### **Senior Social Workers**

Chow Kit Seen  
Rebecca Huang  
Grace Lim

### **Senior Counsellor**

Chong Wan Ing

### **Social Workers**

Gabriel Heng  
Puthumalar d/o Ganesan  
Tan Wei Ling  
Zheng Liren

### **Counsellors**

Mandy Loo  
Wendy Yeo  
Wong Mei Toon

### **Administrative Assistant**

Dorothy Ng

### **Cleaner**

Cher Pek Lan

## **TRANS FOCUS CENTRE**

### **Senior Social Worker**

Ting Wa Ying

### **Programme Executives**

Desmond Choo  
Chua Siew Geok  
Chen Kexin  
Tiong See Yeong

### **Cleaner**

Tan Bee Choo



TRANS FAMILY SERVICES  
**REPORT & FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 31 MARCH 2016



**TRANS FAMILY SERVICES**
**PARTICULARS OF THE CENTRE AS AT 31 MARCH 2016**
**1. INSTRUMENT SETTING UP THE CENTRE**

Constitution of TRANS Family Services

**2. CHARITY REGISTRATION NUMBER**

000803

**3. UNIQUE ENTITY NUMBER OF THE CENTRE**

S88SS0005D

**4. INSTITUTION OF A PUBLIC CHARACTER**

IPC 000328

**5. REGISTERED ADDRESS**

Blk 411, Bedok North Ave 2, #01-106 Singapore 460411

**6. MANAGEMENT COMMITTEE**

| <u>Name</u>                 | <u>Designation</u>      |
|-----------------------------|-------------------------|
| Mr Lee Chuan Teck           | Chairman                |
| Mr Edwin Chow               | Vice Chairman           |
| Ms Soh Hwee Yan             | Honorary Secretary      |
| Mr Kwan Hoi Leong           | Asst Honorary Secretary |
| Mr Yeh Chien Ee             | Honorary Treasurer      |
| Mr Keith Lau                | Asst Honorary Treasurer |
| Assoc Prof Chan Wing Cheong | Committee Member        |
| Ms Ho Gang Hiang            | Committee Member        |
| Mr Lee Kim Yiang            | Committee Member        |
| Mr Dennis Tan               | Committee Member        |

**7. BANKER**

DBS Bank Ltd

**8. AUDITORS**

 Lo Hock Ling & Co.  
 Chartered Accountants Singapore



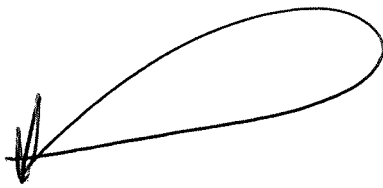
## **TRANS FAMILY SERVICES**

(Registered under the Societies Act, Chapter 311)

### **Statement by the Management Committee Members**

In our opinion, the financial statements set out on pages 28 to 45 are drawn up so as to present fairly, in all material respects, the financial position of TRANS Family Services (the "Centre") as at 31 March 2016 and the financial performance, changes in funds and cash flows of the Centre for the year ended on that date in accordance with Singapore Financial Reporting Standards.

On behalf of the Management Committee Members



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Mr Lee Chuan Teck  
Chairman



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Mr Yeh Chien Ee  
Honorary Treasurer

Singapore, 4 August 2016

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
**TRANS FAMILY SERVICES**

(Registered under the Societies Act, Chapter 311)

**Report on the Financial Statements**

We have audited the accompanying financial statements of TRANS Family Services (the "Centre") set out on pages 28 to 45, which comprise the balance sheet (statement of financial position) as at 31 March 2016, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Financial Statements*

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Societies Act and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

*Auditors' Responsibility*

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
**TRANS FAMILY SERVICES**

(Registered under the Societies Act, Chapter 311 )

(continued)

*Opinion*

In our opinion, the financial statements are properly drawn up in accordance with the Singapore Financial Reporting Standards so as to give a true and fair view of the financial position of the Centre as at 31 March 2016 and the financial performance, changes in funds and cash flows of the Centre for the year ended on that date.

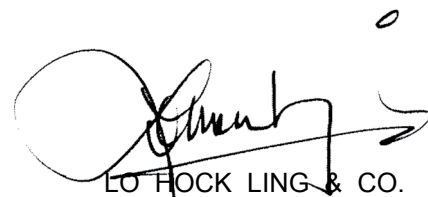
**Report on Other Legal and Regulatory Requirements**

In our opinion,

- (a) the accounting and other records required by the regulations enacted under the Societies Act to be kept by the Centre have been properly kept in accordance with those regulations; and
- (b) the Centre has not conducted any fund-raising appeal during the year as defined in the Societies Regulations issued under the Societies Act Chapter 311.

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

- (i) the use of the donation monies was not in accordance with the objectives of the Centre has required under regulation 16 of the Charities (Institutions of a Public Character) Regulations; and
- (ii) the Centre has not complied with the requirements of regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.



LO HOCK LING & CO.  
 PUBLIC ACCOUNTANTS AND  
 CHARTERED ACCOUNTANTS SINGAPORE

Singapore, 4 August 2016

**TRANS FAMILY SERVICES**

(Registered under the Societies Act, Chapter 311)

## Statement of Financial Position as at 31 March 2016

|  | <u>Notes</u> | <u>2016</u>      | <u>2015</u>      |
|--|--------------|------------------|------------------|
|  |              | \$               | \$               |
| <b>Non-current asset</b>                                       |              |                  |                  |
| Property, plant and equipment                                  | 3            | 421,195          | 432,812          |
| <b>Current assets</b>  |              |                  |                  |
| Receivables  | 4            | 273,117          | 418,703          |
| Fixed deposits with financial institutions                     | 5            | 5,176,325        | 4,133,439        |
| Cash and bank balances   |              | 3,304,044        | 2,044,563        |
|  |              | <u>8,753,486</u> | <u>6,596,705</u> |
| <b>Total assets</b>  |              | <u>9,174,681</u> | <u>7,029,517</u> |
| <b>Funds</b>   |              |                  |                  |
| <b>Accumulated Funds/Reserves – Designated Centre/Project:</b> |              |                  |                  |
| TRANS Family Services - Projects                               |              | 922,802          | 900,945          |
| TRANS Family Service Centre (Bedok)                            |              | 2,859,253        | 2,478,294        |
| TRANS Family Service Centre (Bukit Timah)                      |              | 2,420,019        | 1,745,399        |
| TRANS SAFE Centre  |              | 2,190,076        | 1,175,674        |
| TRANS FOCUS Centre   |              | 83,427           | 41,260           |
|  |              | <u>8,475,577</u> | <u>6,341,572</u> |
| <b>Total funds</b>   |              | <u>8,475,577</u> | <u>6,341,572</u> |
| <b>Non-Current liabilities</b>                                 |              |                  |                  |
| Deferred capital grant   | 6            | 137,475          | 157,860          |
| Provision for restoration costs                                | 7            | 100,816          | 100,816          |
|  |              | 238,291          | 258,676          |
| <b>Current liabilities</b>                                     |              |                  |                  |
| Payables   | 8            | 435,185          | 404,952          |
| Deferred capital grant   | 6            | 25,628           | 24,317           |
|  |              | <u>460,813</u>   | <u>429,269</u>   |
| <b>Total liabilities</b>                                       |              | <u>699,104</u>   | <u>687,945</u>   |
| <b>Total funds and liabilities</b>                             |              | <u>9,174,681</u> | <u>7,029,517</u> |

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

## TRANS FAMILY SERVICES

( Registered under the Societies Act, Chapter 311 )

### Statement of Comprehensive Income for the year ended 31 March 2016

|   | <u>Notes</u> | <u>2016</u>      | <u>2015</u>      |
|---|--------------|------------------|------------------|
|   |              | \$               | \$               |
| <b>Income</b>                             |              |                  |                  |
| Government grants                         | 9            | 5,843,925        | 4,217,376        |
| Donations and income from programmes      | 9            | 26,077           | 96,972           |
| Other income                              | 9            | 98,182           | 82,845           |
|   |              | 5,968,184        | 4,397,193        |
| <b>Less: Expenditure</b>                  |              |                  |                  |
| Administrative expenses                   | 9            | 3,792,915        | 3,041,805        |
| Centre activities and programme costs     | 9            | 41,264           | 43,442           |
|   |              | <u>3,834,179</u> | <u>3,085,247</u> |
| <b>Surplus of income over expenditure</b> |              | <u>2,134,005</u> | <u>1,311,946</u> |
| <b>Surplus allocated to:</b>              |              |                  |                  |
| TRANS Family Services - Projects          |              | 21,857           | 7,381            |
| TRANS Family Service Centre (Bedok)       |              | 380,959          | 352,399          |
| TRANS Family Service Centre (Bukit Timah) |              | 674,620          | 432,438          |
| TRANS SAFE Centre                         |              | 1,014,402        | 478,468          |
| TRANS FOCUS Centre                        |              | 42,167           | 41,260           |
|   |              | <u>2,134,005</u> | <u>1,311,946</u> |

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

## TRANS FAMILY SERVICES

(Registered under the Societies Act, Chapter 311)

### Statement of Changes in Funds for the year ended 31 March 2016

|   | (Unrestricted)                            | (Restricted)*                                   |   |                         |                          |                  |
|---|---|---|---|-------------------------|--------------------------|------------------|
|   | TRANS<br>Family<br>Services<br>- Projects | TRANS<br>Family<br>Service<br>Centre<br>(Bedok) | TRANS<br>Family<br>Service<br>Centre<br>(Bukit Timah) | TRANS<br>SAFE<br>Centre | TRANS<br>FOCUS<br>Centre | Total            |
|   | \$  | \$  | \$  | \$                      | \$                       | \$               |
| Balance as at 1 April 2014                      | 893,564                                   | 2,125,895                                       | 1,312,961   | 697,206                 | -                        | 5,029,626        |
| Surplus of income over expenditure for the year | 7,381                                     | 352,399   | 432,438   | 478,468                 | 41,260                   | 1,311,946        |
| Balance as at 31 March 2015                     | 900,945                                   | 2,478,294                                       | 1,745,399   | 1,175,674               | 41,260                   | 6,341,572        |
| Surplus of income over expenditure for the year | 21,857                                    | 380,959   | 674,620   | 1,014,402               | 42,167                   | 2,134,005        |
| Balance as at 31 March 2016                     | <u>922,802</u>                            | <u>2,859,253</u>                                | <u>2,420,019</u>                                      | <u>2,190,076</u>        | <u>83,427</u>            | <u>8,475,577</u> |

\* These Accumulated Funds/Reserves are restricted for the operations of these programmes only, for the benefit of its intended clients. In keeping with the funder/donor's intent for the use of monies, these Funds/Reserves will not be transferred out of the programme for other purposes.

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

**TRANS FAMILY SERVICES**

( Registered under the Societies Act, Chapter 311 )

**Statement of Cash Flows for the year ended 31 March 2016**

|   | <u>Notes</u> | <b><u>2016</u></b> | <b><u>2015</u></b> |
|---|--------------|--------------------|--------------------|
|   |              | \$                 | \$                 |
| <b><u>CASH FLOWS FROM OPERATING ACTIVITIES</u></b>                |              |                    |                    |
| Surplus of income over expenditure                                |              | 2,134,005          | 1,311,946          |
| Adjustments for:  |              |                    |                    |
| Amortisation of deferred capital grant                            | 6            | ( 25,628 )         | ( 37,995 )         |
| Depreciation on property, plant and equipment                     | 3            | 125,301            | 86,976             |
| Interest income   |              | ( 66,194 )         | ( 36,161 )         |
| Property, plant and equipment written off                         |              | 269                | -                  |
|   |              | <u>33,748</u>      | <u>12,820</u>      |
| Operating surplus before working capital changes                  |              | 2,167,753          | 1,324,766          |
| Decrease in receivables   |              | 168,447            | 272,443            |
| Increase in payables  |              | 30,233             | 246,698            |
| Changes in working capital  |              | <u>198,680</u>     | <u>519,141</u>     |
| Net cash from operating activities                                |              | 2,366,433          | 1,843,907          |
| <b><u>CASH FLOWS FROM INVESTING ACTIVITIES</u></b>                |              |                    |                    |
| Increase in fixed deposits with original maturities over 3 months |              | ( 1,646,893 )      | ( 2,014,432 )      |
| Interest received   |              | 43,333             | 17,218             |
| Purchase of property, plant and equipment                         | 3            | ( 113,953 )        | ( 18,912 )         |
| Net cash used in investing activities                             |              | ( 1,717,513 )      | ( 2,016,126 )      |
| <b><u>CASH FLOWS FROM FINANCING ACTIVITY</u></b>                  |              |                    |                    |
| Capital grant received  | 6            | 6,554              | -                  |
| Net cash from financing activity                                  |              | <u>6,554</u>       | <u>-</u>           |
| Net increase/(decrease) in cash and cash equivalents              |              | 655,474            | ( 172,219 )        |
| Cash and cash equivalents at beginning of the year                |              | <u>2,648,570</u>   | <u>2,820,789</u>   |
| Cash and cash equivalents at end of the year                      | 11           | <u>3,304,044</u>   | <u>2,648,570</u>   |

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

## TRANS FAMILY SERVICES

(Registered under the Societies Act, Chapter 311)

### NOTES TO THE FINANCIAL STATEMENTS - 31 March 2016

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

#### **1. GENERAL**

- (a) TRANS Family Services (“the Centre”) is a Society registered in the Republic of Singapore and its registered office is located at Blk 411, Bedok North Ave 2, #01-106, Singapore 460411.
- (b) The main focus of the Centre is to strengthen families and build resilient generations for the future.
- (c) The Centre runs two Family Service Centres, a Family Violence Specialist Centre i.e. TRANS SAFE Centre and a centre for the elderly i.e. TRANS FOCUS Centre.

#### **2. SIGNIFICANT ACCOUNTING POLICIES**

##### (a) Basis of Preparation

The Centre presents its financial statements in Singapore dollars (“\$”), which is also its functional currency.

These financial statements are prepared in accordance with the historical cost convention, except as disclosed in the accounting policies below, and comply with Singapore Financial Reporting Standards (FRS), including related Interpretations promulgated by the Accounting Standards Council.

During the financial year, the Centre adopted all the applicable new/revised FRSs which are effective on or before 1 April 2015.

The adoption of these new/revised FRSs did not have any material effect on the Centre’s financial statements and did not result in substantial changes to the Centre’s accounting policies.

##### (b) Significant Accounting Estimates and Judgments

Estimates, assumptions concerning the future and judgments are made in the preparation of the financial statements. They affect the application of the Centre’s accounting policies, reported amounts of assets, liabilities, income and expenditure, and disclosures made. They are assessed on an ongoing basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

##### (A) *Key sources of estimation uncertainty*

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.



## TRANS FAMILY SERVICES

(Registered under the Societies Act, Chapter 311)

### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(b) Significant Accounting Estimates and Judgments (continued)

(A) *Key sources of estimation uncertainty (continued)*

*Depreciation on Property, Plant and Equipment*

The costs of property, plant and equipment are depreciated on a straight line basis over their estimated useful lives. Management's estimates of the useful lives of these property, plant and equipment are disclosed in note 2(d). Changes in the expected usage and technological developments could impact the economic useful lives and the residual values of these assets. Therefore, future depreciation charges could be revised. The carrying amount of property, plant and equipment and the depreciation charge for the year are disclosed in note 3 to the financial statements.

(B) *Critical judgments made in applying accounting policies*

In the process of applying the Centre's accounting policies, there are no significant items to the financial statements which require the exercise of critical judgment on the part of the management.

(c) FRS and INT FRS not yet effective

The Centre has not applied any new FRS or INT FRS (Interpretations of Financial Reporting Standards) that has been issued as at the balance sheet date but is not yet effective. The management does not anticipate the adoption of the new FRS and INT FRS in future financial periods to have any material impact on the Centre's financial statements in the period of initial application.

(d) Property, Plant and Equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Centre and the cost of the item can be measured reliably.

Property, plant and equipment are stated at cost less accumulated depreciation and impairment loss, if any.

Any estimated costs of dismantling and removing the property, plant and equipment and reinstating the site to its original condition (reinstatement costs) are capitalised as part of the cost of the property, plant and equipment.

Depreciation is calculated on the straight line basis so as to write off the cost, less the residual value, of the assets over their estimated useful lives. The estimated useful lives are as follows:

|                        |              |
|------------------------|--------------|
| Equipment              | 5 years      |
| Furniture and fittings | 5 years      |
| Renovation             | 3 - 10 years |

Fully depreciated assets are retained in the financial statements until they are no longer in use.

## TRANS FAMILY SERVICES

(Registered under the Societies Act, Chapter 311)

### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) Property, Plant and Equipment (continued)

The residual values, useful lives and depreciation methods of property, plant and equipment are reviewed and adjusted as appropriate, at each balance sheet date.

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

(e) Receivables

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment. Receivables with a short duration are not discounted.

When there is objective evidence that the Centre will not be able to collect all amounts due according to the original terms of the receivables, an impairment loss is recognised. The amount of the impairment loss is measured as the difference between the carrying value of the receivable and the present value of the estimated future cash flows discounted at the original effective interest rate. The carrying amount of the receivable is reduced directly or through the use of an allowance account. The amount of the loss is recognised in the statement of comprehensive income.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss shall be reversed either directly or by adjusting an allowance account. The amount of the reversal shall be recognised in the statement of comprehensive income.

(f) Cash and Cash Equivalents

Cash and cash equivalents comprise cash in hand and bank deposits with financial institutions which are subject to insignificant risks of changes in value. For the purpose of the statement of cash flows, fixed deposits pledged with banks and/or deposits with original maturities more than 3 months are excluded from cash and cash equivalents.

(g) Impairment of Non-Financial Assets

The carrying amounts of the Centre's non-financial assets subject to impairment are reviewed at each balance sheet date to determine whether there is any indication of impairment. If such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the greater of the asset's fair value less cost of disposal and its value in use. The value in use is the present value of estimated future cash flows expected to arise from the continuing use of the asset and from its disposal at the end of its useful life.

An impairment loss on a non-revalued asset is recognised in the statement of comprehensive income. An impairment loss on a revalued asset is recognised in other comprehensive income to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same asset. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount or when there is an indication that the impairment loss recognised for the asset no longer exists or decreases. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised.

## TRANS FAMILY SERVICES

(Registered under the Societies Act, Chapter 311)

### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(h) Funds

General unrestricted funds are available for use at the discretion of the Management Committee for the furtherance of the Centre's objectives. Designated funds are those unrestricted funds transferred from the general fund for particular programme or projects at the discretion of Management Committee.

Restricted funds are those received for a particular programme, the use of which is restricted to that programme.

(i) Grants

Grant is only recognised when there is reasonable assurance that the conditions attached to the grant are met and the right to receive payment is established.

These grants are recognised as income to match the related expenditure.

(i) *Grants related to assets*

Grants which are designated for property, plant and equipment purchases are taken to deferred income in the period of receipt. The deferred income is amortised over the useful life of the property, plant and equipment by crediting to the statement of comprehensive income an amount so as to match the related depreciation expense.

(ii) *Grants related to income*

Grants which are recurring in nature and fixed in amount, are recognised as income in the statement of comprehensive income on an accrual basis. Other grants, which are variable depending on the caseload submitted, are recognised in the period of receipt.

(j) Provisions

Provisions are recognised when the Centre has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made.

(k) Financial Liabilities

Financial liabilities are recognised on the balance sheet when the Centre becomes a party to the contractual provisions of the financial instrument.

Financial liabilities are recognised initially at fair value, plus, in the case of financial liabilities other than derivatives, directly attributable transaction costs.

Subsequent to initial recognition, all financial liabilities are measured at amortised cost using the effective interest method, except for derivatives, which are measured at fair value. Financial liabilities with a short duration are not discounted.

A financial liability is derecognised when the obligation under the liability is extinguished. For financial liabilities other than derivatives, gains and losses are recognised in the statement of comprehensive income when the liabilities are derecognised, and through the amortisation process. Any gains or losses arising from changes in fair value of derivatives are recognised in the statement of comprehensive income. Net gains or losses on derivatives include exchange differences.

## TRANS FAMILY SERVICES

(Registered under the Societies Act, Chapter 311)

### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(l) Revenue Recognition

(i) *Donation and Fund Raising Income*

Provided there is evidence of entitlement, as expressed in writing, donations and income from fund raising are recognised in the statement of comprehensive income in the period of receipt or when they become receivable.

Donations-in-kind are recognised when the fair value of the assets received can be reasonably ascertained.

(ii) *Programme Fee*

Programme fee is recognised at the date of commencement when services are rendered/consumed.

(iii) *Interest Income*

Interest income is recognised on a time-proportion basis, using the effective interest method, unless collectibility is in doubt.

(m) Employee Benefits

(i) *Defined Contribution Plans*

The Centre makes contributions to the state provident fund (Central Provident Fund). Such contributions are recognised as compensation expenses in the same period as the employment that gave rise to the contributions.

(ii) *Short-term Compensated Absences*

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

(n) Leases

*Operating Leases*

Leases whereby the lessor effectively retains substantially all the risks and benefits of ownership of the leased item are classified as operating leases.

When the Centre is the lessee, operating lease payments are recognised as an expense in the statement of comprehensive income on a straight line basis over the lease term.

(o) Income Taxes

As a registered charity under the Charities Act, Cap. 37, the Centre is exempted from income tax under Section 13 of the Income Tax Act, Chapter 134.

## TRANS FAMILY SERVICES

(Registered under the Societies Act, Chapter 311)

### 2. **SIGNIFICANT ACCOUNTING POLICIES** (continued)

(p) Related Parties

A related party is defined as follows:

- (A) A person or a close member of that person's family is related to the Centre if that person:
  - (i) Has control or joint control over the Centre;
  - (ii) Has significant influence over the Centre; or
  - (iii) Is a member of the key management personnel of the Centre or of a parent of the Centre.
  
- (B) An entity is related to the Centre if any of the following conditions applies:
  - (i) The entity and the Centre are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to each other).
  - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
  - (iii) Both entities are joint ventures of the same third party.
  - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
  - (v) The entity is a post-employment benefit plan for the benefit of employees of either the Centre or an entity related to the company. If the company is itself such a plan, the sponsoring employers are also related to the company.
  - (vi) The entity is controlled or jointly controlled by a person identified in (A).
  - (vii) A person identified in (A)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
  - (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Centre or to the parent of the Centre.

**TRANS FAMILY SERVICES**

(Registered under the Societies Act, Chapter 311)

**3. PROPERTY, PLANT AND EQUIPMENT**

|  | <u>Equipment</u>  | <u>Furniture<br/>and fittings</u> | <u>Renovation</u> | <u>Total</u>      |
|--|-------------------|-----------------------------------|-------------------|-------------------|
|  | \$                | \$                                | \$                | \$                |
| <b><u>Cost</u></b>                     |                   |                                   |                   |                   |
| At 1 April 2014                        | 131,352           | 44,028                            | 980,535           | 1,155,915         |
| Additions                              | <u>16,236</u>     | <u>450</u>                        | <u>2,226</u>      | <u>18,912</u>     |
| At 31 March 2015 and 1 April 2015      | 147,588           | 44,478                            | 982,761           | 1,174,827         |
| Additions                              | 42,778            | 11,833                            | 59,342            | 113,953           |
| Written off                            | <u>( 25,201 )</u> | <u>( 4,452 )</u>                  | <u>-</u>          | <u>( 29,653 )</u> |
| At 31 March 2016                       | <u>165,165</u>    | <u>51,859</u>                     | <u>1,042,103</u>  | <u>1,259,127</u>  |
| <b><u>Accumulated depreciation</u></b> |                   |                                   |                   |                   |
| At 1 April 2014                        | 79,849            | 33,686                            | 541,504           | 655,039           |
| Charge for the year                    | <u>19,262</u>     | <u>2,897</u>                      | <u>64,817</u>     | <u>86,976</u>     |
| At 31 March 2015 and 1 April 2015      | 99,111            | 36,583                            | 606,321           | 742,015           |
| Charge for the year                    | 32,555            | 4,958                             | 87,788            | 125,301           |
| Written off                            | <u>( 25,129 )</u> | <u>( 4,255 )</u>                  | <u>-</u>          | <u>( 29,384 )</u> |
| At 31 March 2016                       | <u>106,537</u>    | <u>37,286</u>                     | <u>694,109</u>    | <u>837,932</u>    |
| <b><u>Carrying amount</u></b>          |                   |                                   |                   |                   |
| At 31 March 2016                       | <u>58,628</u>     | <u>14,573</u>                     | <u>347,994</u>    | <u>421,195</u>    |
| At 31 March 2015                       | <u>48,477</u>     | <u>7,895</u>                      | <u>376,440</u>    | <u>432,812</u>    |

Included in the carrying value of renovation is an amount of provision for restoration costs of \$42,009 (2015: \$52,090).

**4. RECEIVABLES**

|                   | <u>2016</u>    | <u>2015</u>    |
|-------------------|----------------|----------------|
|                   | \$             | \$             |
| Deposits          | 5,431          | 5,971          |
| Grant receivables | 211,843        | 382,844        |
| Prepayment        | 8,241          | 7,148          |
| Others            | <u>47,602</u>  | <u>22,740</u>  |
|                   | <u>273,117</u> | <u>418,703</u> |

Receivables are unsecured, interest-free and expected to be repayable on terms agreed.

**5. FIXED DEPOSITS WITH FINANCIAL INSTITUTIONS**

All fixed deposits mature within one year and earn interest ranging from 1.45% to 1.92% (2015: 0.35% to 1.40%) per annum.

**TRANS FAMILY SERVICES**

(Registered under the Societies Act, Chapter 311)

**6. DEFERRED CAPITAL GRANT**

|   | <u>2016</u>    | <u>2015</u>    |
|---|----------------|----------------|
|   | \$             | \$             |
| <u>Gross carrying value</u>             |                |                |
| Balance brought forward                 | 364,082        | 364,082        |
| Capital grant received                  | 6,554          | -              |
| Grant fully amortised written off       | ( 133,271 )    | -              |
| Balance carried forward                 | 237,365        | 364,082        |
| <u>Less: Accumulated amortisation</u>   |                |                |
| Balance brought forward                 | 181,905        | 143,910        |
| Amortisation for the year (note 9)      | 25,628         | 37,995         |
| Written off                             | ( 133,271 )    | -              |
| Balance carried forward                 | <u>74,262</u>  | <u>181,905</u> |
|   | <u>163,103</u> | <u>182,177</u> |
| Amortisation of deferred capital grant: |                |                |
| - within 1 year                         | 25,628         | 24,317         |
| - after 1 year                          | <u>137,475</u> | <u>157,860</u> |
|   | <u>163,103</u> | <u>182,177</u> |

Deferred capital grant comprises government grants received in relation to renovation expenditure, furniture and equipment procured by the Centre.

**7. PROVISION FOR RESTORATION COSTS**

The provision for restoration costs relates to estimated cost of dismantling, removing and restoring the leased premises at the expiration of the lease periods. The estimation was based on quotation received from an external party.

**8. PAYABLES**

|   | <u>2016</u>    | <u>2015</u>    |
|---|----------------|----------------|
|   | \$             | \$             |
| Accruals                                    | 14,490         | 22,602         |
| Donations received for financial assistance | 343,572        | 323,467        |
| Provision for unutilised leaves             | <u>77,123</u>  | <u>58,883</u>  |
|   | <u>435,185</u> | <u>404,952</u> |

Payables are unsecured, non-interest bearing and normally settled on demand.

## TRANS FAMILY SERVICES

(Registered under the Societies Act, Chapter 311)

### 9. DETAILED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 MARCH 2016

|   | ← 2016        |                  | → 2015           |                  |
|---|---------------|------------------|------------------|------------------|
|   | \$            | \$               | \$               | \$               |
| <b>INCOME</b>                                   |               |                  |                  |                  |
| <b>Government grants *</b>                      |               |                  |                  |                  |
| Grant from MSF                                  | -             | 1,402,123        | -                | 1,597,333        |
| Grant from NCSS                                 | -             | 1,089,609        | -                | 4,089,065        |
| - Community Chest                               | -             | 58,112           | -                | 70,098           |
| - Tote Board Social Service Fund                | -             | 360,065          | -                | 397,644          |
| NCSS training grant                             | -             | 61,757           | -                | 6,420            |
| Care and Share matching grant                   | -             | -                | 95,543           | 95,543           |
| AIC project grant                               | -             | -                | 194,069          | 194,069          |
| Other grants                                    | -             | 71,859           | 16,973           | 36,652           |
|   | -             | 1,966,632        | 306,585          | 2,108,147        |
|   |               |                  | 5,843,925        | 4,217,376        |
| <b>Donations and income from programmes</b>     |               |                  |                  |                  |
| Tax deductible donations                        | 260           | 4,910            | 25               | 5,220            |
| Non-tax deductible donations                    | 12,010        | 2,552            | -                | 14,562           |
| Programme fees                                  | -             | 1,450            | -                | 35               |
|   | 12,270        | 8,912            | 25               | 26,077           |
|   |               |                  | 60               | 96,972           |
| <b>Other Income</b>                             |               |                  |                  |                  |
| Investment income                               | 9,651         | 31,241           | 19,527           | 37               |
| Membership fees received                        | -             | 150              | -                | 5,738            |
| SPMF administrative cost                        | -             | 1,596            | 224              | -                |
| Sponsorship/subsidy                             | -             | 1,140            | -                | 1,820            |
| Amortisation of deferred capital grant (note 6) | -             | 23,354           | 2,274            | -                |
| Miscellaneous                                   | -             | 500              | -                | 2,750            |
|   | 9,651         | 57,981           | 22,025           | 37               |
|   |               |                  | 8,488            | 98,182           |
| <b>TOTAL INCOME</b>                             | <b>21,921</b> | <b>2,033,525</b> | <b>306,647</b>   | <b>5,968,184</b> |
|   |               | <b>1,489,396</b> | <b>2,116,695</b> | <b>4,397,193</b> |

\* Government grants received during the financial year are for the funding of the centre's expenditure in respect of the provision of services.



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**9. DETAILED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 MARCH 2016 (continued)**

|  | 2016                             |                                     |   |                    | 2015              |           |
|--|----------------------------------|-------------------------------------|---|--------------------|-------------------|-----------|
|  | TRANS FAMILY SERVICES - PROJECTS | TRANS FAMILY SERVICE CENTRE (BEDOK) | TRANS FAMILY SERVICE CENTRE (BUKIT TIMAH) | TRANS FOCUS CENTRE | TRANS SAFE CENTRE | TOTAL     |
|  | \$                               | \$                                  | \$  | \$                 | \$                | \$        |
| <b>EXPENDITURE</b>                                       |                                  |                                     |   |                    |                   |           |
| <b>Administrative expenses</b>                           |                                  |                                     |   |                    |                   |           |
| Audit fees   | -                                | 3,328                               | 1,749                                     | 1,580              | 1,580             | 8,237     |
| Bank charges   | -                                | 795                                 | 111                                       | 83                 | 127               | 1,180     |
| Central Provident Fund                                   | -                                | 183,031                             | 96,130                                    | 27,302             | 132,299           | 438,762   |
| Depreciation on property, plant and equipment (note 3)   | -                                | 52,979                              | 17,787                                    | 36,013             | 18,522            | 125,301   |
| Insurance  | -                                | 6,220                               | 2,843                                     | 869                | 4,167             | 14,099    |
| IT expenditure   | -                                | 2,052                               | 422                                       | 362                | 448               | 3,284     |
| Loss/(gain) on transfer of property, plant and equipment | -                                | 1,266                               | -   | -                  | ( 1,266 )         | -         |
| Maintenance  | -                                | 7,740                               | 3,368                                     | 2,825              | 4,826             | 18,759    |
| Materials and supplies                                   | -                                | 4,800                               | 3,068                                     | 5,811              | 2,702             | 16,381    |
| Postages and telecommunication charges                   | -                                | 5,581                               | 3,511                                     | 1,488              | 4,158             | 14,738    |
| Professional fees and contract services                  | -                                | 54,009                              | 660                                       | -                  | -                 | 54,669    |
| Property, plant and equipment written off                | -                                | 197                                 | 72  | -                  | -                 | 269       |
| Recruitment expenses                                     | -                                | 398                                 | -   | -                  | -                 | 398       |
| Rental   | -                                | 8,973                               | 5,820                                     | 4,751              | 13,283            | 32,827    |
| Salaries and bonus                                       | -                                | 1,239,201                           | 632,937                                   | 164,777            | 883,483           | 2,920,398 |
| SDL  | -                                | 2,193                               | 1,153                                     | 344                | 1,553             | 5,243     |
| Staff training   | -                                | 15,839                              | 16,834                                    | 538                | 18,963            | 52,174    |
| Staff welfare  | -                                | 24,753                              | 5,104                                     | 2,991              | 5,911             | 38,759    |
| Transportation   | -                                | 4,682                               | 6,737                                     | 349                | 4,473             | 16,241    |
| Utilities  | -                                | 10,461                              | 8,434                                     | 5,558              | 6,743             | 31,196    |
|  | 64                               | 1,628,498                           | 806,740                                   | 255,641            | 1,101,972         | 3,792,915 |
|  |                                  |                                     |   |                    |                   | 3,041,805 |

**TRANS FAMILY SERVICES**

(Registered under the Societies Act, Chapter 311)

**9. DETAILED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 MARCH 2016 (continued)**

|   | ← 2016                           |                                     | → 2015                                    |                   |                  |
|---|----------------------------------|-------------------------------------|---|-------------------|------------------|
|   | \$                               | \$                                  | \$  | \$                |                  |
|   | TRANS FAMILY SERVICES - PROJECTS | TRANS FAMILY SERVICE CENTRE (BEDOK) | TRANS FAMILY SERVICE CENTRE (BUKIT TIMAH) | TRANS SAFE CENTRE | TOTAL            |
| <b>EXPENDITURE</b>                              |                                  |                                     |   |                   |                  |
| <b>Centre activities and programme cost</b>     |                                  |                                     |   |                   |                  |
| Public education expenses                       | -                                | 565                                 | 2,331                                     | 282               | 3,499            |
| Membership                                      | -                                | 63                                  | 63  | -                 | 126              |
| Volunteer development                           | -                                | 2,476                               | 2,490                                     | -                 | 4,966            |
| Resources for program                           | -                                | -                                   | -   | -                 | 741              |
| Emergency fund                                  | -                                | 2,446                               | 307                                       | -                 | 9,389            |
| Other charitable expenses                       | -                                | 18,518                              | 2,845                                     | 8,557             | 2,983            |
| Recreation items/events                         | -                                | -                                   | -   | -                 | 29,920           |
|   | -                                | 24,068                              | 8,036                                     | 8,839             | 41,264           |
| <b>TOTAL EXPENDITURE</b>                        | <b>64</b>                        | <b>1,652,566</b>                    | <b>814,776</b>                            | <b>264,480</b>    | <b>3,834,179</b> |
| <b>SURPLUS OF INCOME OVER EXPENDITURE</b>       | <b>21,857</b>                    | <b>380,959</b>                      | <b>674,620</b>                            | <b>42,167</b>     | <b>2,134,005</b> |
| <b>Net income from Restricted Funds</b>         |                                  |                                     |   |                   |                  |
| Programme reserves                              | -                                | -                                   | -   | -                 | -                |
| <b>TOTAL SURPLUS OF INCOME OVER EXPENDITURE</b> | <b>21,857</b>                    | <b>380,959</b>                      | <b>674,620</b>                            | <b>42,167</b>     | <b>2,134,005</b> |
|   |                                  |                                     |   |                   | <b>1,311,946</b> |

**TRANS FAMILY SERVICES**

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**10. EMPLOYEE BENEFITS EXPENSE**

(i) Employee benefits expense comprise short-term benefits as follows:

|   | <u>2016</u>      | <u>2015</u>      |
|---|------------------|------------------|
|   | \$               | \$               |
| Salaries and related costs                        | 3,011,331        | 2,430,226        |
| Employer's contribution to Central Provident Fund | <u>438,762</u>   | <u>338,143</u>   |
|   | <u>3,450,093</u> | <u>2,768,369</u> |

(ii) Key management personnel comprise members of the Management Committee and senior management of the Centre. Members of the Management Committee are volunteers and receive no monetary remuneration from the Centre for their contribution.

The annual remuneration of the top three management staff is classified as follows:

|                            | <u>2016</u> | <u>2015</u> |
|----------------------------|-------------|-------------|
| <u>Annual remuneration</u> |             |             |
| \$200,001 - \$250,000      | 1           | -           |
| \$150,001 - \$200,000      | -           | 1           |
| \$100,001 - \$150,000      | 2           | 2           |

**11. CASH AND CASH EQUIVALENTS**

Cash and cash equivalents in the statement of cash flows comprise the following amounts as shown in the statement of financial position:

|   | <u>2016</u>          | <u>2015</u>          |
|---|----------------------|----------------------|
|   | \$                   | \$                   |
| Fixed deposits with financial institutions                  | 5,176,325            | 4,133,439            |
| Cash and bank balances                                      | <u>3,304,044</u>     | <u>2,044,563</u>     |
| Cash and cash equivalents (statement of financial position) | 8,480,369            | 6,178,002            |
| Less:   |                      |                      |
| Fixed deposits with original maturities over 3 months       | ( <u>5,176,325</u> ) | ( <u>3,529,432</u> ) |
| Cash and cash equivalents (statement of cash flows)         | <u>3,304,044</u>     | <u>2,648,570</u>     |

**12. TAXATION**

The Centre is registered as a charitable institution and by virtue of Section 13 of the Income Tax Act, Chapter 134, is exempted from taxation. Therefore, no provision for taxation has been made in the financial statements for the current financial year.

**13. OPERATING LEASE COMMITMENTS**

During the year, the Centre leases office equipment from non-related parties under non-cancellable operating leases. These leases have an average tenure of 5 years, varying terms and renewal options. The lease terms do not contain restrictions to the Centre's activities concerning additional debt and further leasing.

**TRANS FAMILY SERVICES**

(Registered under the Societies Act, Chapter 311)

**13. OPERATING LEASE COMMITMENTS** (continued)

As at the balance sheet date, future minimum lease payments under non-cancellable operating leases where the Centre is the lessee are as follows:

|   | <u>2016</u>   | <u>2015</u>   |
|---|---------------|---------------|
|   | \$            | \$            |
| Within 1 year                           | 7,733         | 6,112         |
| After 1 year but not later than 5 years | <u>12,770</u> | <u>20,503</u> |
|   | <u>20,503</u> | <u>26,615</u> |

The above operating lease commitments are based on known rental rates as at the date of this report and do not include any revision in rates which may be determined by the lessor.

**14. FINANCIAL RISK MANAGEMENT**

The Centre is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks are credit risk, liquidity risk and interest rate risk. Management reviews and agrees on policies for managing each of these risks and they are summarised below:

 (i) Credit risk

Credit risk is the potential risk of financial loss resulting from the failure of clients or other counterparties to settle their financial and contractual obligations to the Centre as and when they fall due.

The Centre's exposure to credit risk arises primarily from receivables. For other financial assets (including cash and cash equivalents), the Centre minimises credit risk by dealing with high credit rating counterparties.

The Centre monitors its exposure to credit risk on an ongoing basis.

At the balance sheet date, there is no significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the balance sheet.

 (ii) Liquidity risk

Liquidity risk is the risk that the Centre will encounter difficulty in meeting financial obligations due to shortage of funds.

The Centre monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate to finance the Centre's operations and to mitigate the effects of fluctuations in cash flows.

All financial liabilities of the Centre are repayable on demand or will mature within one year.

 (iii) Interest rate risk

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

The Centre has minimal exposure to interest rate risk except for the bank balances placed with financial institution. Any future variations in interest rates are not expected to have a material impact on the surplus of the Centre. The Centre does not have any interest-bearing financial liabilities.

## TRANS FAMILY SERVICES

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### 15. FAIR VALUES OF FINANCIAL ASSETS AND LIABILITIES

The carrying amounts of cash and cash equivalents, receivables and payables approximate their fair values due to their short term nature.

#### *Financial Instruments by Category*

The aggregate carrying amounts of financial instruments classified as loans and receivables and financial liabilities at amortised cost are as follows:

|   | <u>2016</u> | <u>2015</u> |
|---|-------------|-------------|
|   | \$          | \$          |
| Loans and receivables                   | 8,745,245   | 6,589,557   |
| Financial liabilities at amortised cost | 358,062     | 346,069     |

### 16. RESERVE MANAGEMENT

The Centre's reserves position at balance sheet date are as follows:

|   | <u>2016</u>      | <u>2015</u>      |
|---|------------------|------------------|
|   | \$               | \$               |
| Unrestricted fund                                 |                  |                  |
| - TRANS Family Services - Projects                | 922,802          | 900,945          |
| Restricted funds                                  |                  |                  |
| - TRANS Family Service Centre (Bedok)             | 2,859,253        | 2,478,294        |
| - TRANS Family Service Centre (Bukit Timah)       | 2,420,019        | 1,745,399        |
| - TRANS SAFE Centre                               | 2,190,076        | 1,175,674        |
| - TRANS FOCUS Centre                              | <u>83,427</u>    | <u>41,260</u>    |
| Total funds                                       | <u>8,475,577</u> | <u>6,341,572</u> |
| Actual operating expenditure                      | <u>3,834,179</u> | <u>3,085,247</u> |
| Ratio of reserves to actual operating expenditure | <u>2.21</u>      | <u>2.06</u>      |

The primary objective in the management of the Centre's reserves is to ensure that it maintains strong and healthy reserves ratios in order to support its operations and future growth.

The Centre targets to maintain an optimum level of accumulated fund which is equivalent to three years of its annual operating expenditure. The Centre regularly reviews and manages its reserves to ensure optimal funds structure, taking into consideration the future funds requirements of the Centre and funds efficiency, prevailing and projected profitability, projected operating cash flows and projected operating expenditures.

The Centre is not subject to externally imposed reserves requirements.

There were no changes to the Centre's approach to reserve management since the previous financial year.

### 17. AUTHORISATION OF FINANCIAL STATEMENTS

The financial statements of the Centre for the year ended 31 March 2016 were authorised for issue in accordance with a resolution of the Management Committee dated 4 August 2016.



# ACKNOWLEDGEMENT

**We wish to thank the following institutions, companies and individuals for supporting our efforts to help families in need.**

|   |                       |
|---|-----------------------|
| Agency for Integrated Care                            | Mr Chin Kim Tham      |
| Anglican High School                                  | Ms Chow Choi Foon     |
| Bedok Methodist Church                                | Mr Kew Kan Wei        |
| Bukit Timah Community Centre                          | Ms He Zixuan Melissa  |
| Connectus Group Pte Ltd                               | Ms Lim Huey Yuee      |
| Housing & Development Board (Bedok Branch)            | Mr Lo Ngun Hung       |
| I Theatre Ltd   | Mr Loo Kuen Feng      |
| Kampung Chai Chee Grassroots Organization             | Dr Madhu              |
| Lee Foundation  | Mr Ng Jun Qi          |
| Ministry of Education                                 | Mr Ong Yeow Chon      |
| Ministry of Manpower                                  | Mr Philip Kenchington |
| MILK Fund   | Mr Sng Bei Jie Thane  |
| National Junior College                               | Ms Tan Hui Xian       |
| National University Hospital (Neuroscience Clinic)    | Mr Tan Wee Siang      |
| National University Hospital (Psychological Medicine) | Miss Tina Yina        |
| North West Community Development Council              | Mr Thomas Thong       |
| Raffles United Holdings Ltd                           | Mr Yeow Shih Shin     |
| Roxy Children's Fund                                  |                       |
| Sentosa Development Corporation                       |                       |
| Singapore Bedok Town Centre Merchants' Association    |                       |
| SMRT Corporation Ltd                                  |                       |
| Singapore Red Cross Society & Red Cross Youth         |                       |
| South East Community Development Council              |                       |
| The Food Bank Singapore Ltd                           |                       |
| TRANS Metro Pte Ltd                                   |                       |
| TSAO Foundation                                       |                       |

## Notes:

The charity has set in place documented procedures for Management Committee members, key office bearers and staff to declare actual or potential conflicts of interest to the Management Committee at the earliest opportunity. These procedures will assist in identifying and managing actual or potential conflicts of interest. Management Committee members, key office bearers and staff undertake to declare any situations of conflict that may arise and abstain from decision-making in such instances.

The charity has complied with the applicable guidelines of the Code of Governance Evaluation Checklist for Institutions of a Public Character (IPCs). (Full checklist is available at [www.charities.gov.sg](http://www.charities.gov.sg))