

# THE SINGAPORE ASSOCIATION FOR THE DEAF Annual Report



2014 | 2015

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# Vision and Mission Statements

#### **VISION**

To be the leading organisation in advocating equal opportunity, in all aspects, for the Deaf and supporting the Deaf to reach their full potential.

#### **MISSION**

To assist the Deaf to achieve a better quality of life and to enable them to integrate and contribute to society.

#### **HISTORY**

The Singapore Association for the Deaf (SADeaf) is a member of the National Council of Social Service (NCSS)/Community Chest of Singapore and is also supported by the Ministry of Education (MOE) and Ministry of Social and Family Development (MSF). It is also affiliated to the World Federation of the Deaf (WFD) and the Children's Charities Association (CCA).

#### REGISTRATION

SADeaf is registered with the Registry of Societies (252/55 WEL) and Commissioner of Charities (00057), has a Unique Entity Number for Societies (S62SS0061C) and is an approved Institution of Public Character (PC 000444, renewed from 1 January 2015 to 31 March 2017).

#### CORPORATE GOVERNANCE

SADeaf has complied fully with the Governance Evaluation Checklist for Institutions of Public Characters (IPCs). The full checklist is available at www.charities.gov.sg.

#### CONFLICT OF INTEREST POLICY

All Executive Council members, Chairpersons of Sub-committees and staff of SADeaf are required to read and understand the Conflict of Interest Policy in place and full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest. The members and staff have fully complied with the Conflict of Interest Policy.

# Message from the President



I am pleased to report that the financial year 2014/2015 was a memorable one which saw SADeaf embarking on numerous initiatives and achieving many firsts for the Deaf and hard-of-hearing community. The

following are some of the key highlights and milestones.

#### Revamping up SADeaf's services

Our Community Services (CS) department was appointed by the Ministry of Health to be the second administrator – after the Agency for Integrated Care (AIC) – of the Senior Mobility and Enhancement Fund (SMF) from 11 August 2014. As an administrator, SADeaf is now able to function as a one-stop service centre for elderly persons with hearing loss. Our Hearing Care Centre is able to carry out tests to certify hearing loss and follow up by referring needy clients to CS for SMF applications to purchase hearing aids.

Our staff, Mr Sunil Kumar and Mr Lai Siu Fai, obtained the Ordinary and Associate memberships, respectively, of the Society of Audiology Professionals Singapore in June 2014. For the first time, they are able to certify deafness and hearing loss after obtaining approval from the Society in July 2014.

A new note-taking service was launched on 2 May 2014 to meet the accessibility needs of deaf and hard-of-hearing students in mainstream schools. By early 2015, we had recruited two full-time staff note-takers to meet the increasing demand for this service.

We also maintained our advocacy and engagement with various partners such as the various governmentfunded hospitals, the Ministry of Social and Family Development (MSF), Media Development Authority (MDA), and Disabled People's Association (DPA) on the provision of essential services and other accessibility issues pertaining to the community.

#### A harvests of firsts

Following the precedent set in the past two years, sign language interpretation for the 2014 National Day Rally speech continued to be officially provided via webcast. For the first time ever, the 2015 Budget Speech was similarly made accessible to the Deaf community. Likewise for the state funeral service of our first Prime Minister, Mr Lee Kuan Yew, in March 2015. We wish to thank the Prime Minister's Office, the Ministry of Finance and MediaCorp for working with us to make these possible.

The third Deaf Dialogue Session, organised by SADeaf's Deaf Access Services and Community Services departments, was held on 17 January 2015. Representatives from six government ministries, agencies and a university engaged the community on their needs in the areas of education, employment, accessibility, early intervention, transport and eldercare. The dialogue session also marked the first time – and definitely not the last – that the Association provided ''live" captioning via the Communication Access Real-time Translation (CART) service for our deaf and hard-of-hearing participants.

In August 2014, SADeaf obtained the right to host the 2016 World Federation of the Deaf (WFD) Asia Youth Camp and the WFD Regional Secretariat for Asia (RSA) Representatives Meeting, and also proposed to hold the WFD Asia Conference 2016 after that. This momentous development marked the first time Singapore would host these prominent WFD events. A full-time event manager was recruited in January 2015 to support this project and preparations are currently underway.

# Message from the President

Another first occurred in the last week of September 2014 when SADeaf held a week-long celebration to commemorate the International Week of the Deaf (IWD). The Singapore Sign Language Week 2014 event at the East Court - VivoCity, showcased various activities including exhibitions, talks by guest speakers on Deaf issues, performances by Deaf groups and even free Singapore Sign Language (SgSL) learning sessions.

For the first time, too, SADeaf worked with a local theatre company, Pangdemonium, in April 2015, on the provision of sign language interpretation for its major theatre production "TRIBES" which was due to run from May to June 2015.

#### House-keeping and fundraising

Internally, measures were implemented to streamline and upgrade work processes and procedures. For example, the accounts and payroll were outsourced with effect from January 2015. The Association also overhauled the IT hardware for all staff, replacing their laptops and computers with new sets as the old equipment had been in use for five years and longer. This improved overall work productivity and efficiency. The Association's official website (www.SADeaf. org.sg) was also revamped with a new design and features, including a mobile-friendly version.

In terms of fundraising, the year was an excellent one for SADeaf. The government's Care and Share Movement, in which eligible charities could get a matching grant for donations received, was a boost for us as it effectively doubled our fundraising income.

Major highlights were the Charity Walk on 8 March 2015 held in conjunction with ERA Realty Network Pte Ltd which raised over \$80,000, as well as a similar amount from our 2014 year-end donation drive via appeal letters. Marina Bay Sands (MBS) continued to help fund our communication support services with contributions of about \$190,000. In addition, SADeaf received our largest ever single donation of \$900,000 from the estate of an individual donor.

We are also glad to announce our two new Ambassadors for the Deaf. The first is The GoodWater Company Pte Ltd, a solutions integrator that focuses on social and environmental impact services and innovations. The other is Hengrich Pte Ltd, a corporate solutions company which provides IT consultancy and events management services. Welcome on board, and we look forward to a long and rewarding partnership!

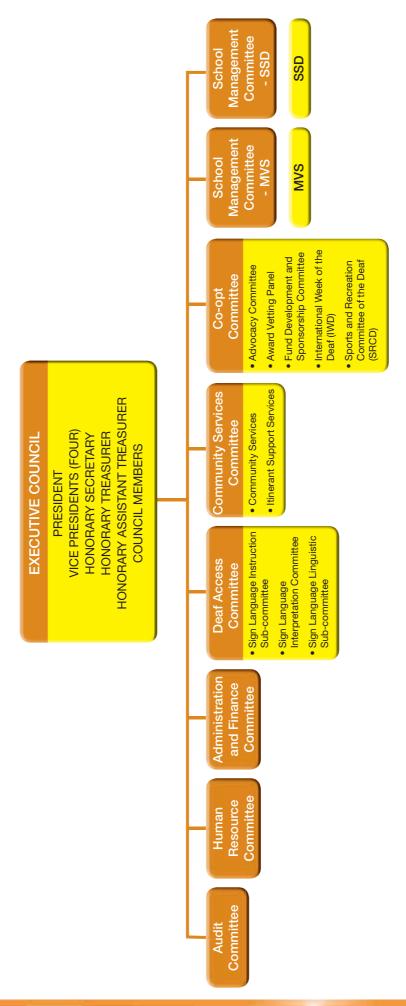
Last but not least, we wish to thank each and every one of our Ambassadors, donors and supporters for their big hearts. SADeaf also wishes to express our heartfelt appreciation to all Executive Council members, volunteers, corporations, work-based training partners, as well as National Council of Social Service, Ministry of Education, Ministry of Social & Family Development, the Tote Board and their staff, for all their assistance and support.

Dr Christopher Low Wong Kein

President

# **Organisation Chart**

As at 31 March 2015



# Executive Council 2014 | 2015

#### **PRESIDENT**

Dr Christopher Low Wong Kein

#### **VICE PRESIDENTS**

Mr Chang Wah Weng Community Services Committee

Mr Martin Marini Singapore School for the Deaf – School Management Committee

Mr Gregory Wee Chong Yeow Mountbatten Vocational School – School Management Committee

Mr Alfred Yeo Chi Jin\* Deaf Access Committee

#### **HONORARY SECRETARY**

Ms Cynthia Wong Yuen Chinn

#### **HONORARY TREASURER**

Mr Patrick Tan Keng Sin

#### **ASSISTANT HONORARY TREASURER**

Mr Low Boon Hon

#### **COUNCIL MEMBERS**

Mr Chew Mun Kai\*

Mr Steven Chua Cheng Lye\*

Mr Kelvin Goh Jwee How\*

Mr Steven Lee Chee Phat

Ms Pearlin Lim Wen-She\*

Mr Neo Hock Ping\*

Mr Melvin Poon Kai Leon (resigned on 18 August 2014)

Ms Tan Keng Ying\*

Ms Valerie Tan Kian Wah

Ms Adeline Tiah Tin Han

Ms Tay Lay Hong\*

Ms Devyani Himanshu Vaishampayan

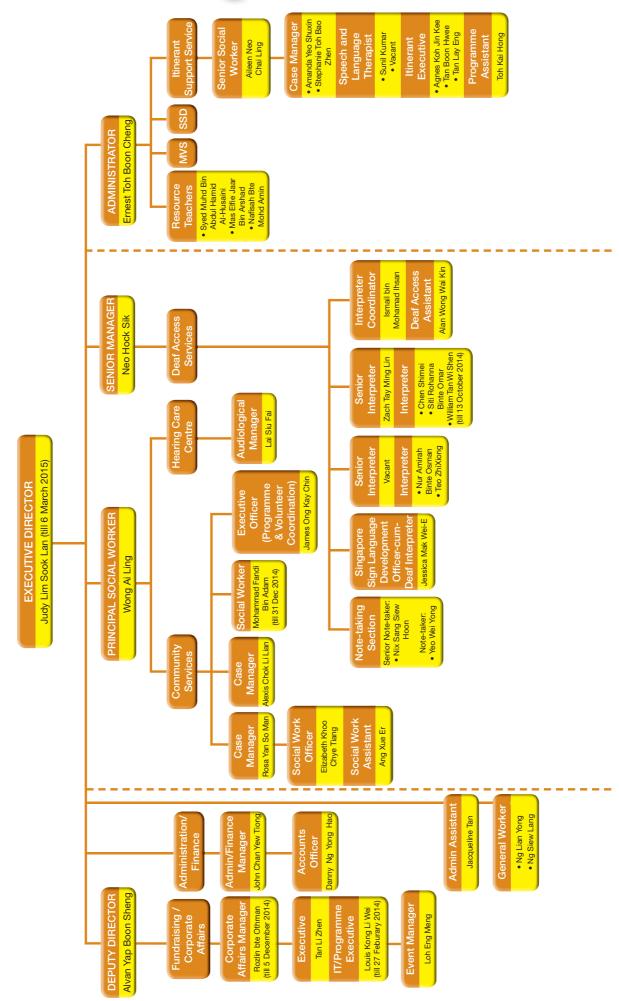
Ms Irene Yee Choy Peng\*

#### IN ATTENDANCE

Ms Judy Lim Sook Lan, Executive Director (resigned on 6 March 2015)

<sup>\*</sup> Deaf/ Hard of hearing

# **Staff Organisation Chart**



# Membership

As at 31 March 2015, our membership strength was as follows:

		DE	AF				HEARIN	G	
Junior	Ordinary	Life	Associate	Corporate	Ordinary	Life	Associate	Corporate	Total
4	24	228	2	1	18	172	5	1	455

The decline in membership as compared to the previous year was because renewals had been slow in coming in. Membership at this stage the previous year was boosted by the then-newly launched Free Interpretation Service for members.

# Deaf Access Services (DAS)

The department focuses on helping clients and members gain access to information and communication. Its core services are in communication support (sign language interpretation and note-taking) and running courses on sign language, deaf awareness and Deaf culture.

#### Communication support overview

DAS works with Disability Support Officers (DSOs) in institutes of higher learning in supporting full-time deaf students in their lectures, tutorials, practical sessions and presentations through note-taking and interpretation services.

Deaf and hard-of-hearing students, who are from government schools or publicly-funded institutes of higher learning and universities, are able to use the Special Education Needs (SEN) fund for note-taking and sign language interpretation services. For SADeaf members, they are entitled to 20 free note-taking sessions in addition to their 20 free interpretation sessions per calendar year.

#### Sign language interpretation section

DAS expanded to six staff interpreters, consisting of five hearing and one Deaf interpreters. They are able to interpret in Singapore Sign Language (SgSL), Pidgin Signed English (PSE) and Signing Exact English (SEE). The interpretation team is supported by 20 community interpreters (formerly known as volunteer interpreters).

Over the year, the section served 555 clients in a variety of settings, including classrooms, hospitals, workshops and law courts.

An on-going monthly training and social activity for interpreters "Keep Interacting Socially & Sign (KISS)" was launched in August 2014. Participants enjoyed themed discussions and games during KISS meetups.

#### Note-taking section

SADeaf's note-taking service was launched in May 2014, initially with 30 Community Note-takers. It was strengthened in early 2015 with two full-time staff note-takers. In January 2015, the Note-Taking Section was officially formed. Note-taking services cater to deaf and hard-of-hearing students in institutes of higher learning and schools, and also to working adults doing part-time studies or undergoing employment training.

#### Sign Language & Deaf Awareness Courses

During the financial year, 3,298 participants attended our sign language courses.

#### Ongoing projects

- 1. Deaf News Singapore (DNS): About 100 videos had been uploaded and viewed on the DNS YouTube channel.
- 2. Research on Singapore Sign Language (SgSL): The Linguistics Sub-Committee (LSC) undertook research and development work on Singapore Sign Language (SgSL), with long-term goals of creating a SgSL sign bank by gathering, indexing and officially documenting local signs. It had been working with Nanyang Technological University's Linguistics and Multilingual Studies department on such research since October 2014.

# Deaf Access Services(DAS)

#### **Highlights**

#### SgSL Week 2014





SgSL Week 2014

Talks and workshops

The Singapore Sign Language (SgSL) Week 2014 was held at Vivocity from 22 to 28 September 2014 in conjunction with the International Week of the Deaf. Over 2,000 people visited the exhibition booths, awareness talks, performances, games and awards presentation ceremony. The event concluded on a high note with the celebration of the 'International Day of the Deaf' with guest of honour Ms Denise Phua, Mayor of the Central Singapore District and Member of Parliament.

#### SgSL Awareness Workshops/Talks + Town Hall meetings

The LSC and SgSL Now! co-organised various activities to increase awareness of Singapore Sign Language, its evolution and development. The SgSL Town Hall meetings made up part of the SgSL research and sign bank corpus project which started in February 2015, and which aimed to collect signs based on specific themes such as "places in Singapore" and "public transportation".

#### Launch of SgSL Studio/Library

Set up in December 2014, the studio was used for all SgSL-related projects such as the filming and broadcasting of Deaf News Singapore (DNS), discussions and meetings.

#### Staff & Volunteer Training & Development

Staff and committee members attended the 'International Summer School 2014: Current Issues in Sign Language Linguistics" event in Prague, Czech Republic, from 25-29 August 2014, as well as the 26th World Federation of the Deaf Regional Secretariat for Asia (RSA) Representatives Meeting and 6th World Association of Sign Language Interpreters (WASLI)-Asia Meeting in Macau, 24-27 August 2014.

#### Advocacy

Major advocacy initiatives and participation included a feedback session on usage of an Induction Loop System at Changi Airport Terminal 3 (May 2014), a focus group discussion by SG Enable (September 2014), a session with Sengkang Hospital on the needs in the design/construction of the hospital (October 2014), among others.

The third Deaf Dialogue was held at the Institute of Lifelong Learning on 17 January 2015 with the theme "Our Lives, Our Future", attracting more than 200 participants, with Mayor Denise Phua as guest of honour. Live captioning was provided for the first time, together with sign language interpretation. Six areas - communication, accessibility, employment, healthcare, education and early intervention - were covered by speakers from various government ministries and agencies.

# Community Services (CS)







Deafblind workshop

Family Day 2014

Deaf Dialogue 2015

The department's core services are counselling and case management, financial assistance and referrals, registration of new clients, and employment support. Audiology services and community outreach activities are also undertaken by CS. The CS team consists of social workers, case managers, a speech therapist and an audiologist.

#### **REGISTRATION OF NEW CLIENTS**

During the financial year, the department received 74 new client applications. As at 31 March 2015, there were 5,206 clients registered with SADeaf. As for the application of Hearing Help Card (HHC), a total of 88 clients requested for it in the period FY2014/2015.

#### Overview & Highlights - Programmes & Projects

CS took on a total of 97 new cases, with 69 being closed, during the financial year. Most cases (50) are financial in nature, followed by employment support (33) and others (14). A total of 219 clients were served.

#### 1. Financial Assistance

SADeaf was appointed by the Ministry of Health to be an administrator of the Senior Mobility and Enhancement Fund (SMF) from 11 August 2014, leading to an increase of 40% increase in the number of financial assistance cases handled. The SMF scheme enables SADeaf to serve elderly persons with hearing loss, as SADeaf's audiologists are qualified to certify hearing loss.

#### 2. Employment Support

There was a 60% decrease in the number of employment support cases, due to SG Enable assuming the function of being one-stop job placement and job matching service hub for persons with disabilities. The CS team continued to help publicise job openings in Deaf-friendly companies to clients through email, Facebook and website announcements.

#### 3. Senior outreach

CS worked with the NCSS to reach out to senior clients at Thye Hua Kwan Moral Society (THK) Senior Activity Centre (THK SAC) via hearing screening sessions and an accompanying survey. The screening sessions benefited a total of 258 participants and were held at various locations such as THK SAC @ Indus Road and Boon Lay Community Club.

#### Programmes for clients

CS runs a range of long-term programmes and ad hoc activities for clients. A non-exhaustive list follows:

- The NUS Photogenic Society conducted a montage workshop for 18 clients on 17 May 2014.
- Line dancing classes, conducted by deaf instructor Ms Bernardette Chew, were held throughout the year.
- The annual SADeaf Family Day 2014 which aimed to promote family bonding was held at the Coliseum, Sentosa, on 31 May 2014, with 213 participants.

# Community Services (CS)

- Bokwa and Hatha Yoga classes for clients were held regularly over the year. Deaf Corner activities such as the screening of movies also attracted much interest from clients.
- There were also special one-off workshops on art and craft, pet care, financial literacy and sharing sessions on Deafblindness.
- Social and volunteer groups under CS such as Youthbeat, Social Group of the Deaf (SGD) and Singapore Deaf Youth Section (SDYS) also organised various community activities, outings, parties and even cruises. These were coordinated by staff liaison James Ong.
- CS also started regular activities and outings for elderly deaf clients (age 60 and above) as well as the Deafblind such as Duck Tour rides and Science Centre trips. These were organised by staff liaison Elizabeth Khoo.
- CS also facilitated discussions and meetings for the Deaf Parents' Support Group and Children of Deaf Adults (CODA).

#### **Tuition and Enrichment Programme (TEP)**

CS also runs TEP, a joint project between the Singapore Association for the Deaf (SADeaf) and Nanyang Technological University Welfare Services Club (NTU WSC) – Regular Service Project for the Hearing Impaired (RSPHI). The programme is generously sponsored by KFC Pte Ltd, one of SADeaf's Ambassadors for the Deaf.

Managed by dedicated undergraduate volunteers from NTU and SADeaf, tuition sessions are held every Saturday at four tuition centres at Clementi, Kallang, Toa Payoh and Woodlands for SADeaf clients who are students. RSPHI volunteers also conducted other activities for the students, such as a Learning Journey session and a Christmas Song Signing event.

# **Hearing Care Centre (HCC)**

The centre, which was established in December 1999 and has professional audiology equipment, provides basic hearing care to clients.

As at 31 March 2015, the Centre had provided services to 2,034 clients. These services include hearing tests, hearing assessments, making and repairing of ear moulds, sale of hearing aids, accessories and assistive devices, and the tuning of hearing aids. Clients served by HCC reported an extremely high customer satisfaction rating of 95% to 99%, an indication that it had helped them to make positive gains in their hearing and to reach their desired outcomes.

HCC staff Mr Sunil Kumar and Mr Lai Siu Fai became Ordinary and Associate Members, respectively, of the Society of Audiology Professionals Singapore in June 2014. They are able to diagnose cases of hearing loss after obtaining certification from the Society in July 2014.

Our clients were referred from hospitals, Senior Activities Centres (SAC), Community Development Councils (CDC), the Agency for Integrated Care (AIC), and the National Council of Social Service (NCSS).

# Itinerant Support Service (ISS)

#### Overview

The ISS programme is for students with hearing loss in mainstream schools. As at 31 March 2015, it had served 115 students, with 101 actively enrolled in the programme and 14 being discharged.

Level	Number of Students
Pre-Primary	1
Primary	32
Secondary	39
Post-Secondary to Tertiary	43
Total	115

Our ISS clients receive support in three key areas - Social Work, Speech-Language Therapy and Learning Support.

**Social Work:** Includes information and referrals, case management, financial assessments, counselling for the clients and their families, and school visits.

**Speech and Language Therapy:** One-to-one intervention with Speech and Language Therapists on enhancing listening, articulation and language comprehension skills.

**Learning Support:** One-to-one learning intervention with Itinerant Executives. Focus was on students' language development, mathematical concepts and thinking skills.

#### **Highlights**

- Survey on number of students with hearing loss in mainstream schools: In January 2015, ISS department conducted a survey to find out the number of students with hearing loss attending mainstream schools of which 342 out of 367 responded to the survey. About 830 students were reported to have hearing loss.
- Parents' Support Group: Talks on hearing loss and assistive listening devices, auditory brain development and how to support children's learning were conducted in September 2014, December 2014 and January 2015.



NUS Grant-A-Wish Party

- **WOW! Camp:** The annual camp was held at the SADeaf premises from 27 to 29 November 2014, with 15 participants.
- Partners: ISS also worked with various schools and organisations, such as NUS Students' Community Service Club, Goldman Sachs and Makino Asia, to organise activities and outings for our clients.

# Support at Designated Schools

In the two designated schools, Balestier Hill Secondary and Boon Lay Secondary, deaf students attend regular lessons with hearing peers in a classroom setting with resource teachers (RTs) interpreting for the former. RTs conduct tutorial sessions with them during mother-tongue periods, and also interpret for enrichment courses and remedial lessons.

#### **BALESTIER HILL SECONDARY SCHOOL (BHSS)**

#### **ENROLMENT**

As at 31 March 2015, there were a total of 4 students in three classes – one in Secondary 1 Normal Technical, two in Secondary 2 Normal Technical, and one in Secondary 4 Express.

#### **Achievements**

Felix Choong Chin Fee of class 3E topped his class for the year 2014, scoring four distinctions in Mathematics, Physical Science, Principles of Accounts and Design & Technology.

At the 42nd National Para Athletics Championship, organised by the Singapore Disability Sports Council on 31 May 2014, two of our students took part in the shot put event. V Yougan came in first while Felix Choong Chin Fee took second place.

#### PROGRAMMES AND ACTIVITIES

#### **Character Development Programme**

In Conversation with Mentor (ICM) sessions was held on a weekly basis, and aimed to build better rapport between teachers/mentors and students. The Resource Teachers, who also served as mentors, took charge of one level each.



Students participated in enrichment classes such as Info-Communication and Technology (ICT) and Learning Journeys to places of historical interest.



They also took part in personal enrichment workshops and made visits to ITEs and polytechnics as part of the post-examination activities for Secondary 4 students.

#### **BOON LAY SECONDARY SCHOOL (BLSS)**

#### **ENROLMENT**

As at 31 March 2015, there were a total of 5 students in three classes – three in Secondary 4 Normal Technical, one in Secondary 2 Normal Academic, and one in Secondary 1 Normal Technical.

#### **ACHIEVEMENTS**

In 2014, two students were awarded the Tan Ah Tah Scholarship which is given to students with good academic results and from a disadvantaged background. Adrian Chua of class 4NT was also given the Edusave Character Award and the CCA Eagles Award in 2014.

#### PROGRAMMES AND ACTIVITIES

#### **Character Development Programme**

With a focus on character development and supported by enrichment activities, the students took part in and enjoyed Co-Curricular Activity (CCA) and Values In Action (VIA) activities.

They were also involved in the Community Engagement Programme (CEP) which raised their awareness of society and the concept of social responsibility. They also joined activities such as flag days for various voluntary organisations, school camps and were involved in the Gardening Club.

# **Fundraising**

Besides our regular fundraising activities such as charity car washes, annual Flag Day, placement of donation boxes at business outlets, SADeaf embarked on other projects to raise funds through the year. These include partnerships with student groups under the Citibank-YMCA Youth For Causes programme, in which they launched various projects related to fundraising as well as awareness-raising.

SADeaf also held two Charity Walks for the year in review – one in October 2014 with Minister for the Environment & Water Resources Dr Vivian Balakrishnan gracing the occasion, and another in March 2015, organised jointly with ERA Singapore Pte Ltd, in which SADeaf Patron Ms Ho Ching joined in and walked the entire route with the participants!

Another interesting collaboration was with Suburbia, a fine-dining restaurant, which held a charity dinner and wine auction on 19 December 2014, raising over \$24,000 for SADeaf.

Our year-end appeal letter fundraising drive was also a big success, netting over \$80,000. The launch of the dollar-for-dollar matching grant under the Care & Share scheme by the government was a boon to us in encouraging more donations.

Steadfast Ambassadors for the Deaf such as ERA Singapore Pte Ltd, Kentucky Fried Chicken Management Pte Ltd and Marina Bay Sands Singapore Pte Ltd continued to support us strongly in cash and kind, for which we are immensely grateful.

Two new Ambassadors for the Deaf – Goodwater Company Pte Ltd and Hengrich Pte Ltd – hopped on board. We extend a warm welcome to them and look forward to working together.



Charity Walk 2015

Last but not least, we wish to sign a big I-L-Y (I Love You) to all our generous ambassadors, donors, volunteers, supporters and well-wishers.

# Volunteers/Programmes

#### **Volunteer & Social Groups**

As an organisation which was established by volunteers, SADeaf values all our volunteers – your commitment and dedication are the reasons the association has grown and thrived for sixty years. Our volunteers, from all walks of life, bring passion, energy and experience to complement our staff in providing quality services to the Deaf and hard-of-hearing community.

We held our annual Volunteer Appreciation Day on Saturday, 25 April 2015. With about 40 volunteers joining in, it was a fun session of sharing, games and makan!

Besides our community interpreters and sign language instructors who also take on volunteer work, the following are our official volunteer and social groups:

#### Singapore Deaf Youth Section (SDYS)

The Singapore Deaf Youth Section (SDYS) is the youth section of the Singapore Association for the Deaf. Established in November 2014, it aims to groom Deaf youth to be the future leaders of the community. SDYS is for youths aged 18 to 35 and it organises outings, workshops and camps for them among other activities.

In November 2014, SDYS sent five youth delegates to the 7th World Federation of the Deaf Regional Secretariat in Asia Youth Camp, hosted by Thailand Deaf Youth Group, in Chiang Mai. SDYS also organised the first National Deaf Youth Camp from 10 to 12 April 2015 which was a great success. It would be working on more activities for the coming years.

# Volunteers/Programmes

#### YouthBeat

YouthBeat underwent a revamp and became a general volunteer group for everyone – whether deaf/hard of hearing or hearing – of all ages (including the young and young at heart). It helps organise events and activities for SADeaf's clients in the community at large, including children, adults and elderly folks, and also lends a helping hand during fundraising and special events.

Some activities it organised were a photography workshop in collaboration with the Photographic Society of NUS (NUSPS) on 17 May 2014; a community service project with Thye Hua Kwan Seniors Activity Centre (Ang Mo Kio) on 13 September 2014; and Kayak Konnect Klean with the Waterways Watch Society on 20 December 2014.



YouthReat |

#### Signifique

A song-signing performance group under SADeaf with both hearing and deaf members, Signifique aims to showcase the beauty, versatility and artistry of sign language. It also works to increase public awareness of the Deaf in the visual performing arts field. Signifique put up performances for various events throughout the year, including Siemens Hearing Awareness Week (September 2014), IWD Week (September 2014), Charity Walk (October 2014), A Nation In Concert (November 2014), Purple Parade (November 2014), SG50 Care & Share Day 2015 at the Sports Hub (January 2015) and more! Signifique celebrated its 5th anniversary on 29 May 2014.



Signifique

#### Sports and Recreation Committee of the Deaf (SRCD)

Highlights included a cruise trip to Penang and Malacca for about 20 members in November 2014, a Christmas party in December 2014, and Chinese New Year party held at the SADeaf hall in March 2015. SRCD was restructured to become Social Group for the Deaf (SGD) from April 2015 onwards, reflecting its new focus on social events and outings, and dropping its oversight over competitive sporting activities.



Christmas Party 2014

# Recognition and Appreciation

#### Awards, Recognition & Appreciation

#### **Outstanding Deaf Student (Primary Education):**

Ms Lynnette Tania Lee from Gongshang Primary School

#### **Outstanding Deaf Student (Secondary Education):**

Mr Choong Chin Fee, Felix from Balestier Hill Secondary School

#### **Outstanding Deaf Student (Tertiary Education)**

Mr Tan Jian Hao from Nanyang Polytechnic

#### Outstanding Deaf Student (Vocational Institute/Training Centre Level)

No nominee for this category

#### **Outstanding Deaf Sportsman**

Mr Chan Hong Kiat

#### **Outstanding Deaf Sportswoman**

No nominee for this category

#### **Special Talent Award**

Ms Stephy Ng

#### Teacher of the Year

Mdm Yong May May of Boon Lay Secondary School

#### I Love You Award

#### Diamond

- Nanyang Technological University, Welfare Services Club, Regular Service Project for the Hearing Impaired (RSP-HI)
- Marina Bay Sands Pte Ltd

#### Ruby

ERA Realty Network Pte Ltd

#### Sapphire

- Estate of Henry Bolter Deceased
- Ms Ho Ching
- Kentucky Fried Chicken Management Pte Ltd
- Keppel Care Foundation
- Mr Neo Kah Kiat
- Mr Wong Chin Fatt
- Mr Lim Boon Kheng

#### Friend of the Deaf

No nominee for this category

#### **Long Service Staff Awards**

Name	Designation	Years of Service
Ms Elizabeth Khoo Chye Tiang	Social Work Officer	50 years
Mr Tan Lian Seng, Dennis	Teacher	25 years
Ms Ho Cheo	General Worker	25 years
Mr Sunil Kumar	Senior Speech & Language Therapist cum Audiologist	10 years
Mr Ng Lian Yong	General Worker	5 years
Mr Ng Yong Hao, Danny	Accounts Officer	5 years
Mr Chan Yew Tiong	Admin/Finance Manager	5 years

The Singapore Association for the Deaf [UEN. S62SS0061C] [IPC No. IPC000444]

> Audited Financial Statements Year Ended 31 March 2015

#### STATEMENT BY THE EXECUTIVE COUNCIL

In the opinion of the Executive Council, the accompanying financial statements as set out on pages 5 to 43 are drawn up so as to give a true and fair view of the state of affairs of The Singapore Association for the Deaf (the "Association") as at 31 March 2015 and of its results, the changes in funds and cash flows of the Association for the year then ended.

At the date of this statement, there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due.

The Executive Council, comprising the following, authorised the issue of these financial statements on:

President Christopher Low Wong Kein

Vice President Chang Wah Weng Vice President Martin Marini

Vice President Gregory Wee Chong Yeow

Vice President Alfred Yeo Chi Jin

Honorary Secretary
Honorary Treasurer
Honorary Assistant Treasurer
Cynthia Wong Yuen Chinn
Patrick Tan Keng Sin
Low Boon Hon

Council member Chew Mun Kai

Council member Steven Chua Cheng Lye
Council member Kelvin Goh Jwee How
Council member Steven Lee Chee Phat
Council member Pearlin Lim Wen-She
Council member Neo Hock Ping
Council member Tan Keng Ying

Council member Tan Keng Ying
Council member Valerie Tan Kian Wah
Council member Adeline Tiah Tin Han
Council member Tay Lay Hong

Council member Devyani Himanshu Vaishampayan

Council member Irene Yee Choy Peng

For and on behalf of the Executive Council,

Christopher Low Wong Kein

President

Patrick Tan Keng Sin Honorary Treasurer

Singapore, 21 AUG 2015

The Singapore Association for the Deaf [UEN. S62SS0061C] [IPC No. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

#### Fiducia LLP

Public Accountants and Chartered Accountants of Singapore

71 Ubi Crescent, Excalibur Centre, #08-01 Singapore 408571. T: (65) 6846.8376 F: (65) 6725.8161 Independent auditors' report to the members of:

#### THE SINGAPORE ASSOCIATION FOR THE DEAF

[UEN. S62SS0061C] [IPC No. IPC000444]

[Registered under the Societies Act (Chapter 311) in the Republic of Singapore]

#### REPORT ON THE FINANCIAL STATEMENT

We have audited the accompanying financial statements of **The Singapore Association for the Deaf** (the "Association") set out on pages 5 to 43, which comprise the statement of financial position as at **31 March 2015**, the statement of financial activities, the statement of changes in funds and the 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 provisions the Societies Act (Chapter 311), the Charities Act (Chapter 37) 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, that transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair profit and loss accounts and balance sheets 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 auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal 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.

The Singapore Association for the Deaf
[UEN. S62SS0061C]
[IPC No. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

### Fiducia LLP

Public Accountants and Chartered Accountants of Singapore

71 Ubi Crescent, Excalibur Centre, #08-01 Singapore 408571. T: (65) 6846.8376 F: (65) 6725.8161 (CONT'D)

Independent auditors' report to the members of:

#### THE SINGAPORE ASSOCIATION FOR THE DEAF

[UEN. S62SS0061C] [IPC No. IPC000444]

[Registered under the Societies Act (Chapter 311) in the Republic of Singapore]

#### Opinion

In our opinion, the financial statements of the Association are properly drawn up in accordance with the provisions of the Societies Act (Chapter 311), Charities Act (Chapter 37) and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Association as at 31 March 2015, and the results of the financial activities, changes in funds and cash flows of the Association for the financial year ended on that date.

Report on other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the regulations enacted under the Societies Act (Chapter 311) have been properly kept in accordance with those regulations.

During the course of our audit, nothing has come to our attention that the 30% cap mentioned in Regulation 15(1) of the Charities Act, Cap. 37 (Institutions of a Public Character) Regulations 2007 and as amended by Charities (Institutions of a Public Character) (Amendments) Regulations 2008 has been exceeded.

During the course of our audit, nothing has come to our attention that donation moneys are used for disbursements other than those in accordance with the objectives of the Association.

Fiducia LLP

Public Accountants and Chartered Accountants Singapore, **21 AUG 2015** 

Partner-in-charge: Ong Lien Wan

PAB No.: 01360

The Singapore Association for the Deaf

[UEN. S62SS0061C] [IPC No. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

#### STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2015

	Note	2015 S\$	As restated 2014 S\$
ASSETS			
Current assets	4	5,011,580	3,901,630
Cash and cash equivalents Other receivables	5	319,994	264,969
	· ·	5,331,574	4,166,599
Non-current assets			
Property, plant and equipment	6	96,771	28,290
Total assets		5,428,345	4,194,889
LIABILITIES			
Current liabilities			
Accruals and other payables	7	34,227	91,645
Total liabilities		34,227	91,645
NET ASSETS		5,394,118	4,103,244
FUNDS			
Unrestricted funds			
Accumulated funds	8		
- SADeaf		1,166,607	642,312
- CHOICE		61,375	61,375
Designated funds	9	1,227,982 2,321,620_	703,687 1,601,433
Designated funds	7	3,549,602	2,305,120
		0,017,002	2,000,120
Restricted funds			
Accumulated funds	8		
- ISS		511,530	427,241
<ul><li>DAS</li><li>Care and share</li></ul>		91,450 183,249	183,328
<ul><li>Care and snare</li><li>Community Services</li></ul>		183,249	0
community conviocs		786,229	610,569
Designated funds	9	1,058,287	1,187,555
-		1,844,516	1,798,124
		5,394,118	4,103,244

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

The Singapore Association for the Deaf [UEN. S62SS0061C] [IPC NO. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

YEAR ENDED 31 MARCH 2015	
TIES FOR THE FINANCIAL YEAR ENDED 3.	
F FINANCIAL ACTIVITIES	
STATEMENT OF	

			Unrestricted funds			Restricted funds		2015	2014
	Note	Accumulated funds	Special activities fund	Other funds	Accumulated funds	MILK fund	Other funds	Total funds	Total funds
INCOME		\$\$	\$	\$\$	\$\$	S\$	\$\$	S\$	\$\$
Income from generated funds									
- Donations		1,203,271	0	0	75,000	0	0	1,278,271	426,610
- Grants for rental of land		415,618	0	0	0	0	0	415,618	415,618
- Other grants and sponsorships		23,007	150,975	0	81,566	0	0	255,548	248,694
Activities for generating funds	;		,	,		,	,		
- Fundraising income	10	391,035	0	0	0	0	0	391,035	481,250
- Collections from events		0	088'9	0	3,704	0	0	10,584	7,163
Investment income - Interest		29 186	C	C		C	C	29 186	8. 8.1
		2,062,117	157,855	0	160,270	0	0	2,380,242	1,597,894
Grant from NCSS		112.024	С	C	504.003	С	С	616.027	608.527
Grant from MSF		0	0	0	202,429	0	0	202,429	225,639
Grant from MOE		0	0	0	377,570	0	0	377,570	353,832
Care and share grant		0	0	0	191,437	0	0	191,437	0
Programme income		0	0	0	94,217	0	0	94,217	76,798
Interpretation fees collected		0	0	0	47,928	0	0	47,928	46,610
Member subscription fees		7,284	0	0	0	0	0	7,284	6,296
Sign language books		0	0	0	12,545	0	0	12,545	9'9'6
Sales of assistive devices		0	0	0	87,202	0	0	87,202	89,652
		119,308	0	0	1,517,331	0	0	1,636,639	1,417,030

The Singapore Association for the Deaf [UEN. S62SS0061C] [IPC NO. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

# STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015 (CONT'D)

			Unrestricted funds	S		Restricted funds		2015	2014
INCOME (CONT'D)	Note	Accumulated funds S\$	Special activities fund S\$	Other funds S\$	Accumulated funds S\$	MILK fund S\$	Other funds S\$	Total funds S\$	Total funds S\$
Other income HQ allocation Welfare Miscellaneous income Amortisation of deferred capital grants		90,000 0 2,418	0000	0000	0 56,813 26	0000	0000	90,000 56,813 2,444 0	90,000 92,543 8,150 6,204
		92,418	0	0	56,839	0	0	149,257	196,897
Total income		2,273,843	157,855	0	1,734,440	0	0	4,166,138	3,211,821
EXPENDITURE									
<b>Cost of generating funds</b> Fundraising events	10	26,160	0	0	0	0	0	26,160	30,693
<b>Charitable activities</b> Annual events		0	42,415	0	63,584	0	0	105,999	71,393
Professional fees and services		1,680	0 (	0 (	91,796	0 (	0 (	93,476	87,972
Furchase of assistive devices Specific assistance to clients		0	0	0	0 0	430	00	90,788 430	12,129
Teaching material		0	0	0	15,272	0	0	15,272	12,950
Volunteer expenses		80	0	0	1,204	0	0	1,284	1,410
		1,760	42,415	0	268,624	430	0	313,229	300,336

The Singapore Association for the Deaf [UEN. S62SS0061C] [IPC NO. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

# STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015 (CONT'D)

		Unrestricted funds			Restricted funds		2015	2014
Note	Accumulated e funds	Special activities fund	Other funds	Accumulated funds	MILK fund	Other funds	Total funds	Total funds
A HACON POLITICAL PROPERTY.	9	<del>o</del>	Ŷ	90	Ŷ	<del>^</del>	<del>^</del>	<del>^</del>
Governance and other administrative costs								
Audit fees	9.166	0	0	0	0	0	9.166	9.094
Communications	10,492	0	0	27,171	0	0	37,663	25,207
Depreciation - general 6	17,342	0	0	8,166	0	0	25,508	24,497
Depreciation – care and share 6	0	0	0	8,188	0	0	8,188	0
HQ allocation	0	0	0	30,000	0	0	30,000	30,000
Insurance	1,876	0	0	7,624	0	0	6,500	10,171
Miscellaneous	3,378	0	0	8,839	0	0	12,217	6,892
Public education	4,980	0	0	14,673	0	0	19,653	9,922
Public relations and advertisements	1,357	0	0	1,232	0	0	2,589	1,743
Rental for office equipment	1,930	0	0	5,640	0	0	7,570	4,557
Rental of land	415,618	0	0	0	0	0	415,618	415,618
Staff CPF contributions	55,128	0	0	186,145	0	0	241,273	228,993
Staff salaries	402,917	0	0	1,195,731	0	0	1,598,648	1,551,402
Staff welfare and training	6,249	0	0	27,407	0	0	33,656	30,337
Supplies and materials	4,974	0	0	15,472	0	0	20,446	16,592
Transport	1,938	0	0	21,784	0	0	23,722	24,197
Upkeep of building and equipment	2,987	0	0	19,044	0	0	25,031	16,620
Utilities	3,944	0	0	11,483	0	0	15,427	16,519
Written off – programme fees	0	0	0	0	0	0	0	1,200
	947,276	0	0	1,588,599	0	0	2,535,875	2,423,561
Total expenditure	975,196	42,415	0	1,857,223	430	0	2,875,264	2,754,590
Surplus / (Deficit) for the financial year	1,298,647	115,440	0	(122,783)	(430)	0	1,290,874	457,231

The Singapore Association for the Deaf [UEN. S62SS0061C] [IPC No. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015 (CONT'D)

			Unrestricted funds		\\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\	Restricted funds		2015	2014
	Note	Accumulated funds S\$	Special activities fund S\$	Other funds S\$	Accumulated funds S\$	MILK fund S\$	Other funds S\$	Total funds S\$	Total funds S\$
Surplus / (Deficit) for the financial year		1,298,647	115,440	0	(122,783)	(430)	0	1,290,874	457,231
FUNDS TRANSFERRED IN / (UTILISED)		(774,352)	0	604,747	298,443	0	(128,838)	0	0
NET MOVEMENT IN FUNDS		524,295	115,440	604,747	175,660	(430)	(128,838)	1,290,874	457,231
FUNDS BROUGHT FORWARD		703,687	985,715	615,718	610,569	3,909	1,183,646	4,103,244	3,646,013
FUNDS CARRIED FORWARD		1,227,982	1,101,155	1,220,465	786,229	3,479	1,054,808	5,394,118	4,103,244

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

The Singapore Association for the Deaf [UEN. S62SS0061C] [IPC NO. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

# STATEMENT OF CHANGES IN FUNDS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015

2015		Balance at beginning of year	Surplus / (Deficit) for the year	Transferred in / (utilised)	Balance at end of year
UNRESTRICTED FUNDS	Note	S\$	S\$	S\$	\$\$
Accumulated funds	ω	703,687	1,298,647	(774,352)	1,227,982
Designated funds					
Early intervention fund	9.1	# 141	0	(141)	0
Maintenance fund	9.2	# 39,752	0	(39,752)	0
School redevelopment fund	9.3	# 147,378	0	(147,378)	0
Sign language development fund	9.4	67,737	0	(67,737)	0
Special activities fund	9.5	985,715	115,440	0	1,101,155
Special event fund	9.6	0	0	000'006	000'006
Training fund		# 40,245	0	(40,245)	0
General fund	8.6	320,465	0	0	320,465
		1,601,433	115,440	604,747	2,321,620
RESTRICTED FUNDS					
Accumulated funds	∞	610,569	(122,783)	298,443	786,229
Designated funds					
CHI library fund	6.6	75,494	0	(75,494)	0
Computer lab fund	9.10	# 24,327	0	(24,327)	0
Deaf development fund	9.11	77,946	0	(2,550)	75,396
MILK fund	9.12	3,909	(430)	0	3,479
MVS fund	9.13	354,493	0	0	354,493
Public relations fund	9.14	# 18,993	0	(18,993)	0
SADeaf hearing care centre fund	9.15	540,916	0	(7,474)	533,442
Tertiary education fund	9.16	52,430	0	0	52,430
Welfare fund	9.17	39,047	0	0	39,047
		1,187,555	(430)	(128,838)	1,058,287
		4,103,244	1,290,874	0	5,394,118

<sup>#</sup> These designated funds have been approved by the Commissioner of Charities to be transferred to Accumulated funds during the financial year.

The Singapore Association for the Deaf [UEN. S62SS0061C] [IPC NO. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

STATEMENT OF CHANGES IN FUNDS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015 (CONT'D)

red in Balance at sed) end of year S\$	(134,600) 703,687	0 39,752	0 147,378 (16,176) 67,737 0 985,715 0 40,245 0 320,465	(16,176)     1,601,433       140,212     610,569	0 75,494 0 24,327 (404) 77,946	10,968 52,430 0 354,493 10,968 540,916 0 52,430 0 39,047 10,564 1,187,555
s / or the Transferred in / (utilised) S\$	424,423 (134	000	0 0 139,707 0	139,707 (16   (104,238)   14C	0 0 0 7	(30,000) (2,000) (2,661) (0)
Balance at Surplus / beginning of (Deficit) for the year year \$\$	413,864 42.	141			75,494 24,327 78,350	
Balar begini ye Note				_	90110	-
N	8		9.3 fund 9.4 9.5 9.7 9.7	, ω	9.9.71.0	7.12 9.13 9.15 9.16 9.16
2014 (As restated) UNRESTRICTED FUNDS	Accumulated funds	Designated funds Early intervention fund Maintenance fund	School redevelopment fund Sign language development fund Special activities fund Training fund General fund	RESTRICTED FUNDS Accumulated funds	Designated funds CHI library fund Computer lab fund Deaf development fund	MVS fund MVS fund Public relations fund SADeaf hearing care centre fund Tertiary education fund Welfare fund

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

4,103,244

457,231

3,646,013

The Singapore Association for the Deaf

[UEN. S62SS0061C] [IPC No. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

#### STATEMENT OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015

	Note	2015 S\$	As restated 2014 S\$
Cash flows from operating activities Surplus for the financial year Adjustments for: Depreciation – general Depreciation – care and share Interest received Operating surplus before working capital changes	6 6	1,290,874 25,508 8,188 (29,186) 1,295,384	457,231 24,497 0 (18,559) 463,169
Changes in operating assets and liabilities: Other receivables Accruals and other payables Net cash generated from operating activities		6,384 (57,418) 1,244,350	25,674 (76,701) 412,142
Cash flows from investing activities Interest received Purchases of property, plant and equipment Net cash used in investing activities	6	29,186 (102,177) (72,991)	18,559 (20,619) (2,060)
Cash flows from financing activities Advance to related parties Net cash used in financing activities		(61,409) (61,409)	(14,236) (14,236)
Net increase in cash and cash equivalents		1,109,950	395,846
Cash and cash equivalents at beginning of financial year		3,901,630	3,505,784
Cash and cash equivalents at end of financial year	4	5,011,580	3,901,630

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

The Singapore Association for the Deaf [UEN. S62SS0061C] [IPC No. IPC000444]

> Audited Financial Statements Year Ended 31 March 2015

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

#### 1. General information

The Singapore Association for the Deaf ("the Association") is registered with the Registrar of Societies under Societies Act (Chapter 311) in Singapore on 29 March 1962. The Association's registered address and its principal place of business is at 227, Mountbatten Road, Singapore 397998.

The principal activities of the Association are to promote and manage all aspects of the welfare of the Deaf (including those with hearing disabilities and who are hard of hearing, hereinafter referred to as the Deaf) in Singapore, to develop, provide and maintain welfare, educational and training services for the Deaf in Singapore, to advocate for the full participation of the Deaf in our Association and to do any or all such other things as are incidental or conducive to the attainment of the above objects, the Association shall: (i) receive gifts in property or in kind, whether subject to any special trust or not, for any one or more of the objectives of the Association; (ii) raise funds in aid of the Deaf in such manner as the Association may think fit, including the sale of hearing aids, accessories or other things; (iii) establish, support and aid in the setting up of any other association formed for or any of the objectives of the Association; (iv) purchase, develop, maintain, lease or otherwise acquire land or buildings of whatever kind or any interest in the same and to sell, convey, assign, mortgage, pledge or otherwise dispose of any land or buildings for the purpose of the Association.

The Association is a charity registered under the Charities Act since 30 May 1984. It has been granted Institutions of a Public Character ("IPC") status for the period from 1 January 2015 to 31 March 2017.

#### 2. Significant accounting policies

#### 2.1 Basis of preparation

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards ("FRS") and the disclosure requirements of the Societies Act (Chapter 311) and Charities Act (Chapter 37). The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

These financial statements are presented in Singapore Dollar (S\$), which is the Association's functional currency.

The preparation of these financial statements in conformity with FRS requires management to exercise its judgement in the process of applying the Association's accounting policies. It also requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of income and expenditure during the financial year. Although these estimates are based on Executive Council's best knowledge of current events and actions, actual results may ultimately differ from those estimates.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

The Singapore Association for the Deaf
[UEN. S62SS0061C]
[IPC No. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

#### 2. Significant accounting policies (Cont'd)

#### 2.1 Basis of preparation (Cont'd)

#### 2.1.1 Interpretations and amendments to published standards effective in 2014

The Association has adopted the new or revised FRS and Interpretations to FRS ("INT FRS") that are mandatory for application from that date. Changes to the Association's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRS and INT FRS.

<u>FRS</u>	Effective date	<u>Title</u>
FRS 110	1.1.2014	Consolidated financial statements, and Amendment to FRS 27 (revised 2011) Separate financial statements
FRS 111	1.1.2014	Joint arrangements, and amendment to FRS 28 (revised 2011) Investments in Associates and Joint Ventures
FRS 32	1.1.2014	Amendment to Financial instruments: Presentation (Offsetting financial assets and financial liabilities)
FRS 39	1.1.2014	Amendment to Financial instruments: Recognition and measurement (Novation of derivatives and continuation of hedge accounting)
INT FRS 121	1.1.2014	Levies

The adoption of these new or amended FRS and INT FRS did not result in substantial changes to the accounting policies of the Association and had no material effect on the amounts reported for the current of prior financial years.

#### 2.1.2 Standards issued but not yet effective

The Association did not early adopt the following relevant new/revised FRS, INT FRS and amendments to FRSs that were issued at the date of authorisation of these financial statements but not yet effective until future period:

<u>FRS</u>	Effective date	<u>Title</u>
FRS 19	1.7.2014	Amendments – Employee benefits – defined benefit plans: Employee contributions
FRS 102	1.7.2014	Improvements 2012– Shared-based payment
FRS 103	1.7.2014	Improvements 2012– Business combinations
FRS 108	1.7.2014	Improvements 2012– Operating segments
FRS 16	1.7.2014	Improvements 2012- Property, plant and equipment
FRS 38	1.7.2014	Improvements 2012– Intangible assets
FRS 24	1.7.2014	Improvements 2012– Related party disclosures
FRS 103	1.7.2014	Improvements 2013 – Business combinations
FRS 113	1.7.2014	Improvements 2013 – Fair value measurement
FRS 40	1.7.2014	Improvements 2013– Investment property
FRS 114	1.1.2016	Regulatory deferral

Management believes that the adoption of the revised standards and interpretations will have no material impact on the financial statements in the period of initial application.

The Singapore Association for the Deaf
[UEN. S62SS0061C]
[IPC No. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

#### 2. Significant accounting policies (Cont'd)

#### 2.2 Revenue recognition

Revenue comprises the fair value of the consideration received or receivable for the services rendered in the ordinary course of the Association's activities. Revenue is recognised as follows:

#### 2.2.1 Government grants

Government grants are recognised as income in the financial statements over the periods necessary to match them with the related costs, which they are intended to compensate on a systematic basis. The Government funding for capital expenditure are amortised as income over the useful lives of the assets they fund.

#### 2.2.2 Donations

Unrestricted donations are reported as income. The timing of income recognition is governed by the donor's intent. If the donor is silent, the donation is recognised as income in the year made. The timing of income recognition for restricted donations is the same as for unrestricted donations.

#### 2.2.3 Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date.

#### 2.2.4 Other income

Other income is recognised when received.

#### 2.3 Expenditure recognition

All expenditure is accounted for on accrual basis, aggregated under the respective areas. Direct costs are attributed to the activity where possible. Where costs are not wholly attributable to an activity, they are apportioned on a basis consistent with the use of resources.

#### 2.3.1 Cost of charitable activities

Cost of charitable activities comprises all directly attributable costs incurred in the pursuit of the charitable objects of the Association.

#### 2.3.2 Governance and administrative costs

Governance costs include the costs of governance arrangement, which relate to the general running of the Association, providing governance infrastructure and ensuring public accountability. These costs include costs related to constitutional and statutory requirements and an apportionment of overhead and shared costs.

The Singapore Association for the Deaf
[UEN. S62SS0061C]
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Audited Financial Statements Year Ended 31 March 2015

#### 2. Significant accounting policies (Cont'd)

#### 2.4 Property, plant and equipment

#### 2.4.1 Measurement

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

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

#### 2.4.2 Depreciation

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

Useful life

Building renovation 5 years Furniture and equipment 5 years

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

#### 2.4.3 Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Association and the cost of the item can be measured reliably. Other subsequent expenditure is recognised as repair and maintenance expenses in the statement of financial activities during the financial year in which it is incurred.

#### 2.4.4 Disposal

On disposal of an item of property, plant and equipment, the difference between the net disposals proceeds and its carrying amount is taken to the statement of financial activities.

The Singapore Association for the Deaf [UEN. S62SS0061C] [IPC No. IPC000444]

> Audited Financial Statements Year Ended 31 March 2015

#### 2. Significant accounting policies (Cont'd)

#### 2.5 Impairment of non-financial assets

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

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

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

An impairment loss for an asset is reversed if; there has been a change in the estimates used to determine the assets' recoverable amount since the last impairment loss was recognised. The carrying amount of an asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss for an asset is recognised in the statement of financial activities.

#### 2.6 Financial assets

#### 2.6.1 Classification

The Association classifies its financial assets as loans and receivables. The classification depends on the purpose for which the assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except those maturing later than 12 months after the reporting date, which are classified as non-current assets. Loans and receivables are classified within "Other receivables" and "Cash and cash equivalents" on the statement of financial position.

#### 2.6.2 Recognition and derecognition

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Association has transferred substantially all risks and rewards of ownership.

#### 2.6.3 Measurement

Financial assets are initially recognised at fair value plus transaction costs.

Loans and receivables are subsequently carried at amortised cost using effective interest method.

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[UEN. S62SS0061C]
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Audited Financial Statements Year Ended 31 March 2015

#### 2. Significant accounting policies (Cont'd)

#### 2.6 Financial assets (Cont'd)

#### 2.6.4 Impairment

The Association assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired.

An allowance for impairment of loans and receivables including other receivables is recognised when there is objective evidence that the Association will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the receivable is impaired. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

#### 2.7 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, demand deposits and, short-term and highly liquid investments that are readily convertible to known amounts of cash which are subject to an insignificant risk of changes in value.

#### 2.8 Accruals and other payables

Accruals and other payables are initially recognised at fair value, and subsequently carried at amortised cost, using the effective interest method.

#### 2.9 Fair value estimation of financial assets and liabilities

The carrying amounts of current financial assets and liabilities, carried at amortised cost, are assumed to approximate their fair values due to their short-term nature.

#### 2.10 Provisions for other liabilities and charges

Provisions for other liabilities and charges are recognised when the Association has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

#### 2.11 Currency translation

Transactions denominated in a currency other than Singapore Dollar ("foreign currency") are translated into Singapore Dollar using the exchange rates prevailing at the dates of the transactions. Currency translation gains and losses resulting from the settlement of such transactions and from the translation at the closing rate at the reporting date of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of financial activities.

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#### 2. Significant accounting policies (Cont'd)

#### 2.12 Employee compensation

Defined contribution plans are post-employment benefit plans under which the Association pays fixed contributions into separate entities such as the Central Provident Fund ("CPF"), on a mandatory, contractual or voluntary basis. The Association has no further payment obligations once the contributions have been paid. The Association's contribution to defined contribution plans are recognised as employee compensation expense when they are due.

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

#### 2.13 Related parties

Related parties are entities with one or more common council members. Parties are considered to be related if one party has the ability to control the other party or exercise influence over the party in making financial and operating decisions.

#### 3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

#### Critical judgements in applying the entity's accounting policies

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting 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.

Estimated useful lives of property, plant and equipment

The Association reviews annually the estimated useful lives of property, plant and equipment based on factors such as operating plans and strategies, expected level of usage and future technological developments. It is possible that future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned.

Impairment of property, plant and equipment

Property, plant and equipment are reviewed for impairment whenever there is any indication that the assets are impaired. If any such indication exists, the recoverable amount (i.e. higher of the fair value less cost to sell and value in use) of the assets is estimated to determine the impairment loss. The key assumptions for the value in use calculation are those regarding the growth rates, and expected change to income and expenditure during the year and a suitable discount rate.

Allowance for impairment of receivables

The Association reviews the adequacy of allowance for impairment of receivables at each closing by reference to the ageing analysis of receivables, and evaluates the risks of collection according to the credit standing and collection history of individual client. If there are indications that the financial position of a client has deteriorated resulting in an adverse assessment of his risk profile, an appropriate amount of allowance will be provided.

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#### 4. Cash and cash equivalents

	2015 S\$	2014 S\$
Cash in hand	200	200
Cash at banks	2,668,930	1,580,282
Fixed deposits	2,342,450_	2,321,148
	5,011,580	3,901,630

Fixed deposits have maturity of 12 months (2014: 6 months to 12 months) and have interest rates ranging from 1.10% to 1.42% (2014: 0.75% to 1.20%) per annum.

At the reporting date, the carrying amounts of cash and cash equivalents approximated their fair value.

#### 5. Other receivables

	2015 S\$	2014 S\$
Amounts due from related parties		
<ul> <li>The Singapore School for the Deaf (SSD)</li> </ul>	56,980	42,215
<ul> <li>Mountbatten Vocational School (MVS)</li> </ul>	109,250	62,606
	166,230	104,821
Sundry debtors	37,507	42,041
Deposits	100,492	101,118
Prepayments	15,765	16,989
	319,994	264,969

The amounts due from related parties are unsecured, non-interest bearing and are collectible on demand.

At the reporting date, the carrying amounts of other receivables approximated their fair values.

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#### 6. Property, plant and equipment

2015	Balance at beginning of year S\$	Additions S\$	Written off S\$	Balance at end of year S\$
Cost Building renovation – ISS Building renovation – SADeaf Furniture and equipment – SRCD Furniture and equipment – SADeaf Furniture and equipment – ISS Furniture and equipment – HCC	4,840 835,512 1,989 193,767 52,856 0 1,088,964	0 1,680 0 62,118 12,239 26,140 102,177	0 0 0 (361) 0 0 (361)	4,840 837,192 1,989 255,524 65,095 26,140 1,190,780
	Balance at beginning of year S\$	Depreciation charge S\$	Written off S\$	Balance at end of year S\$
Accumulated depreciation Building renovation – ISS Building renovation – SADeaf Furniture and equipment – SRCD Furniture and equipment – SADeaf Furniture and equipment – ISS Furniture and equipment – HCC	4,840 834,109 1,989 168,840 50,896 0 1,060,674	0 960 0 24,570 2,938 5,228 33,696	0 0 0 (361) 0 0 (361)	4,840 835,069 1,989 193,049 53,834 5,228 1,094,009
	Balance at beginning of year S\$			Balance at end of year S\$
Net book value  Building renovation – ISS  Building renovation – SADeaf  Furniture and equipment – SRCD  Furniture and equipment – SADeaf  Furniture and equipment – ISS  Furniture and equipment – HCC	0 1,403 0 24,927 1,960 0 28,290			0 2,123 0 62,475 11,261 20,912 96,771

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#### 6. Property, plant and equipment (Cont'd)

2014	Balance at beginning of year S\$	Additions S\$	Written off S\$	Balance at end of year S\$
Cost Building renovation – ISS Building renovation – SADeaf Furniture and equipment – SRCD Furniture and equipment – SADeaf Furniture and equipment – ISS	4,840 835,512 5,928 366,431 68,938 1,281,649	0 0 0 18,169 2,450 20,619	0 0 (3,939) (190,833) (18,532) (213,304)	4,840 835,512 1,989 193,767 52,856 1,088,964
	Balance at beginning of year S\$	Depreciation charge S\$	Written off S\$	Balance at end of year S\$
Accumulated depreciation Building renovation – ISS Building renovation – SADeaf Furniture and equipment – SRCD Furniture and equipment – SADeaf Furniture and equipment – ISS	4,840 830,586 5,928 339,189 68,938 1,249,481	0 3,523 0 20,484 490 24,497	0 0 (3,939) (190,833) (18,532) (213,304)	4,840 834,109 1,989 168,840 50,896
	Balance at beginning of year S\$			Balance at end of year S\$
Net book value  Building renovation – ISS  Building renovation – SADeaf  Furniture and equipment – SRCD  Furniture and equipment – SADeaf  Furniture and equipment – ISS	0 4,926 0 27,242 0 32,168		- -	0 1,403 0 24,927 1,960 28,290

During the financial year, depreciation was charged to the following funds:

	2015	2014
	\$	\$
Depreciation - general		
Secretariat	17,342	24,007
ISS	2,938	490
HCC/SRCD	5,228	0
Depreciation – care and share		
CAS	8,188	0
	33,696	24,497
	<u></u>	·

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#### 7. Accruals and other payables

	2015 S\$	2014 S\$
Accruals	32,227	87,498
SPMF, welfare grants and financial assistance payables	160	1,112
Subscription fees received in advance	1,840	3,035
	34,227	91,645

At the reporting date, the carrying amounts of accruals and other payables approximated their fair values.

#### 8. Accumulated funds

	Transferred in / (utilised)						
	Balance at	Surplus /	Accumulated	Deaf	SADeaf	Sign language	Balance at
	beginning	(Deficit)	funds	development	HCC fund	development	end of the
	of year			fund		fund	year
2015	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Unrestricted funds							
Accumulated funds							
<ul><li>SADeaf</li></ul>	642,312	1,298,647	(774,352)	) 0	0	0	1,166,607
- CHOICE	61,375	0	0	0	0	0	61,375
_	703,687	1,298,647	(774,352)	0	0	0	1,227,982
Restricted funds							
Accumulated funds							
– ISS	427,241	84,289	(	0 0	0	0	511,530
– DAS	183,328	(159,615)	(	0 0	0	67,737	91,450
<ul> <li>Care and Share</li> </ul>	0	183,249	(	0 0	0	0	183,249
<ul><li>Com. Services</li></ul>	0	(220,683)	220,683	3 0	0	0	0
- HCC	0	(7,474)	(	0 0	7,474	0	0
– SRCD	0	(2,549)	(	2,549	0	0	0
_	610,569	(122,783)	220,68	3 2,549	7,474	67,737	786,229

		<u>-</u>					_
	Balance at	Surplus /	Accumulated	Deaf	SADeaf	Sign language	Balance at
	beginning	(Deficit)	funds	development	HCC fund	development	end of the
	of year			fund		fund	year
2014 (As restated)	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Unrestricted funds							
Accumulated funds							
<ul><li>SADeaf</li></ul>	352,489	424,423	(134,600)	0	0	0	642,312
- CHOICE	61,375	0	0	0	0	0	61,375
	413,864	424,423	(134,600)	0	0	0	703,687
Restricted funds							
Accumulated funds							
– ISS	391,267	35,974	(	0	0	0	427,241
– DAS	183,328	(16,176)	(	0	0	16,176	183,328
– CS	0	(134,600)	134,600	0	0	0	0
– HCC	0	10,968	(	0	(10,968)	) 0	0
– SRCD	0	(404)	(	404	0	0	0
	574,595	(104,238)	134,600	) 404	(10,968)	16,176	610,569

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#### 9. Designated funds

- 9.1 Early intervention fund was established for conducting early intervention programmes.
- 9.2 Maintenance fund was established to defray the cost of maintenance, repairs and replacements incurred by the Association.
- 9.3 School redevelopment fund was established for the development of a new school for the Singapore School for the Deaf.
- 9.4 Sign language development fund was established to promote and develop the use of sign language.
- 9.5 Special activities fund was established to implement programmes/activities, which are not funded by the National Council of Social Service (NCSS).
- 9.6 Special event fund was established to provide funding for special events.
- 9.7 Training fund was established to provide training and attachment for the staff of the Association.
- 9.8 General fund was set up for the Redevelopment Project.
- 9.9 CHI library fund was established to defray the running costs of CHI library.
- 9.10 Computer lab fund was established to provide computer training to the Deaf.
- 9.11 Deaf development fund, formerly known as Sports and Recreation Committee of the Deaf (SRCD) fund was established to fund:
  - a. Any shortfall in SRCD annual operating expenses excluding programme fees.
  - b. Delegates going overseas to attend World Federation of the Deaf meetings/conferences and Comite International Des Sports Des Sourds functions/events as and when the Executive Council deems fit.
  - c. Any other functions/events, which SRCD proposes and the Executive Council deems fit.
- 9.12 Mainly I Love Kids (MILK) fund was established to support programmes, which develop children to be contributing members of Association.
- 9.13 MVS fund was established to provide any shortfall in the expenditure of the Mountbatten Vocational School.
- 9.14 Public relations fund was established to create public awareness.
- 9.15 SADeaf hearing care centre fund was established to fund the recurring expenses of the centre.
- 9.16 Tertiary education fund comprises the Lye Swee Peng, Seow Kuan, Lim Chin Liong, Madam C K Ng and Tertiary education funds. The fund is used for providing scholarships and bursaries to Deaf students.
- 9.17 Welfare fund was established to supplement financial assistance such as financial grants and hearing aids to the needy clients.

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#### 10. Fundraising activities

2015	Total proceeds S\$	Total fundraising expenses S\$	Net fundraising income S\$
Car wash	4,786	158	4,628
Charity golf	36,570	2,998	33,572
Charity walk	44,252	1,973	42,279
Flag day Youth for causes	59,128	5,720	53,408
Others	71,566 174,733	4,546 10,765	67,020 163,968
Others	391,035	26,160	364,875
	371,000	20,100	301,070
	Total proceeds	Total fundraising expenses	Net fundraising income
2014	S\$	S\$	S\$
Car wash	11,516	1,047	10,469
Flag day	24,450	1,906	22,544
Gala dinner	322,643	19,596	303,047
Others	122,641	8,144	114,497
	481,250	30,693	450,557

#### 11. Income tax

The Association is a charity registered under the Charities Act since 26 March 1962. Consequently, the income of the Association is exempted from tax under the provisions of Section 13 of the Income Tax Act Cap. 134.

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#### 12. Related party transactions

The following transactions took place between the Association and related parties during the financial year at terms agreed between the parties:

	2015	2014
	S\$	S\$
Payments made on behalf of related parties:		
<ul> <li>The Singapore School for the Deaf (SSD)</li> </ul>	465,320	422,424
<ul> <li>Mountbatten Vocational School (MVS)</li> </ul>	718,128	662,653

The balances with related parties as at the reporting date are set out in Note 5.

#### 13. Key management personnel remuneration and benefits

	2015 S\$	2014 S\$
Sign language instructor allowances for Executive Council members Salaries and other short-term employee benefits Post-employment benefits – contribution to CPF	5,380 222,208 26,885 254,473	3,580 231,773 28,308 263,661
Remuneration band	No. of key management personnel	No. of key management personnel
S\$100,001 to S\$200,000 S\$100,000 and below	1 2	1 1

Members of the Executive Council are volunteers and none received any remuneration or reimbursement during the year ended 2015 except as disclosed above.

#### 14. Operating lease commitments

As at the reporting date, the Association has commitments for future minimum lease payments under non-cancellable operating leases as follows:

	2015 S\$	2014 S\$
Not later than one year Later than one year but not later than five years	415,618 831,236_	415,618 0
	1,246,854	415,618

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.

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#### 15. Financial risk management

The Association's activities expose it to minimal financial risks and overall risk management is determined and carried out by the Executive Council.

#### Liquidity risk

The Association manages its liquidity risk by monitoring and maintaining a level of cash and cash equivalents deemed adequate by the Executive Council to fund the Association's operations.

#### Credit risk

Credit risk arises mainly from the risk on counterparties defaulting on the terms of their agreements. The carrying amounts of cash and cash equivalents and other receivables represent the Association's maximum exposure to credit risk in relation to financial assets. The credit risk on balances of cash and cash equivalents is considered low as surplus funds are placed in fixed deposits with reputable banks.

#### Interest rate risk

The Association's exposure to interest rate risk relate primarily to the fixed deposits placed with banks. The Association is not exposed to significant interest rate risk.

#### Foreign currency risk

The Association does not engage in trading of or speculation in foreign currencies and does not have any financial instruments that are exposed to significant foreign currency risks.

#### Fair values

The carrying amounts of the financial assets and liabilities recorded in the financial statements of the Association approximate their fair values due to their short-term nature.

#### 16. Comparative figures

Certain comparative figures have been reclassified on the face of the statement of financial position to conform to current year's presentation, as shown below:

2014 Statement of financial position Unrestricted funds Accumulated funds ISS	As previously reported S\$	Reclassification S\$ (427,241)	As restated S\$
DAS	183,328	(183,328)	0
Restricted funds Accumulated funds ISS DAS	0 0 610,569	427,241 183,328 0	427,241 183,328 610,569

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Audited Financial Statements Year Ended 31 March 2015

#### 16. Comparative figures (Cont'd)

2014 Statement of cash flows	As previously reported S\$	Reclassification S\$	As restated S\$
Net cash generated from operating activities Net cash used in financing activities	397,906 0	14,236 (14,236)	412,142 (14,236)
	397,906	0	397,906

#### 17. Reserve policy and position

The reserves that the Association has set aside provide financial stability and the means for the development of its principal activities. The Association intends to maintain its reserves at a level that is at least equivalent to one year's expenses to ensure the continued running and smooth operation of the Association. The intended use of the reserves is for the operational need of the Association. The Executive Council will review the amount of reserves that is required to ensure that they are adequate to fulfil the Association's continuing obligations on a half-yearly basis.

The Association's reserve position for financial year ended 31 March 2015 is as follows:

				Increase /
		2015	2014	(Decrease)
		S\$'000	S\$'000	%
Α	Unrestricted funds			
	Accumulated funds	1,228	704	74.43
	Unrestricted designated funds	2,322	1,601	45.03
	Total unrestricted funds		2,305	54.01
В	Restricted funds			
	Accumulated funds	786	610	28.85
	Unrestricted designated funds	1,058	1,188	(10.94)
	Total restricted funds	1,844	1,798	2.56
С	Endowment funds	0	0	0
D	Total funds	5,394	4,103	31.47
Е	Total annual operating expenditure	2,875	2,755	4.36
F	Ratio of funds to annual operating expenditure (A/E)	1.24	0.84	47.62

#### Reference:

- C. An endowment fund consists of assets, funds or properties that are held in perpetuity which produce annual income flow for a foundation to spend as grants.
- D. Total Funds include unrestricted, restricted and endowment funds.
- E. Total Annual Operating Expenditure includes expenses related to Cost of Charitable Activities and Governance and Other Operating and Administration expenses.

#### 18. Tax deductible donations

	2015 S\$	2014 S\$
Tax deductible donations received during the year	696,178	811,751

#### 19. Authorisation of financial statements

These financial statements were authorised for issue in accordance with a resolution of the Executive Council on **21 AUG 2015** 

The Singapore Association for the Deaf
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Audited Financial Statements Year Ended 31 March 2015

SUBSEQUENT PAGES COMPRISING DETAILED INCOME AND EXPENDITURE STATEMENTS FORM PART OF THE AUDITED FINANCIAL STATEMENTS

The Singapore Association for the Deaf [UEN. S62SS0061C] [IPC No. IPC000444]

Audited Financial Statements Year Ended 31 March 2015

DETAILED INCOME AND EXPENDITURE STATEMENT FOR	URE STATEMENT FOR	THE FINANCIAL YEAR ENDED 31 MARCH 2015 – ACCUMULATED FUNDS	NL YEAR ENDE	D 31 MARCH	2015 – ACCL	JMULATED FI		Appendix 1
	Unrestricted			Restricted	pə			
	Secretariat	CAS	CS	ISS	DAS	RT	HCC/SRCD	Total
Income	\$\$	S\$	S\$	S\$	\$\$	\$\$	S\$	S\$
Income from generated funds								
Voluntary income								
- Donations	1,203,271	0	0	0	75,000	0	0	75,000
- Grants for rental of land	415,618	0	0	0	0	0	0	0
- Other grants and sponsorships	23,007	0	34,556	11,747	32,758	0	2,505	81,566
Activities for generating funds								0
- Fundraising income	391,035	0	0	0	0	0	0	0
- Collections from events	0	0	2,280	80	920	0	424	3,704
Investment income								0
- Interest	29,186	0	0	0	0	0	0	0
	2,062,117	0	36,836	11,827	108,678	0	2,929	160,270
Income from charitable activities								
Grant from NCSS	112,024	0	136,142	230,243	137,618	0	0	504,003
Grant from MSF	0	0	0	202,429	0	0	0	202,429
Grant from MOE	0	0	0	148,744	0	228,826	0	377,570
Care and share grant	0	191,437	0	0	0	0	0	191,437
Programme income	0	0	0	3,045	91,172	0	0	94,217
Interpretation fees collected	0	0	0	0	47,928	0	0	47,928
Member subscription fees	7,284	0	0	0	0	0	0	0
Sign language books	0	0	0	0	12,545	0	0	12,545
Sales of assistive devices	0	0	0	0	0	0	87,202	87,202
	119,308	191,437	136,142	584,461	289,263	228,826	87,202	1,517,331
Other income								
HQ allocation	000'06	0	0	0	0	0	0	0
Welfare	0	0	0	0	0	0	56,813	56,813
Miscellaneous income	2,418	0	26	0	0	0	0	26
	92,418	0	26	0	0	0	56,813	56,839
Total income	2,273,843	191,437	173,004	596,288	397,941	228.826	146,944	1.734.440
Expenditure								
Cost of generating funds								
Fundraising expenses	26,160	0	0	0	0	0	0	0

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Audited Financial Statements Year Ended 31 March 2015

Unrestricted			Restricted	Restricted	ted		,	
	Secretariat	CAS	CS		DAS	RT	HCC/SRCD	Total
	S\$	\$\$	\$\$	S\$	S\$	S\$	S\$	S\$
Charitable activities								
Annual events	0	0	35,712	1,171	23,728	0	2,973	63,584
Professional fees and services	1,680	0	5,043	3,916	82,680	0	157	91,796
Purchase of assistive devices	0	0	0	0	0	0	89,7,96	96,768
Teaching material	0	0	0	1,837	13,435	0	0	15,272
Volunteer expenses	80	0	1,204	0	0	0	0	1,204
	1,760	0	41,959	6,924	119,843	0	868'66	268,624
Governance and other administrative costs								
Audit fee	9,166	0	0	0	0	0	0	0
Communications	10,492	0	6,975	6,763	9,196	0	1,237	27,171
Depreciation - general	17,342	0	0	2,938	0	0	5,228	8,166
Depreciation – care and share	0	8,188	0	0	0	0	0	8,188
HQ allocation	0	0	0	0	0	30,000	0	30,000
Insurance	1,876	0	1,568	2,514	2,752	538	252	7,624
Miscellaneous expenses	3,378	0	2,099	1,951	4,505	36	248	8,839
Public education	4,980	0	3,847	5,237	4,814	0	775	14,673
Public relations and advertisements	1,357	0	418	262	552	0	0	1,232
Rental of land	415,618	0	0	0	0	0	0	0
Rental office equipment	1,930	0	1,410	2,029	1,979	0	222	5,640
Staff remuneration	402,917	0	273,842	389,487	323,044	169,308	40,050	1,195,731
Staff CPF contribution	55,128	0	40,292	59,855	52,088	27,449	6,461	186,145
Staff welfare and training	6,249	0	7,034	11,726	6,626	1,495	526	27,407
Supplies and materials	4,974	0	3,920	3,338	7,459	0	755	15,472
Transport	1,938	0	2,989	4,753	13,857	0	185	21,784
Upkeep of building and equipment	5,987	0	4,477	690'L	6,820	0	829	19,044
Utilities	3,944	0	2,857	4,153	4,021	0	452	11,483
	947,276	8,188	351,728	505,075	437,713	228,826	27,069	1,588,599
Total expenditure	975,196	8,188	393,687	511,999	557,556	228,826	156,967	1,857,223
Surplus/(Deficit) for the financial year Funds transferred in/ (utilised)	1,298,647 (774,352)	183,249 0	(220,683) 220,683	84,289 0	(159,615) 67,737	0 0	(10,023) 10,023	(122,783) 298,443
Net movement in funds	524,295	183,249	0	84,289	(91,878)	0	0	175,660
CS - Community Services ISS - Itinerant Support Service RT - Resource Teachers	CAS DAS HCC	- Care - Deaf	· Care and Share · Deaf Access Services - Hearing Care Centre		SRCD	- Sports an the Deaf	Sports and Recreation Committee of the Deaf	nmittee of
	)							

# Singapore School for the Deaf

SCHOOL FOR THE DEAF . NOLLEY! ANS SUCCESS ANA OUGH DE An Affiliate School of the Singapore Association for the Deaf Speech and Language Head Start Therapists Therapists Admin & Finance Officer SHARED SERVICES Lily Lee Meng Hong Serene Ng Si Ling Case Manager **AUXILLIARY SERVICES** (with MVS) STAFF ORGANISATION CHART SCHOOL MANAGEMENT COMMITTEE Mimi Ng Yit Ming Art Teacher As at 31 March 2015 **Ernest Toh Boon Cheng ACTING PRINCIPAL** Barbara Bernadette VICE PRINCIPAL D'Cotta Carolina Cheong Yoke Foon SUPPORT STAFF Clerical Officer Ho Cheo Cleaner Gertrude Marjella Bheem David Lee Boon Hiang Dennis Tan Lian Seng Janis Wong Jie Qing Helen Yeo Giok Joo Kathleen Holmberg Relief Teachers Yeo Swee Leng **ACADEMICS Teachers** 

### Singapore School for the Deaf (SSD)



SSD students performing at "Be The One", Orchard Road, 15 November 2014

#### SCHOOL PROFILE

The Singapore School for the Deaf, which was established in 1963, is staffed by teachers employed by the Singapore Association for the Deaf. The Total Communication approach – which uses signed, oral, auditory, written and visual aids – was adopted in 1977 as a medium of communication and instruction in the school.

In 2014, the school, with the support of the Ministry of Education, embarked on a Bilingual Bi-cultural Approach in the education of our students. This approach encompasses the use of Singapore Sign Language in communication and instruction, and the English language is taught as a second language.

SSD aims to provide its students with opportunities to develop their potential in academic, communicative, cognitive, physical and social skills to their fullest.

#### PUPILS' GENERAL PROFILE

The Singapore School for the Deaf (SSD) had an enrolment of nine for the financial year - comprising one Primary 4 class of 2 pupils and two Primary 6 classes of 7 pupils.

#### ACADEMIC REPORT

A total of 11 pupils were enrolled in Primary 3, 5 and 6 at the beginning of 2014. The two pupils in Primary 6 who sat for the PSLE passed and progressed to Balestier Hill Secondary School and Boon Lay Secondary School respectively. The school engaged an educational psychologist and art therapist for the pupils, and also provided remedial classes and extra tutoring to help them in their weaker subjects.

#### PROGRAMMES AND ACTIVITIES

• Thursdays are set aside for Co-Curricular Activities (CCA). During Terms 2 and 3 in 2014, pupils were taught swimming at the Katong Swimming Complex. They also had 10 ukulele lessons and performed two songs during the year-end prize-giving concert. In Term 1 2015, they resumed the swimming lessons which had made them confident swimmers.

### Singapore School for the Deaf (SSD)

- All six Primary 5 pupils, together with two teachers, participated in the National Education Show on 19 July 2014.
- Pupils went on a field trip to the Peranakan Museum on 25 July 2015, where they gained a deeper understanding of the Peranakan culture and identity in Singapore.
- The pupils had fun at the Republic of Singapore Navy's public outreach programme, Navy@Vivo, on 28 May 2014. There, they boarded the RSS Persistence, a Landing Ship Tank, and also got up close to a Super Puma helicopter, a Light Strike Vehicle Mark II and more!
- The SSD Annual Games Day, held on 15 August 2014, saw the participation of Lighthouse School pupils. The exciting activities and games fostered team spirit and interaction between the two schools. The guest of honour was Mr Alvan Yap, the Deputy Director of SADeaf.
- Following the tradition set over the last few years, SSD celebrated Children's Day with Damai Primary School during a day of fun and games on 2 October 2014.



Games Day 2014

- SSD's 2014 Learning Journey saw 11 pupils, the acting principal, vice principal and three teachers on a four-day trip to Penang, Malaysia, from 7 to 11 November 2014. They visited many places of interest including a fishing village, the Penang Museum, Penang Hill, as well as the Deaf Communication Centre and Federation School for the Deaf.
- The official light-up of Orchard Road on 15 November 2014 featured SSD pupils song-signing "Be The One" with Joi Chua, a popular Singaporean singer. The guest of honour, President of Singapore, Dr Tony Tan, chatted with the pupils and took photos with them.

#### **SERVICES**

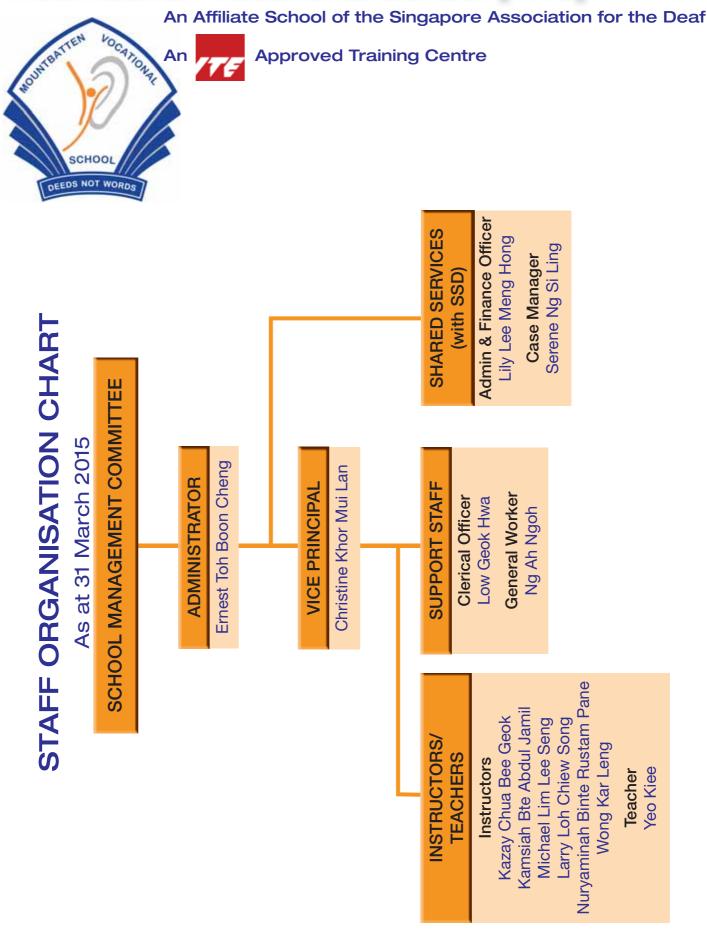
#### **Social Work Services**

The school's Social Work Section takes care of pupils' welfare, including their socio-emotional needs and behaviour, and financial well-being. It also oversees and manages the school's volunteers. Financial assistance for needy pupils are obtained from various sources, including the School Pocket Money Fund, MOE Financial Assistance Scheme, NCSS, SG Enable, MILK Fund, and generous donations from the public.

#### Speech, Language and Audiology Services

Speech, language and audiology services are provided to the pupils. Besides hearing tests and hearing aid fittings, the pupils were also regularly briefed on the care and maintenance of their hearing aids. Auditory and speech training sessions were conducted for all pupils in one-to-one sessions. Of the nine pupils, three showed significant improvement in their listening and oral (verbal) language skills.

### Mountbatten Vocational School (MVS)



### Mountbatten Vocational School (MVS)



On an educational outing

#### SCHOOL PROFILE

Mountbatten Vocational School (MVS) is an ITE Approved Training Centre (ATC) which issues ITE Skills Certificates to persons with disabilities. The ITE Skills Certificate (ISC) is a two-year training programme. Currently, MVS offers ITE Certificates in Food Preparation, Food and Beverage Service and Housekeeping Operations. The School is looking into adding WSQ courses in its programme.

#### **ENROLMENT & STUDENT PROFILE**

As at 31 March 2015, MVS had a total of 85 trainees. There were 6 trainees with hearing loss and 79 with intellectual disability. The Year 1 enrolment stood at 46. In Year 2, of the 39 trainees, the Food and Beverage Service course had the highest number at 21, while 8 were undergoing the Food Preparation course, 3 in the Housekeeping course, and 7 in non-ISC programmes.

Of the 2014 cohort of 55 trainees, 71% met the criteria in the overall performance in the core component subjects, and progressed to Year 2 work-based training (Industrial Attachment) segment. 24% of the cohort was retained in the extended ISC training programme, and the remaining 5% dropped out.

Of the 2013 cohort of 31 trainees, all progressed to Year 2. Of these, 21 successfully completed the ISC workbased training on 14 November 2014 and would be awarded ITE Skills Certificates in July 2015. Five trainees were placed in Bizlink's sheltered workshop for their Year 2 training.

#### TRAINING AND EMPLOYMENT OPPORTUNITIES

MVS would like thank BizLink Centre Singapore Ltd's Employment Placement Division (EPD) for its successful job placements of our trainees. All 14 MVS trainees who successfully completed the programme were offered employment, and 11 took up the offer.

### Mountbatten Vocational School (MVS)

The conversion from training to employment placements for Year 2 trainees in the 2013 cohort for the Work-Based Training is as follows:

	Number of Trainees in Year 2 Work- Based Training	Total attrition rate	Completed programme successfully	Unsuccessful in programme	Employed
Food & Beverage Services	8	2	6	0	6
Food Preparation	14	2	12	0	10
Housekeeping Operations	4	1	3	0	1
Bizlink Sheltered Workshop	5	0	5	0	5
Total	31	5	26	0	22

#### Work-Based Training Partners

MVS would like to thank the following companies for being our work-based training partners in 2014.

Sector	Work-Based Training Partners
Food and Beverage Service	Bliss Restaurant and Catering
Food Preparation	Crowne Plaza Hotel
Housekeeping Operations	Gossip Restaurant (S Class Pte Ltd) Han's Pte Ltd Holiday Inn Singapore Orchard City Centre Siloso Beach Resort Pte Ltd

#### Financial Assistance

For needy trainees, MVS helps in obtaining financial assistance through schemes such as the School Bursary Project (SBF), School Pocket Money Fund (SPMF), South East Edu Assist Fund (SEEAF) and the Singapore Buddhist Lodge Education Foundation (SBLEF) Bursary Award. For the period under review, 24 trainees received the SBF, 3 the SPMF, 25 the SEEAF, and 12 the SBLEF Bursary Award.

#### PROGRAMMES AND ACTIVITIES

MVS also works with volunteers and community partners to provide a variety of programmes and activities for our trainees. Some highlights are:

#### Graduation for Year 2012 Cohort

The graduation ceremony was held on 2 August 2014 at the Holiday Inn City Centre Hote, with Mr Lim Biow Chuan, Member of Parliament for Mountbatten, as the guest of honour. It was attended by 140 people, including trainees, graduates, staff, work-based training representatives, School Management Committee members, Excomembers, parents and guests. Certificates and awards were presented to trainees who had done well.

#### Teachers' Day Celebration

On 4 September 2014, a few parents of MVS' trainees got together to celebrate Teachers' Day with the staff of MVS and SSD. The parents not only prepared the food but also decorated the canteen.

#### Chinese New Year Celebrations

On 18 February 2015, MVS trainees and staff celebrated the Chinese New Year with a fest of food and games, and even a fashion show. Goodie bags with oranges and other festive food were given out to one and all.

#### **Outings**

- MVS teachers and trainees embarked on an Eco Tour at Sungai Buloh organised by the World Edu Corp on 15 July 2014.
- Trainees and staff from MVS participated in the Charity Walk for the Deaf 2014 on 4 October 2014.
- Wyeth Nutritionals (Singapore) Pte Ltd, a community partner of MVS, planned an outing for the trainees on 6 November 2014. Managing Director Mr Michael Bernard Hayes and his staff accompanied 55 MVS trainees and staff to SEA Aquarium at Sentosa.

### Appendix - Committees

#### Administration and Finance Committee

Mr Patrick Tan Keng Sin - Co-Chairperson
Ms Cynthia Wong Yuen Chinn - Co-Chairperson

Mr Chang Wah Weng - Member
Mr Low Boon Hon - Member
Mr Martin Marini - Member
Mr Gregory Wee Chong Yeow - Member
Mr Alfred Yeo Chi Jin\* - Member

Ms Judy Lim Sook Lan - Executive Director (till 6 March 2015)

Mr John Chan Yew Tiong - Admin and Finance Manager

#### **Audit Committee**

Ms Valerie Tan Kian Wah - Chairperson

Ms Ngiam Share Ching - Member

Ms Irene Yee Choy Peng\* - Member

#### Human Resource Committee

Ms Cynthia Wong Yuen Chinn - Chairperson
Ms Devyani Himanshu Vaishampayan - Member
Ms Irene Yee Choy Peng\* - Member

#### Deaf Access Committee

Mr Alfred Yeo Chi Jin\*

Mr Neo Hock Ping\*

Ms Tan Keng Ying\*

Chairperson

Member

Member

Ms Low Jarn May\* LSC Chairperson

Ms Chew Suat Li Shirley\* SLI-SC Chairperson

Mr Tan Nai Cheng SLT-SC Chairperson (till January 2015)
Ms Wong Ai Ling\* Staff Secretariat (till August 2014)
Mr Neo Hock Sik\* Staff Secretariat (w.e.f. August 2014)

Ms Jessica Mak\* LSC Staff Representative (w.e.f. February 2014)

Mr Zach Tay Ming Lin SLT-SC Staff Representative

#### Linguistics Sub-committee

Ms Low Jarn May\* Chairperson

Mr Tan Nai Cheng SLT-SC Chairperson (till January 2015)

Mr Chua Debao Joseph\* Member
Ms Lim Wen-She Pearlin\* Member
Mr Ong Kay Chin James\* Member
Ms Wang Li-Sa Member

Ms Siti Rohanna Binte Omar Staff Secretariat

Ms Jessica Mak Wei-E\* Staff Secretariat

#### Sign Language Instruction Sub-committee

Ms Shirley Chew Suat Li\*

Mr Ong Kay Chin James\*

Mr Philip Choy Peng Lih\*

Senior Instructor

Ms Low Jarn May\*

Chairperson

Senior Instructor

Senior Instructor

### Appendix – Committees

Mr Freddie Soh Tiong Leong\* Senior Instructor
Mr Dennis Tan Lian Seng\* Senior Instructor
Ms Elaine Teo Bee Leng\* Senior Instructor

Ms Jennifer Chan Kee Tiang\*

Mr Kelvin Goh Jwee How\*

Instructor

Ms Lau Ee Wun\*

Instructor

Mr Zach Tay Min Lin

Instructor

Mr Eugene Tham Yew Hua

Instructor

Mr Alfred Yeo Chi Jin\*

Instructor

Ms Nurul Na'iimah Binte Mohd Ishak Trainee (till November 2014)

Mr Terence Lew Thaddeus \* Trainee

Ms Yam Lim Leng Leng\* Trainee

Ms Angelina Tan Rong Xuan Trainee

Mr Dennis Wang Jiahui \* Trainee

Ms Irene Yee Choy Peng \* Trainee

Ms Wong Ai Ling\* Staff Secretariat (till August 2014), Senior Instructor

Mr Alan Wong Wai Kin\* Staff Secretariat

Mr Neo Hock Sik\* Staff Secretariat (from September 2014)

#### Sign Language Interpretation Sub-committee

Mr Tan Nai Cheng Chairperson (till January 2015)
Mr Jason Koo Kii Wai Vice-Chairperson (till January 2015)

Ms Elizabeth Khoo Chye Tiang\* Member
Ms Angelina Wong Member
Ms Janis Wong Jie Qing Member

Mr Zach Tay Ming Lin

Ms Nur Amirah Binte Osman

Ms Siti Rohanna Binte Omar

Ms Jessica Mak Wei-E\*

Staff Representative

Staff Representative

Staff Representative

Mr William Tay Wi Shen Staff Representative (till September 2014)

Ms Chan Shimei Staff Representative

Ms Nadzirah Binte Mohamed Taib Staff Representative (till November 2014)

#### **Community Services Committee**

Mr Chang Wah Weng
Mr Chew Mun Kai\*
Member
Mr Leonard Lim Jiun Yih
Mr Edwin Ong Teck Boon\*
Mhairperson
Member
Member

Ms Wong Ai Ling\* Staff, Principal Case Manager

Mr Mohammad Fandi Staff, Social Worker (till 31 December 2014)

Ms Rosa Yan Staff, Case Manager Ms Alexis Chok Li Lian Staff, Case Manager

Mr Ong Kay Chin James\* Staff, Executive Officer - Programme

#### Award Vetting Panel

Ms Irene Yee Choy Peng\*

Ms Janice Lum Kai Kuen

Ms Gillian Goh

Chairperson

ITE representative

NCSS representative

### Appendix - Committees

Ms Christina Michael MOE representative

Ms Pauline Ong\* MHI representative

Ms Ang Chiew Geok Touch Club representative

Mr Wong Chee Foong\* Ex awardee of Outstanding Deaf Student (tertiary) 2013

Ms Yam Lim Leng Leng\* Member of Deaf community

Ms Tay Lay Hong\* Advisor

Mr Ong Kay Chin James\* Staff, Executive Officer - Programme

#### International Day of the Deaf (IDD) 2014

International Week of the Deaf

Ms Jessica Mak Wei-E\* Staff, SgSL Development Officer cum Deaf Interpreter

Mr James Ong Kay Chin\* Staff, Executive Officer - Programme

#### Sports and Recreation Committee of the Deaf (SRCD)

Ms Tan Keng Ying\* Chairman Mr Peter Im Wai Hoe\* Vice Chairman Ms Celissa Zhong Suwen\* Secretary Mr Shafie Bin Yunos\* Member Mr Ivan Mok You Qiang\* Member Ms Petsaurus Tan Member Mr Toh Chiew Sien\* Member Mr Alan Wong Wai Kin\* Member

Mr Ong Kay Chin James\* Staff, Executive Officer – Programme

#### Singapore Deaf Youth Section

Ms Erika Herdman\* President Ms Loh Yee Chen, Lisa\* Vice-President Ms Nurul Humairah Binte Osman\* Secretary Mr Chua Kim Leng, Dave\* Treasurer Ms Chen Jieying\* Member Mr Eugene Tan Chern-Chuen\* Member Ms Yew Hau En\* Member Ms Jessica Mak Wei-F\* Advisor

Mr Ong Kay Chin James\* Staff, Executive Officer – Programme

#### 60th Anniversary Committee

Ms Tay Lay Hong\* Chairperson

Ms Low Geok Hwa\* Staff, Clerical Officer

Mr Alan Wong Wai Kin\* Staff, Deaf Access Assistant

Mr Ong Kay Chin James\* Staff, Secretary

Ms Ang Xue Er Staff, Social Work Assistant

Ms Tan Li Zhen Staff, Executive (Development/Programme)

Mr Dennis Tan Lian Seng\* Staff, Teacher

Ms Jackie Tan Staff, Admin Assistant
Ms Amanda Yeo Staff, Case Manager
Mr Danny Ng\* Staff, Accounts Officer

Ms Petsaurus Tan Member

# Appendix – Committees

#### YouthBeat

Mr Toh You Xin\* Chairperson

#### Tuition and Enrichment Programme

Ms Lim Hui Ling Chairperson

#### Signifique

Ms Petsaurus Tan Instructor

# Singapore School for the Deaf School Management Committee

Mr Martin Marini Chairperson

Mr Jevons Yip Bao Chung Honorary Treasurer

Mr Chew Mun Kai\* Member
Prof Veena Jadhav Member
Dr Elaine Tan Swee Khian Member
Dr Tan Chay Hoon Member

Ms Christina Michael MOE Representative
Mr Ernest Toh Boon Cheng Staff, Acting Principal

Ms Barbara Bernardette D'Cotta Staff, Vice Principal/Secretary

#### Mountbatten Vocational School School Management Committee

Mr Gregory Wee Chong Yeow Chairperson

Mr Patrick Tan Keng Sin Honorary Treasurer

Mr Chew Mun Kai\* Member
Ms Margarita Hale Member
Mr Steven Lee Chee Phat Member
Mr Nader Tadros Member
Mr Louis Tan Hong Pheow Member

Mr Ernest Toh Boon Cheng Staff, Administrator/Secretary

Ms Christine Khor Mui Lan Staff, Vice Principal

<sup>\*</sup> Deaf / Hard of Hearing

