Towards Holistic Development

2014-2015 ANNUAL REPORT

www.apsn.org.sg

Association for Persons with Special Needs
Headquarters
900 North Upper Changi Road
Singapore 417354
Tel: (65) 6479 6225 Fax: (65) 6479 6272
Email: hq@apspn.org.sg

APSN Centre for Adults
11 Jalan Ubi, Block 4 01-31
Kembangan-Clayhill Community Hub
Singapore 418074
Tel: 6639 3448 Fax: 6516 4490
Email: dca_admin@apspn.org.sg

APSN Delta Junior School
3 Choa Chu Kang Grove
Singapore 688227
Tel: (65) 6639 1811 Fax: (65) 6639 8629
Email: dcs_admin@apspn.org.sg

APSN Tanglin School
143 Alexandra Road
Singapore 159994
Tel: 653671 1511 Fax: 653671 0409
Email: tiss_admin@apspn.org.sg

APSN Katong School
900 North Upper Changi Road
Singapore 457354
Tel: 653644 8107 Fax: 653644 6323
Email: kss_admin@apspn.org.sg

APSN Choa Chu Kang School
18 Jalan Melayu, #01-09
Singapore 650991
Tel: 653671 0922 Fax: 653671 0930
Email: cpp_admin@apspn.org.sg
**Vision**

To equip persons with special needs, through best practices in education, training and support services, for open employment and life-long learning, in partnership with our stakeholders and the community.

To be a premier organization that develops individuals with special needs to their fullest potential so that they can lead dignified, fulfilling and independent lives as integral members of society.

**Objectives**

- To cater to the educational and vocational needs of persons with mild intellectual disability
- To enhance the opportunities for the said persons to lead independent, dignified lives in society
- To initiate, promote and stimulate research into their challenges and conditions.
- To create and develop awareness of and educate the public on the needs of those with intellectual disability

- To assist and advise parents or guardians on choices and challenges relating to the education and development to the said persons.
- To encourage parents or guardians of the said persons to form groups and associations for mutual assistance and co-operation on matters relating to the said persons.
- To raise funds, to purchase and own properties and to sell or alter or convert such properties for these purposes.

**REGISTERED ADDRESS**

900 New Upper Changi Road
Singapore 467354

**CHARTER STATUS**

Charity Regn No: 0121
Charity Regn Date: 30 Nov 1984

**CONSTITUTION**

Date of Establishment : 12 Dec 1975
ROS Regn No : ROS 217/75
UEN : 57550058K
The Association is an approved institution of a public character under the Singapore Income Tax Act Cap 134.

**IPC STATUS**

Effective Date of IPC:
From 01 Oct 2012 – 30 Dec 2015
A Full Member of National Council of Social Service

**AUDITORS**

RSM Chio Lim LL
Our Vision reads “to develop individuals with special needs to their fullest potential so that they can lead dignified, fulfilling and independent lives as integral members of society”. We at APSN strive to make this ideal a reality for our students. To mark Singapore’s Golden Jubilee we are proud to share the stories of 50 students whose lives have been transformed as they journeyed through our schools and finally transitioned into gainful employment as contributing members of society. The book with the 50 stories will be out in August this year. I hope the inspiring stories will spur us, volunteers and staff, to work harder for the good of our students.

I am happy to note that our four schools and training centre have continued to do a good job in educating our students and preparing them for life and work. To meet the growing number of pupils with ASD being admitted into our schools, Chaoyang and Katong started the ASD Structured Programme to gently ease ASD students into MID classes. Tanglin which is well known for incorporating technology in its teaching and learning has introduced 3D Technology and this approach has been recognised as an innovative ICT project at the SPED Conference 2014. Delta Senior School which prepares its students for Workforce Skills Qualifications (WSQ) certification is doing well. It has the support of 36 employers, hosting our students on attachment at 68 worksites, allowing them to exercise their skills in F & B, hotel services, landscaping and retail. CFA’s F & B programme found employment for its graduands, 9 out of 10 in 1st year and 8 out of 10 in 2nd year. This year 2015, another 10 trainees are enrolled in the 3rd batch. We are confident the outcome will be similarly good.

Apart from classroom and vocational training our students have been very active in sports. They take part in swimming, football, athletics, badminton, bowling, basketball and other games and competed in events organised by Special Olympics and Singapore Disability Sports Council. Tanglin were junior Champion in football organised by Special Olympics while Katong emerged overall Champion for the 4th time at the 5th SDSC Swim Meet. Chaoyang were Champions in both the boys and girls categories in the 9th SDSC badminton tournament. I am glad Chaoyang has introduced In-line skating and Cycling for its pupils. This will help build confidence in the young children.

For the less sporty, our schools have other CCA to cater to their interests. There are classes in Picasso Art, Chinese Art and Acrylic Painting at Chaoyang while at Katong students learn Chinese Calligraphy and Chinese Brush Painting. Tanglin presented a musical and art exhibition with the support of the National Arts Council to showcase its performing and arts talent. Students from Tanglin, Katong and Delta performed in the musical A Nation in Concert: A Wetlands Adventure at the Marina Bay Sands MasterCard Theatre alongside theatre professionals.

True to tradition two of our teachers have won the Outstanding SPED Teacher Award (OSTA) for 2014. They are Ms Huzaima Hamid of Chaoyang School and Mrs Fanny Ong of Tanglin School. The Award is given out once every 2 years at the biennial SPED Conference to recognise outstanding special education teachers. Mrs. Woon Lam Bing Ling of Chaoyang won the OSTA Commendation Award. We congratulate the three award recipients. You have done us proud.

We have always encouraged our staff to attend courses and seminars to upgrade their skills and to keep abreast with new developments in their field of work. They are also encouraged to innovate and try out new ideas to enhance teaching and learning. Come October 2015, 17 staff and Management Committee members will be in Colombo, Sri Lanka for the 22nd Asian Conference on Intellectual Disabilities. During the 5-day meet they will present papers on their research, share and learn best practices, and network with their colleagues from other Asian countries.

Since early 2015 members of the Management Committee have visited individual schools and CFA to meet with parents to discuss concerns that they have. Parents have
been very forthcoming with their questions and many issues were raised. Parents’ feedback help Management to relook and moderate existing policies. One example of something we can improve on is the extension of evening pick up time for students in our Student Care Centre. But the high cost of private bus transportation is something we have less control over although we constantly remind bus operators to keep fares affordable. We will continue to engage Parents in face to face meetings as we find them useful.

Our Schools and CFA are able to function well because we have strong HQ support. Staff retention is critical as we cannot afford to lose good people. I am happy to note that our staff turnover rate is only 1.5% for the year compared to 1.6% and 2% for 2012 and 2013. A recent assessment done by an independent HR consultant concluded that APSN pays above market rate. For the year our HR Department has rolled out several initiatives including re-designation of jobs and salary restructure and improved Urgent Private Affairs leave.

APSN Schools are renowned for the use of technology to improve students’ interactive learning. IT staff are stationed in Schools to assist teaching and learning like Robotics integration with iPads. This intense and early exposure to IT is good for the students as it prepares them for work in the modern world. Our Infocomm Department is also involved in the automation of work processes at HQ such as HR Training Module, Student Management System, Finance claim System, Donation and Volunteer Management System.

Our Finance Department works very closely with Infocomm to automate its work processes. It implemented Purchase and Requisition (PR) Automation System to streamline PR application and approval and maintain centralised records on all PRs. 68% of our 446 vendors have signed up for our ePayment where they are paid via electronic interbank transfers. This is a great relief to me as I have fewer cheques to sign. Finance recommended and changed electricity supplier and this resulted in a 20% savings. As the reporting line of Accounts staff has been shifted from school Principals to Head of Finance, the school Accounts staff will be centralised in HQ later in the year.

Our Internal Audit Department continues to recommend improvements of management controls to ensure compliance with Standard Operating Policies and guidelines from NCSS and the The Charity Council.

Corporate Communications Department revamped APSN’s website and produced a corporate video which is played at all school graduation, external collaboration and internal events. Our newsletter is now available in e-version and can be downloaded from our website. In addition to using traditional media to advance our cause we are turning to social media to reach a bigger audience.

During the year we also formalised fund raising as a functioning department with its own head. In its first year it has performed very well with several projects completed. Among them are a concert and carnival, a Gala dinner, a flag day and a charity golf. Another big fund raising and record setting event will take place in September the details of which I will report in next year’s message.

After pondering for many years we finally launched a Social Enterprise (SE) project called Mystical Cookies. The aim of this project is not to maximise profit but to optimise profit for sustainability to benefit our clients. Three clients from CFA are employed full time as baking assistants. It is our hope that after a year’s in-house employment they will be sufficiently competent and confident enough to seek work in a commercial outfit thus making way for another batch of fresh trainees to come in to take their place. Another SE project in the pipeline that will offer employment to our clients is Vertical Farming which will be launched later this year. The lease for CFA at Jalan Tembusu is expiring and CFA will be moving to a new and more accessible location at Kembangan-Chai Chee Community Hub at Jalan Ubi in late 2015. Once the re-location is complete we will be able to fully concentrate and ramp up operations for the two SE projects.

Finding good people to serve on the Management Committee and Sub Committees is a real challenge in our fast-paced society. People leave because they are presented with new life and work priorities. We work with agencies such as CNPL (Centre for Non Profit Leadership) who refer interested individuals to us. The volunteers first serve in Sub Committees and over time move to take up positions in our Management Committee. I am pleased to report that this has worked well for APSN and the new volunteers will form the new leadership in the coming years.

I am happy to say we have had a good year and our success is due to the support and generous donations of our benefactors such as Keppel Corp, Marina Bay Sands, SingTel, ANZ Bank, and other corporate sponsors. They not only donated money but also their staff have carried out meaningful projects for our schools. I also thank our funders MOE, MSF, NCSS and the Tote Board for their continuous support. I thank our staff for their hard work, willingness to multi-task, patience under pressure and loyalty. I am also grateful to my colleagues in the Management Committee for their guidance, dedication and patience. Let us continue to work in harmony to realise our vision of giving our students a brighter future.
Reports of Committees / Sub-Committees
The Sub-committee comprises the four APSN school Principals, the Head of the Centre for Adults, the President who is also the Chairman of the Schools Management Committee, the CEO, Administrative Executive (Ms Paige Lim) as the Secretary, the HQ Psychologist (Ms Jovial Teo) and Dr Chen as Chairman.

At a recent meeting of the above, it was re-affirmed that the current procedure in dealing with the applications to our schools and the Centre for Adults is satisfactory and should be continued. This is because unlike the previous system where applications are considered by a central committee, this responsibility is now devolved to the schools, where each school has its own selection panel to consider the applications.

Doubtful cases are however referred to the Sub-committee for further consideration, and in this way this two-tier system ensures a check-and-balance, and that fairness is maintained and that the decision is for the best interest of the child.

In the year under review, the following admissions were approved:-

<table>
<thead>
<tr>
<th>PERIOD: 1 JULY 2014 TO 31 MAY 2015</th>
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<tbody>
<tr>
<td>ADMISSION</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>CFA 10</td>
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<tr>
<td>DSS 100</td>
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</tr>
<tr>
<td>KS 26</td>
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<tr>
<td>CYS 94</td>
</tr>
<tr>
<td>UNSUCCESSFUL CASES</td>
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<tr>
<td>Total</td>
</tr>
<tr>
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</tr>
<tr>
<td>DSS 0</td>
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<tr>
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</tr>
<tr>
<td>KS 6</td>
</tr>
<tr>
<td>CYS 2</td>
</tr>
<tr>
<td>DEREGISTRATION</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
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</tr>
<tr>
<td>DSS 43</td>
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</tr>
<tr>
<td>KS 10</td>
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<tr>
<td>CYS 3</td>
</tr>
</tbody>
</table>

Given the present system, there is virtually no waiting list as the processing of applications are promptly done and there are vacancies in all our schools.

The MOE-initiated Multi-Agency Admissions Panel (MAAP) helps to further ensure that placements are correctly made and that the child is placed in the most appropriate educational setting.

In reviewing the present system, the Chairman suggested that the school psychologists can perhaps be more pro-active and to undertake further psychological testing of applicants if the psychological data presented are incomplete or outdated. In general, our present procedure of processing applications is satisfactory.

Dr Francis C. Chen
Chairman

My thanks to the dedicated volunteers, who in addition to their professional careers, gave generously of their time to the APSN Audit Sub-Committee in the 2014-2015 year:

Members: Chinnu Palanivelu, Erik Vledder, Royce Seah, Srikumar Ramachandran, Seema Sanghani; Advisor: Antonio Martinez Marroquin; with myself (Bill Bowman) in the Chair. As Chair I am grateful for all of their invaluable assistance.

Audit Sub-Committee sees our role as assisting good corporate governance in APSN and providing an independent view of APSN activities to the Executive Committee. We are aware that APSN is the recipient of substantial funding and donations from Government, as well as corporate and private donations, and the organisation should be able to demonstrate that these amounts are well safeguarded and used appropriately according to the donors’ intentions.

As such during the year we conducted reviews on the procedures around fund raising, PDPA (Personal Data Protection Act), handling for cash donations, financial reporting controls, handling of conflict of interest, canteen operations (ongoing). We updated the risk assessment for the organisation. Plus provided advice on other topics from time to time. The Sub-Committee also has the role of being the final reviewer of the APSN financial statements prior to EXCO approval.

We look forward to continuing our work in 2015-2016.

Mr Bill Bowman
Chairman

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CFA continued to offer quality services and provide support to its clients in 2014/15. Many clients acquired new skills to better equip them to cope in the workforce in the future. However, enrolment at CFA continued to drop in 2014/15 - with 124 clients as at 31 March 2015 compared with 148 as at 31 March 2014. CFA has just partnered the Institute of Public Service Leadership in a service learning project organised by the Civil Service College to look into the possible causes for the decline over the years and how CFA can reach out to persons who have not gone through APSN schools. This project is expected to take about 6 months and a report with recommendations should be ready by the end of 2015.

In addition to the normal operations of a sheltered workshop (for contract work) and vocational training for its clients under the various programmes (Food & Beverage, Hospitality, Horticulture, Recycling & Thrift Shop, Arts & Crafts and Best Buddies) and job placement and counselling services, CFA added the operations of a Student Care Centre in September 2014 to look after students before and after school hours, a service previously managed by Chaoyang School who decided to focus on their educational programmes and curriculum moving forward. The Centre is currently located in Chaoyang School at Ang Mo Kio.

CFA will also be starting a vertical farm project in the second half of 2015 with financial support from Keppel Corporation and a matching grant from the Care & Share Fund. The farm will be sited at Bukit Merah. In addition, another vertical farm will also be built at CFA's new premises at the Kembangan-Chai Chee Community Hub at 11 Jalan Ubi. The shift to the new premises is now scheduled for September 2015.

Other significant activities/events during the year include:

# The Pilot Food & Beverage programme which was started in May 2013 will be extended to December 2015. To date, 17 clients who have gone through the programme have found employment. Another 10 clients will complete their training in June 2015 and will be placed out for internship/employment.

# The first batch of 5 clients who enrolled in the training programmes with Sun City Maintenance Pte Ltd during the year are now on work experience for 6 months with Sun City.

# 28 clients were matched with NUS students under the Best Buddies Programme. Activities during the year included volunteering at Jamiyah Home for the Aged, a picnic at Marina Barrage and trips to the Discovery Centre, the Singapore Army Museum and East Coast Park.

# Guitar and photography lessons were conducted by YMCA for some of the clients.

# The supply of vegetarian food to family centres sponsored by 2 individual donors continued during the year.

# CFA members, representing APSN participated in the Purple Parade which was held on 15 November 2015. The aim of the Parade was to support inclusiveness in Singapore and to celebrate the abilities of persons with special needs. We had a contingent of nearly 140 people made up of students, clients, alumni, staff and parent volunteers.

# A CFA Flag Day was held on 18 March 2015 which raised almost $200,000. A total of 1,114 people volunteered from 36 schools and 18 organisations.

# CFA did reasonably well for the year with a surplus of $620,000 for the year ended 31 March 2015. This was lower than the surplus of $1.0 million in the previous year which had the benefit of net proceeds of $448,000 raised via a charity golf event in May 2013. As at 31 March 2015, CFA is in a healthy financial position with cash and cash equivalent of $2.77 million compared with $1.42 million in the previous year.

On behalf of the CFA Management Committee, I thank our sponsors, donors, organisations and educational institutions for their continued support. Many thanks also to my fellow Committee members for their time, contributions and support and to the staff of CFA for their dedication and tireless efforts during the year.

Mr Winston Wong
Chairman
The Finance and Investment Sub-Committee (“F&I”) provides advice and guidance to the Executive Committee of APSN on the financial aspects of the operations of APSN. F&I currently has 4 volunteer members, Gwee Sze Chuan, Lee Chiang Huat, Chinnu P Velu and Ruby Cheah, with representation from APSN management, Kenneth Tham, CEO and Alex Shiu, Head, Finance, at its meetings. F&I held 4 meetings during the financial year ended 31 March 2015, with a 90% average attendance. In addition to physical meetings, F&I also handled financial matters via email throughout the year.

For the financial year ended 31st March 2015, the operating expenses of the four Schools and CFA were within incoming resources received. The major cost is in manpower, which is about 65% of total expenditure. Accumulated funds of the four Schools, CFA and the APSN Student Care Centre are sufficient to sustain each of the operations for between two months to a year.

Several automation systems were implemented during the year, including the purchase & requisition system and electronic cash management payment system. The accounting process and controls, budgeting process, internal controls, statutory accounts were reviewed to ensure compliance with the various legislation and accounting standards and practices. The centralization of APSN Finance Department has completed its first phase, with the headcount and cost of the Finance staff of the Schools transferred to HQ, and the final phase of co-location of Finance staff will be done when it relocates its office towards the end of 2015 to a space sufficient to accommodate the whole Finance team. A Budget seminar was presented by F&I Chair during the year to familiarize APSN management, staff and committee members on the APSN budget process.

My grateful appreciation on the contributions and support of the F&I sub-committee members, APSN EXCO, all the other sub-committees, APSN management and APSN Finance team, and especially to the F&I members for volunteering their valuable time, expertise and knowledge

Mrs Ruby Cheah
Chairman

Human Resource (HR) Sub Committee would like to thank Ms Angie Ng for her past guidance and support to the HR Sub Com and to accord our sincere thanks to each of the committee member’s commitment and efforts in providing HR strategic partnership with the EXCO and aligning APSN’s mission with best HR practices.

The year 2014 has certainly been an exciting and a rewarding year. Key achievements and milestones are highlighted below:

1. Competitive Salary Benchmarking and Equitable Salary Ranges. With the completion of Aon Hewitt’s review on Job Analysis & Evaluation, Market Benchmarking and Salary Structure, we have now in place a system to evaluate effectiveness and pay-for-performance in 2015. At APSN, it is our philosophy to have an equitable pay-for-performance system as it is instrumental in attracting and retaining high performing talents.

2. Collective Agreement. Improvisation and updates have been made to better accommodate and reflect the changing work environment.

3. New Hire Orientation Program. Our new hire orientation program has gained a heightened sense of focus and provided greater insights to new hires and/or volunteers. We believe this new program will improve the fit and readiness of new hires and/or volunteers who take on a new role in APSN.

4. Employee Referral Program. This is an internal recruitment method to identify potential candidates from our existing employees’ social networks so as to select and recruit suitable candidates to fit into APSN. As a reward, the referring employee will receive a token monetary reward.

5. Enhanced HR Policies and Process. To be more effective, we are reviewing to automate the performance appraisal system so as to ensure our performance management is built around best practices and bring greater consistency to the entire review process. By abandoning ineffective, paper-based processes, we can establish tighter links between employee and APSN’s goals and produce stronger performance evaluations that integrate more closely with compensation, employment planning and retention.
HR Sub Committee remains committed to continuing its advocacy efforts and outreach to the stakeholders of APSN to ensure issues are resolved in an amiable and win-win approach.

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<th>Key HR Facts</th>
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<th>2013</th>
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<tr>
<td>APSN Staff Strength</td>
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<td>339</td>
<td>313</td>
</tr>
<tr>
<td>Training Hours/staff</td>
<td>38</td>
<td>38</td>
<td>41</td>
</tr>
<tr>
<td>Attrition Rate</td>
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<td>1.6%</td>
</tr>
</tbody>
</table>

Top (left to right): Ms Evelyn Lo, Ms Alice Tan, Ms Kadey Wong, Ms Seet Chor Hoon (HR Sub-Com Chairperson)
Bottom (left to right): Ms Amanda Chuan, Ms Molly Ang, Mr Kenneth Tham (CEO)
Absent: Mr Lakshmi Narayanan, Ms Amy Kan

Ms Seet Chor Hoon
Chairman
**LEVERAGING TECHNOLOGIES TO PROVIDE QUALITY EDUCATION AND EMPLOYABILITY SKILLS**

As a firm believer in leveraging technologies to provide quality education to the students, APSN has adopted extensive modernization and computerization of its teaching environment.

APSN hopes to equip its students in a spectrum of skillsets from essential productivity tools like MS Office suite, 3D printing and digital art & animation using Adobe Photoshop CS6.

**PROVIDING INTEGRATED LIFE-ORIENTED LEARNING**

APSN constantly researches for new ways to provide resource-rich learning environment for integration with life application and social skills learning. In order to empower and motivate students in their personal learnings, the schools have collectively leveraged on mobile tablets like iPads to improve pervasiveness of independent learning and education journey. Other schools have embarked on progressive infocomm tools like innovative assistive technology and Lego Robotics Education.

**COLLABORATIVE PLATFORM FOR PRODUCTIVITY AND SHARING**

In the pursuit of productivity, APSN has also adopted collaborative platform to unify the schools and HQ through MS Office365, Classroom Management Software (CMS), Online Learning Management System (LMS), Skype for Business and Intranet (SharePoint) to automate internal processes, improve collaboration and contents sharing amongst teachers and students.

Dr Victor Tay Kah Soon  
Chairman

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**Interactive Devices**

Chaoyang School has been using Interactive Whiteboard (IWB) since 2008 for teaching and learning. Conducting lessons using interactive devices have been very successful as teachers are able to capture better pupils’ attention and improve student engagement for a longer duration. This year the school has begun trying out a new interactive device, the Vertical-ID. It essentially transforms a projection surface, such as a screen, a conventional whiteboard or even a wall, into an interactive teaching tool similar to the IWB. The device is currently being trialed by the teachers and feedback will be sought on its potential as an eventual replacement for the IWB.

**Online Learning Management Systems (LMS)**

In 2015, Chaoyang School continues to subscribe to online learning management systems, AsknLearn (for Literacy) and IXL (for Numeracy). Such online LMS platforms enable any pupil with access to the internet the opportunity to engage in self-directed learning even when they are out of the school. This year two e-learning days, one in each semester, have been set aside for pupils to remain home and access learning activities on the LMS specifically planned for them by their class teacher. Remote learning from home has the added benefit of parental involvement.

**Apple iPads / Macbook**

This year, the school continues to intensify the use of iPads for teaching and learning to increase the number of iPads available for teachers’ and pupils. Teachers are able to infuse the use of iPads into their lessons more effectively with a pupil to iPad ratio of no more than 2:1. Teachers have deployed iPads in the teaching of a variety of learning domains, notably, Functional Academics (Literacy, Numeracy and Science), Life Skills (i-Café and India Exchange Programmes) and Aesthetics (Digital Art Programme).

With the pupils’ widespread use of iPad applications for learning, the school added Apple MacBook into its hardware inventory to facilitate the periodical synchronizing of iPads, either update existing applications or for archiving pupils’ works.

**Professional Development**

As part of the school’s on-going efforts to encourage professional development among the teachers, sharing sessions with an ICT focus are regularly conducted. Among the topics covered this year were:

- Cyber Wellness – teachers were kept abreast of current ICT trends among school-age pupils so that they are in a better position to engage and advice pupils.
• Use of technology/devices – teachers were introduced to new technology, such as the Vertical-ID interactive device, and to infuse the use technology and devices into their lessons.
• Use of applications/software – hands-on ‘sandpit sessions’ are conducted to introduce interesting iPad apps to teachers so that they can each the various subject domains within the school curriculum.

In summary, Chaoyang School continues to explore and rely on various ICT tools and programmes, as enablers, that help teachers and pupils in the teaching and learning of the school curriculum.

Tanglin School

ANIMATED PIXELS, SUSTAINABLE N-VIROMENT @ TANGLIN SCHOOL
The Animated Pixels, Sustainable N-vironment (APSN) Programme at Tanglin school is a school wide contemporary ICT-based curriculum that incorporates various elements of language, mathematics, science as well as technology content and skills. It is an extension of the iPads and Robotics Education for all students from Secondary 1 to 4 with differentiated learning approaches: Animated Pixels, (Lego Stop-Animation) for lower secondary and Sustainable N-vironment (A Go-Green Robotics Program) for the upper secondary students. Based on the foundation principles of an integrated curriculum i.e. Mathematical skills of spatial concepts and awareness, Scientific laws of direction and motion, Technology instruments of motors and sensors and ICT content of programming and control devices such as the ipads, laptops and LEGO bricks, we envision that our students are able to present thinking and decision making processes through various media and are enthused to demonstrate a mastery of new learning in a variety of problem solving environments.
VISION:
• Construct, Connect and Collaborate to transform teaching & learning

OUR GOALS:
1. To enable differentiated teaching for engaged learning and sustained attention
2. To develop interest and promote independence in learning
3. To provide an alternative mode in assessing the holistic development of students
4. To provide computer-based assistive technology to enable all students, regardless of their disabilities, to access the curriculum

SCHOOL PROGRAMS:
ICT is being infused purposefully into school programs, for example, the use of iPads for primary program for “Handwriting without tears”. Apart from that, the English Department conducts Reading Enrichment every Monday for selected Secondary 1 to 3 students. The students pick up reading through the use of iPads. The Math Department conducted a Math Trail at the Singapore Sports Hub, where the students completed the trail with the use of iPads.

Katong School leverages on the LEAD portal as a means to encourage independent learning. Through interactive and engaging activities, students are motivated to extend their learning beyond the classroom walls. Additionally, this internet portal allows the students to access their lessons and assignments uploaded by their teachers from any computer equipped with an internet connection. The English and Math department also used the LEAD portal to carry out school assessments. This prepares students for their Workplace Literacy and Numeracy (WPLN) assessments, which are computer based. The portal also allows the school to generate and collate feedback, through surveys. For example, on Promoting Independent Learning through E-Platform (PIE) day, online evaluation survey is administered to collate parents’ feedback.

The Digital Art & Animation CCA used Adobe Photoshop CS6 to create visual graphics, such as Lunar New Year and Hari Raya cards. The CCA also collaborated with Bedok View Secondary School Infocomm Club, to edit photos using Photoshop.
Incorporating ICT in the Curriculum of DSS

2014 saw the extensive integration of ICT into the curriculums of Delta Senior School.

**IDELIGHT VIDEO RECORDING SYSTEM**
Following the successful implementation of the iDelight Video Recording System in the F&B Department, the Hotel and Accommodation Services Department piloted the iDelight Video Recording System during training in Semester 2. This was facilitated by two instructors who managed to better engage the students enabling them to increase their self-awareness of the areas they have done well and areas that need improvement. The use of this ICT platform has further motivated our students during their vocational lessons on the module “Carry Out Thorough Cleaning of Public Areas”.

**INTERACTIVE WHITE BOARD**
The Literacy department initiated the use of Interactive White Board in the classroom for the ES WSQ module. The department worked with Curriculum Based Learning and Development group (CBLD) to develop software for the module, Communicate and Relate Effectively at the Workplace in October 2014. 10 Interactive White Boards were installed in the classrooms. And the use of SMART® Interactive Media Learning Resources will begin in July 2015.

**COLLABORATION WITH ITE COLLEGE WEST**
Both Literacy and Numeracy departments continued to collaborate with ITE College West in 2014. The ITE College West students have developed three Numeracy iPad Apps that enable our students to use them during the numeracy class lessons. In addition, a speaking iPad app was created for Literacy department to assist our students to attempt speaking format used by WDA during the Workplace Literacy (WPL) assessment. The app has incorporated various levels such as simple, intermediate, medium and hard to suit our students’ needs which allow them to learn and improve in a progressive manner. Students can record their speaking based on the picture and their recorded voices can be playback for teacher to listen and guide them.
WORK CONDITIONING PROGRAMME

The programme uses strengthening and conditioning tasks to enhance individual skills and function. The following are the competency elements of the programme.

- Movement Skills
- Physical Conditioning
- Stimulation of specific and general work requirements

The duration of the programme is 12 months and each session last for 1 hour & 30 minutes. The conditioning programme has five modules with increase in intensity and duration of the task. Pre and Post assessments are conducted to gauge the performance of the clients.

As part of the programme, heart rate sensor and iPad (Polar Team app) are used to monitor the client’s performance. The polar team app is very useful to track the client’s activity level while performing the conditioning exercise. The polar team app and heart rate sensor is an effective tool to gauge the work capacity level of the clients.

THE LISTENING PROGRAM® (TLP)

The Listening Program® (TLP) is a music listening therapy that provides engaging brain stimulation to improve performance in school, work and life.

TLP has three different versions TLP Level One Premium System, TLP Achieve iPod and TLP Spectrum iPod. Systematic training is provided through listening to the modified classical music, which trains the brain to process sounds more efficiently which leads to improvements in learning, attention, reading, listening, communicating, behavior, sensory processing, brain fitness and daily living.

TLP sessions for clients are conducted on everyday basis and each session last for 30 minutes. Before conducting the TLP sessions initial evaluation is done to assess the client’s current functional level and the sensory processing needs. Client's progress is monitored on everyday basis and final outcome summary report is given to the instructors. TLP outcome is compared with the vocational outcome of the clients and feedback from the instructors and parents/guardian are also vital to determine the outcome of the program.

IPAD FOR FINE MOTOR TRAINING

CFA has started to use iPad for Fine Motor Training. The following are the objectives of using Dexteria app for training.

1. To identify hand & fingers problems that clients experience which hinder their performance in vocational activities.
2. To train clients to attain effective hand function skills in the area of fine motor components such as:
   a. Wrist stability and strength.
   b. Finger flexibility and strength.
   c. Fingers isolated movement control.
   d. Thumb Movement efficiency for pinch grip activities.
   e. Eye-hand Co-ordination.

Use of iPad for fine motor training is more effective and efficient compared to the conventional method training. Not only that clients find it engaging, it also acts an effective tool to measure the performance on a regular basis.
EDITORIAL & PUBLICITY

Sub-Committee

The two major publications the Sub-committee is responsible for are the APSN Newsletter which is published thrice annually and the APSN Annual Report. The publicity aspects are various and varied. In this regard, since the official spokesman for the Association is the President, all matters relating to queries from the mass media are directed to him for attention.

In late 2014 we have had a change in that a new Senior Public & Corporate Communications Executive was appointed. She is Ms Ufairah Akram -- a hearty welcome to her! She serves as the Secretary of the Sub-committee.

As is the practice, the Sub-committee is re-constituted at the beginning of every school year. The same representatives can be appointed by the school Principal, for not more than two years at a time. These school representatives function more as reporters, and are the people ensuring proper news coverage of the events happening in their schools.

We also have had a change of printer, as we have to ensure competitiveness in the pricing and quality of the graphic design. As time goes on, we hope to achieve a “new look” for the Newsletter.

With the feedback we have had received, we are now moving to shorter articles or write-ups, and perhaps more pictorials. Special reports or feature articles will of course continue to be of reasonable length. We still maintain the policy of giving equal coverage to all our schools, the Centre for Adults and Association happenings. Sometimes because articles are not forthcoming from a particular school, that school’s coverage appears to be less.

The Annual Report encapsulates in brief all the major events that have happened to the Association and to our schools. However, the most important component is the Financial Statements of our Accounts. We spend a lot of time in preparing this, and with our public auditors, we sift the figures very carefully and what figures we present are a factual representation of the state of our accounts. This is important as we pride ourselves with accountability and transparency in our Association policy.

In terms of general publicity, this is augmented by the work of our other staff as the Community Partnership Executive (Ms Karen Tan) and the many companies and individuals we encounter through fund-raising (Mr Roger Tan). The President Mr Chan Chee Keong has been active in representing the Association at various events, and thus promoting the public profile of APSN.

Dr Francis C. Chen
Chairman

NOMINATIONS

Sub-Committee

The Nominations Sub Committee (NSC) was set up with the task of identifying and recruiting suitable candidates to fill the vacancies in our existing 12 sub committees and the Executive Committee. The present composition of the NSC is made up of the President, Emeritus President and the two Vice Presidents. Our CEO is the Secretary of the NSC and he plays a proactive role in looking for the right people to join us. I thank all members of the NSC for spending valuable time meeting the candidates.

In a fast-paced urban society like Singapore it is always a challenge to find people with the right talent to give of their time to a cause no matter how worthy it may be. Successful professionals are spending long hours at work just to stay ahead of the pack and balancing work and family life is already a struggle for them. It is easier to ask them to donate money. But the search must go on as we need new blood to rejuvenate a greying Management Board. We need younger people with fresh ideas to help the Association keep pace with the changing times.

During the year under review the NSC met four times to have chat sessions with candidates referred to us by Centre for Non-Profit Leadership (CNPL) a non-profit volunteer referral agency. We also spoke to friends who are recommended by serving members. I am pleased to report that for the 12 months under review we recruited five new members for our Sub Committees but unfortunately we also lost four serving members. The reasons why they stepped down are varied – job promotion with greater responsibility and travel; overseas posting; meeting times not convenient; or simply loss of interest due to unrealised expectations. In totality our Board renewal effort has been a success. Over the last six years we have managed to induct and retain the services of eleven new members. Four of the longer serving ones are on the Management Committee and the remaining seven are serving in sub committees.

We also maintain a pool of specialists as resource people. These are people who may be too busy to attend scheduled meetings but are willing to offer their expertise when needed. A media specialist helped us choose a vendor for our corporate video and guided us through the production process. We also called upon a volunteer lawyer to draft and vet legal documents.

Ours is a works-in-progress and the task is never ending. We need volunteers from diverse backgrounds to enrich our management team. We hope to have a rich harvest next year.

Mr Chan Chee Keong
Chairman
This Sub-committee oversees the status of all our professional staff - the psychologists, social workers, various types of therapists such as occupational, speech and play. We even had hydrotherapists and physiotherapists in the past.

Following the deployment of such staff on a school basis, they provide the necessary services to our students and clients. Where there is shortage of any category of staff (eg speech therapists), we outsource for such services or buy services from other agencies. Thus the needs of our students are addressed.

With the enactment of the Allied Health Professionals Act, there is an expectation of changes happening, either to the nature of their work or to their conditions of work. However, other than the fact that these categories of staff are now also registered with the Ministry of Health, very little has changed. Whatever changes there are or are going to take place are internal. Of course the opportunities for attending upgrading courses and the like will still be available, but it’s incumbent on our staff to be pro-active in sourcing for them or to find out where and when such courses are available.

The CEO of our Association is frequently in contact with our professional staff. Each school under the auspices of the Principal, conducts regular contact time meetings to share their professional expertise and to have case discussions. In this way, every child who may be in need of therapy services are treated in a holistic manner. It is proposed that in the future, we track the progress of such students more vigorously by introducing more meaningful methods of assessment.

There may also be a re-evaluation of our present structure, to see in what way we can deliver remedial and therapeutic services more effectively. For staff who require mentorship, we will continue to provide them. In general the professionalism and work ethics of our professional staff will be consolidated in order to achieve a higher and more effective level of service delivery. The professional welfare of our staff will be actively promoted.

We have been fortunate to have practically all the established positions for professional staff filled, and there is stability in this group of staff, with a low staff turn-over. All this augurs well for the Association and our clients.

Dr Francis C. Chen
Chairman

Our Association had its beginning in 1976 when a group of parents with children with mild intellectual disabilities and their supporters got together to start a school for their children. The first lessons were conducted in borrowed church premises for 90 students. Now 39 years later we have come a long way with four schools and a vocational training centre for adults which we call Centre for Adults (CFA). Although our student enrolment has grown to more than 1200, our core objective of providing quality education and skills training leading to employment opportunities for our students remain unchanged. We must never forget that whatever role we play in the running of the Association, the educational wellbeing of our students is the sole reason why we are here.

Our Association currently runs four schools. Chaoyang School (CYS) located in Ang Mo Kio Ave 9 is our primary school which caters to children age 7 to 12 years. Tanglin School (TS) at Alexandra Road is our secondary school catering to students age 13 to 16 years. Katong School (KS) at Upper Changi Road is a full school in that it has both primary and secondary classes. After secondary school students go on to Delta Senior School (DSS) our newly opened purpose-built school at Choa Chu Kang Grove. There they either enter the Work Skills Qualification (WSQ) programme where training can take up to 5 years or the less demanding Transition Programme up to age 18 years. Our students may need a longer runway before they are ready for employment in the open market. To ease their transition into the real world they are put through On-Site training for 2 days a week in year 2 and gradually increased to 4 to 5 days a week during Work Experience Programme and Internship in Year 4. For the practical training programmes DSS has 45 partners who open their hearts and doors to our students to gain hands-on experience. We are very grateful to our industry partners for their support.

The schools are managed by a School Management Committee (SMC) comprising myself as Chairman and School Supervisor and four APSN Management Committee members namely Mr Gwee Sze Chuan, Dr Victor Tay, Mr Winston Wong and Mrs Ruby Cheah. The CEO of APSN Mr Kenneth Tham together with the four School Principals namely Mdm Yasilah Bte Amir, Mdm Aslinah Ahmad, Mdm Lim Cheng Liew and Mrs Liza Ow are also members of SMC. MOE is represented by Ms Teo Siew Kim, School Inspector and Mrs Tan Wai Lan, Principal of CHIJ St Nicholas Girls’ School. Mrs Tan had previously held senior positions at MOE’s Special Education Branch. We welcome Mrs Tan to SMC and look forward to her sharing her experience and insights with us. The role of the SMC is to ensure that the operations of the four Schools are carried out effectively.
in line with the Association’s mission and MOE’s strategic plan for special education in Singapore. The SMC held six meetings during the year under review. The position of Secretary of SMC is rotated among the four APSN Principals. Mdm Lim Cheng Liew was Secretary for 2014 before handing over to Mrs Liza in January 2015. We thank Mdm Lim for doing a great job as Secretary.

The year also witnessed some changes in school leadership. Mdm Aslinah moved from CYS to become Principal of DSS taking over from Mrs Michelle Liau who has relocated overseas. Mdm Yazilah became Principal of CYS having spent more than 35 years in mainstream schools. Her last appointment was Principal of Bukit Timah Primary School. To give school leaders greater exposure to the whole spectrum of special education and vocational training in APSN we have seconded Ms Lily Yip, Vice Principal of KS to Centre for Adults and Ms Jeyashini, Vice Principal of TS to DSS. The knowledge gained working in different settings will put them in good stead in planning curriculum and formulating policies.

Our schools have hosted or will be hosting visits by Minister of State for Education Ms Sim Ann. Such meetings offer opportunities for SMC members, principals and educators and professional staff to air their views and concerns. Issues such as career pathways, personal development, school facilities, school leases were discussed. We welcome the opportunity to hear and understand the Government’s position and future plans for special education in Singapore. One interesting suggestion floated was a short work attachment in other special schools to give staff a better rounded idea of special education. Given the difficulty of attracting qualified staff this idea may not be realised for some time. While we are disappointed that CYS has to move to another school in 2018, we welcome the news that TS and KS can remain at their existing sites for another 10 years at least. This certainty of tenure allows us to undertake much needed upgrading and improvement works to our schools.

All our schools have done well and their achievements have been chronicled in their respective school reports. What stand out are the willingness of our educators to experiment with new teaching ideas and the persistent use of technology to enhance teaching and learning. With the assistance of our Infocomm Department our schools have implemented initiatives like Robotic Integration with iPads, incorporating the 3DAutoCAD with iPads. Early introduction to the use of computers will be useful to our students for when they go out to work as they will need to use electronic devices.

We have a good team of competent teachers and instructors in our schools who are not afraid to try out new ideas in pedagogy for special needs children. They have shared the results of their research and experiment with fellow educators at the 2014 SPED Conference. Their presentations included Handwriting without Tears Programme for ASD students, Igniting Counting in SPED students for 1 to 5, Learning Beyond The classroom, Beyond Borders for India Exchange Programme, and CYS’ I-Cafe project. Our teachers have done us proud again by winning 2 of the 3 Outstanding SPED Teacher Award (OSTA) given out once every 2 years. We congratulate Award winners Mrs Fanny Ong of TS and Ms Huzaima Hamid of CYS. Mrs Woon Lam Bing Ling of CYS was award the OSTA Commendation Award. Our educators will once again present papers at the 22nd Asian Conference on Intellectual Disabilities (AFID) in Colombo, Sri Lanka in October 2015.

In 2014 DSS started the Transition Programme for students from TS and KS who are not able to do the WSQ vocational programme. The pioneer batch has 26 students and DSS worked with SG Enable to prepare them for work under the School to Work (S2W) project. I am happy to report that 7 students who reached 18 years old were placed on some form of supported employment while 5 students made the successful switch to the WSQ vocational programme. 4 students went to CFA and the rest are still being trained in Year 2 of the S2W project.

60 DSS students on the WSQ vocational programme graduated at the end of 2014 with 57 of them securing jobs. 1 went on to enrol in ITE while 2 were referred to SG Enable. 35 of the graduands had full WSQ certification and 8 had achieved the high accolade of Career Readiness Certificate which is equivalent to 3 ‘O’ level passes. Another success story to share is that of Jonathan Soh. He graduated from DSS in 2012 and went on to ITE to study a Nitec course in Electronics. After completing the Nitec course with a high GPA of 3.6 he has been accepted by a polytechnic and enrolled in Republic Poly where he will study for a Diploma in Business Information Systems. His story is truly inspirational and goes to show that with determination and hard work, much can be achieved. I am proud that our teachers have succeeded in passing him the most important lesson, that of learning how to learn. DSS is recognised for its high standard of performance and was re-accredited as an Approved Training Organisation by WDA. Its reputation as a premier school for vocational training for students with special needs is evidenced by the numerous requests it received from academics, corporations and overseas welfare organisations for study visits.

Members of SMC have been visiting schools to engage with parents to hear their hopes and concerns. Their feedbacks are being addressed. We will continue to hold such discussions as we value parents as important partners in our mission to develop each child to his fullest potential.

We have had a successful year and I want to thank MOE and NCSS for their support. I am grateful to members of the School Management Committee for their cooperation, guidance and contributions. I want to thank Principals, teachers, professionals and support staff in our schools for their hard work and dedication to the task of bringing out the best in each child. Working together in harmony we look forward to another good year.

Mr Chan Chee Keong
Chairman / Supervisor
The Social Enterprise Sub-Committee comprises representatives from various industries including textile and fashion apparel, audit, infocomm, branding and PR consultancy, as well as, members from APSN Centre for Adult and Headquarters.

With extensive consideration, the Subcommittee has established the following principles for the Social Enterprise to focus on:

1. Upskilling and promoting employability of the students
2. Enabling students to be integrative and socially contributive to the community
3. Setting up social enterprise programmes in APSN which can be self-sustaining and viable
4. Collaborating with external business partners to assist in social enterprise.

The formation of APSN Social Enterprise is established to benefit APSN students and clients to diversify their career paths. APSN hoped to align students’ capabilities and skill sets to be socially contributively. Aim for Social Enterprise is not to maximize profit but optimize profit for self-sustainability.

APSN Social Enterprise had embarked on two tracks actively. We aimed to provide a foundation for our trainees to be trained in simulated environment modelled after actual workspace to obtain necessary skill sets and eventually secure a job placement beyond our sheltered workshop. This will also help our students and clients to find their special gift to contribute to the society.

**BAKERY AND CSR BRANDED COOKIES**
Mystical Cookies was started back in July 2014 and had gradually grained pace and outreach. We will see the growth of more customer base in the coming years targeting at companies’ CSR programs supporting Social Enterprise. We are also diversifying our range of products to include pineapple tarts, brownies, muffins, egg tarts and chocolates. Some of our sponsors and buyers includes Diageo, Textile & Fashion Training Centre, Lend Lease and NEO Group.

**VERTICAL FARMING**
Land is scarce in Singapore and with government’s direction to ensure security of food source, vertical farming will be an excellent solution for our urban city. We had secured a land at SG Enable and funding from Keppel Group. This Vertical Farming project will be initiated in mid-October 2015.

**Visit to SkyGreen Vertical Farming**

Dr Victor Tay Kah Soon
Chairman
Association Highlights
On 3 September 2014, APSN Katong School and Marina Bay Sands celebrated the opening of 2 Food and Beverage Training Rooms at 900 New Upper Changi Road. The Guest of Honour for the Opening Ceremony was Dr Mohd Maliki Osman, Mayor of South East Community Development Council, Minister of State for Defense and National Development. The $82,000 facilities and curriculum upgrade marks a significant raise in the quality of vocational education for individuals with mild intellectual disability receiving an education at Katong School.

“We look forward to continued collaboration with APSN to help the association meet and exceed its goals,” said Mr George Tanasijevich, President and Chief Executive Officer of Marina Bay Sands.

Local independent musical, Firefly in the Light – A New Musical, ended on a high note on 15 November 2014 at The Arts House (Chamber), raising $50,000 which can be matched dollar for dollar under Care and Share for the Association for Persons with Special Needs (APSN). The proceeds will go towards the APSN Student Care Centre and APSN CFA training development programmes to train persons with mild intellectual disabilities.

Firefly in the Light—A New Musical showcased a coming-of-age story with twelve original songs written and composed by 17-year-old Singaporean, Shayna Toh, and was presented by a cast of young talents from the region.

Composer/Lyricist/Author, Shayna
Official Launch of Sun Ray

On 20 November 2014, The National Council of Social Service launched a new career scheme called Sun Ray, for the social service sector. The launch was graced by Mr Chan Chun Sing, Minister of Social and Family Development.

Sun Ray is a career scheme to develop individuals with strong leadership qualities to lead professional practices and organisations in the social service sector. The scheme aims to deepen professional and leadership capacity in the sector and meet social service agencies’ manpower needs by widening the leadership pipeline. APSN is committed in supporting and partaking on this scheme. APSN President, Mr Chan Chee Keong was presented with a token of appreciation for our efforts in partnering with them in this latest scheme.

Minister Mr Chan Chun Sing presents token to Mr Chan Chee Keong

Tanglin School Produces Musical

On 27 Sept 2014 Tanglin School staged a musical “Finding Harmony in M & M Land” at the Paya Lebar Methodist Girls’ School. This was supported by the National Arts Council, and the Guest-of-Honour was Dr Francis C. Chen (Founding Member of APSN).

Guests from the Ministry of Education, the National Council of Social Service, APSN Management and staff and parents also attended. A total of some 680 people filled the Auditorium.

The musical and an Arts Exhibition named “Imagining Harmony” showcased the musical and artistic talents of the Tanglin School students, and testified to the Association’s credo of “Towards Holistic Development of the Individual”.

Dr Chen with Principal, Staff and Parents

The King of “M & M Land”

The Latin dancers

The Percussion Ensemble
The students of Chaoyang School and Tanglin School attended the annual SingTel Touching Lives Fund Movie Treat and Cheque Presentation Ceremony on 6 May 2015 at the SingTel auditorium. Beneficiary organizations were invited on stage to receive a cheque with a collective sum of S$3 million. The ceremony ended with a Latin dance performance from Tanglin School’s La Teenz which was well received.

APSN is thankful to SingTel for its continued support of its schools and programmes.

Geylang International Football Club (GIFC) kicked off the new S.League season with a press conference on Saturday 31 January 2015. Held at Downtown East, the event was attended by the media, senior personnel of GIFC, corporate and community partners, players and head coach, as well as members of the fan club.

APSN is pleased to be chosen as Football Association of Singapore – GIFC’s community partner for 2015. They will also give APSN 200 complementary tickets for all their home matches and $1 will be donated for every member of public that turns up for their matches. At the end of the season, the total amount will be collated and donated to APSN.

Mr Chan Chee Keong, APSN President and Mr Winston Wong, APSN Vice-President, attended the press conference. During the event, we saw the unveiling of the new football jersey for the players and all corporate and community partners were presented with a jersey of their own. Mr Chan was presented with a “lucky” number 8 jersey! We look forward to a fruitful and meaningful partnership with FAS-GIFC!
This year’s “Purple Parade” was again held at Hong Lim Park on the 15 November 2014. The Purple Parade is a movement that supports the inclusion & celebrates the abilities of persons with special needs. Many VWOs were present including APSN. Chaoyang School staged a hip hop dance; Katong School did their famous Chamak Challo dance routine, Tanglin School showcased their Silat skills and Delta Senior School performed their ukulele musical pieces. Purple Parade had the largest number of people with purple dyed hair recorded in an event! This parade showcases the hidden talents and abilities of individuals with special needs. The movement was started by Ms Denise Phua, President of Autism Resource Centre.

Annual Dinner 2014

The APSN Annual Dinner was held at the Hotel Novotel, Clarke Quay on Friday 19 September 2014. Organized by Chaoyang School this year, the theme was “Hawaiian Luau”. Participants came in their Hawaiian attire, and leis or garlands were given out, making the event a colourful one.

Mr Chan Chee Keong in his speech reviewed the state of APSN schools. The main item at the Dinner was the presentation of Long Service Awards, to both Staff and Volunteers. Staff received their Awards with cash bonuses from APSN, whereas the volunteers on APSN Management received their awards (no cash !) from the National Council of Social Service (NCSS).

The Awardees are:-

APSN LONG SERVICE STAFF

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<td>Yee Hung Pak</td>
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<td>Chong Mai Chen</td>
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<td>Hairul Anuar Bin Mohd Haron</td>
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<td>Goh Hui Ling Fiona</td>
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<td>Sarah De Castro Sacro</td>
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<td>Jalbuena Edwin Santos</td>
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<td>Seah Lay Keng Karissa</td>
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<td>Wee May</td>
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<td>Basangan Tetchie De Los Santos</td>
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<td>Gomez Lynette Hanah</td>
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<td>Aw Leong Yen Patrick</td>
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<td>Lee Poh Sim Jessie</td>
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<td>Ivy Dulu Badilla</td>
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<td>Van Der Beek, Suelynn Ruth</td>
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<td>Radziah Abdul Rahman</td>
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<td>Chum Hock Chan</td>
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<td>Sulekha Suresh Nair</td>
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<td>Sharon Tan Bee Bee</td>
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<th>30 YEARS</th>
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<tr>
<td>Rani Day</td>
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NCSS LONG SERVICE (VOLUNTEERS)

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<td>Mrs Kristin Van Burm</td>
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<td>Dr Victor Tay Kah Soon</td>
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<td>Mr Chan Chee Keong</td>
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<td>Mrs Fong Kam Wah Janet</td>
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<td>Dr Francis C. Chen</td>
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After the presentation of Awards, the Events Organizer provided entertainment and games to the enjoyment of attendees. Lucky draw prizes totalling 100 were given out.

Attendees at the Dinner

Dr Francis C. Chen about to receive his volunteer 35-year long service award

CHAoyang School staff -- organizers of the successful Dinner

The President Mr Chan declared "Let the Dinner begin"!

Mdm Aslinah Ahmad, Principal of Chaoyang School, gives Welcome

Ms Rani Day, teacher at Katong School, receives 30-year long service award

APSN flowers girls

(L-R) Pinky Pant, Dr Chen, Kadey Wong & Savi Kapor
On 2 August 2014 the Association for Persons with Special Needs organised a fund-raising event, made possible with the sponsorship of some 30 tables by Marina Bay Sands as part of their corporate social responsibility. We are grateful to MBS and all those patrons and contributors who helped to make this Charity Gala Dinner a success. We raised a total of $273,895.20.

The funds raised will help us implement more programmes in vocational training, job placement and job support. The

Before and After School Care service at Chaoyang School will also receive funding, as well as social and sports activities in our schools and the Centre for Adults. We intend to build on the good relationship we have established with Marina Bay Sands. We also intend to apply through NCSS for the dollar-to-dollar matching grant, thereby doubling our funds raised.

Before dinner, whilst guests were having mocktails, the Chaoyang School choir gave renditions of “You raised me up” by Josh Groban and “Count on me” by Bruno Mars. During dinner, the other APSN schools also entertained with song and dance. There was also a magic show by a guest entertainer. Altogether the evening at MBS was most enjoyable.

The Association held its AGM on Saturday 27 September 2014 at Tanglin School. The main item was the re-election to fill half the Executive Committee whose term had expired.

Mr Chan Chee Keong was unopposed, and therefore re-elected President for a further term of two years. The following were also elected unopposed: Dr Francis C. Chen, Mrs Ruby Cheah, Mr Bill Bowman, Ms Annabel Claire Moore and Mr Tan Cheen Chong.

Ms Kristin van Burm and Mrs Margaret Goh did not stand as candidates. Assoc Prof Mohan Menon had tendered his resignation.

The Executive Committee has the power to co-opt additional members.

The new line-up of the Executive Committee:-
President : Mr Chan Chee Keong
Emeritus President : Dr Francis C. Chen
Vice-Presidents : Dr Victor Tay, Mr Winston Wong
Hon Secretary : Ms Annabel Claire Moore
Hon Treasurer : Mr Gwee Sze Chuan
Asst Hon Treasurer : Ms Ruby Cheah
Members : Mr Bill Bowman, Ms Angie Ng
Mr Chinnu Palanivelu
Mr Royce Seah
Mr Tan Cheen Chong
Following the AGM on 27 September 2014, the Executive Board met to appoint the office-bearers. It was unanimously adopted to confer the title of “Emeritus President” on Dr Francis C. Chen for his lifetime contributions.

Even before the Association was inaugurated in February 1976, Dr Chen was involved with the Apex Club of Singapore in raising funds for the refurbishment of our office and first school (Katong Special School at 99 Arthur Road.) Funds were also raised for the establishment of a psychological assessment unit. Towards these ends a film premiere (“Star Wars”), a fashion show and gala dinner, donation draw and other events were organised.

Dr Chen is the longest-serving member of the Executive Board, having been active almost from the beginning. He was also the Chairman of the Schools Management Committee, where his visionary input resulted in the restructuring of our schools into primary, secondary and post-secondary stages. He had also revamped the vocational training into a more practical and holistic system, the present Centre for Adults.

In the earlier years, Dr Chen was active in the recruitment and the promotion of staff welfare. Indeed, he was the first Chairman of our Human Resources Subcommittee. He currently oversees as Chairman the Professional Staff Advisory Subcommittee and the Admissions & Review Subcommittee. Additionally, for the past 25 years, he was responsible for the major publications of the Association, such as the Annual Reports, the 30th Anniversary Commemorative book and our Newsletters.

Dr Chen had also served as the Chairman of Children’s Charities Association for three terms, and was the founder-chairman of the Bukit Ho Swee Community Service Project (now re-named Beyond Social Service) in the late 1970’s and early 1980’s. In his youth, Dr Chen had been an active student leader, both at school and at University.

Since 1986, he was also heavily involved with the Asian Federation on Intellectual Disabilities (AFID), having helped organise the 8th Asian Conference on Mental Retardation at the Meritus Mandarin (Singapore) in 1987. From that year on, he had helmed the Permanent Secretariat of AFID until it was transferred to Korea in 2013. He had also been on the AFID Executive Board for some 25 years, and AFID honoured him by electing him to be an Honorary Member in 2013 at the AFID General Assembly in New Delhi.

Dr Chen is a retired University don, having taught Neurophysiology at the medical school. He had also published many articles in international Journals, such as the Journal of Neurology, Neurosurgery and Psychiatry, the Journal of Neurological Sciences and the British Journal of Pathology. He had also presented papers at AFID on reaction time studies in pupils with intellectual disabilities and had been a plenary speaker on job opportunities for the disabled.

For his many contributions to APSN, Dr Chen richly deserves the recognition.
The mid-term Executive Board Meeting of the Asian Federation on Intellectual Disabilities (AFID) was held in Sri Lanka at the Mount Lavinia Hotel (Colombo) from 15 - 16 August 2014. Dr Francis C. Chen (Honorary AFID Member) attended.

Amongst the matters discussed were the following :-

Collaboration with UNICEF
A proposal by AFID-India on possible support services with UNICEF-India was adopted. A working paper will be submitted to the Board for consideration at its meeting next year. This has the potential of enlarging the membership base of AFID.

AFID Conference in 2015
(1) The dates for the 22nd Asian Conference on Intellectual Disabilities (or 22nd AFID Conference) are from 3 to 7 October 2015. All are welcome to attend.

(2) The venue for the Conference shall be the Sri Lankan Foundation at No 100, Sri Lanka Padanama Mawatha, Independence Square, Colombo 07, Sri Lanka. This is centrally located in a beautifully landscaped garden overlooking the Independence Square.

(3) The Conference registration fees shall be (for Early Bird):- US $275/- (Member) and US $325/- (Non-member). After July 2015, the fees will be US $325/- (Member) and US $375/- (Non-Member). For self-advocates, accompanying persons/parents: (Early Bird) US $200 and after July 2015. US $225/-.

The following day, Board Members toured the Conference venue, and visited a special needs children’s home.

CCA Walkathon & Christmas Fair 2014
The annual Children’s Charities Association (CCA) Walkathon and Christmas Fair took place on 6 December 2014 and all schools, centre and HQ participated in the event one way or another. This year, students and teachers from Katong school and Chaoyang School participated in the walkathon. Centre for Adults (CFA) also showed their support by sending a group of clients and members for the 3km walk along Orchard Road. They were accompanied by 15 volunteers from Barclays Singapore.
On 13 September 2014, Children’s Charities Association (CCA) had their Annual Presentation at the NCSS Auditorium. The event was honoured by Mr. Christopher De Souza, Member of Parliament, Holland-Bukit Timah GRC who touched our hearts with stories about his personal experiences with people of special needs and disabilities.

This was just not a great opportunity for us to give out the awards to our fellow volunteers and donors who have contributed in our growth, but also to receive the funds raised by CCA for its six member charities. Dr Francis C. Chen represented APSN in receiving the cheque of S$693,255 with the other five representatives.

The APSN gold award went to Mr Lee Chuan Bee and the bronze award went to Associate Professor Mohan Menon, Mr Quek Keng Oei and Mr Royce Seah. The excellent service award was given out to individual volunteers Mr Aw Siow Siong, Mr Chua Weng Foo, Ms Yu Chin and Ms Loh Hui Ling, as well as corporate partners The Australian and New Zealand Banking Group Limited, Concorde Hotel Singapore, Keppel Care Foundation, Lend Lease Singapore, Marina Bay Sands Pte Ltd, Pizza Hut Singapore Pte Ltd, Raffles Girls Primary School, Republic of Singapore Air Force, Shangri La’s Rasa Sentosa Resort and Spa (Singapore), SIA 5Cs(Cabin Crew for Community Care), Sparkz and Urban Redevelopment Authority for their generous contributions.

On 18 March 2015, APSN CFA held its Flag Day island-wide. We were able to mobilize over 1100 volunteers and had the privilege of partnering with Geylang International Football Club and Pause for A Cause.

In total, we raised over $180,000. The event was a success as various corporate and individuals came together to advocate the general public of an inclusive society for the persons with intellectually disabilities.
On 3 October 2014, the students of Chaoyang School celebrated their Children’s Day by having a day of fun and games at the Gardens by the Bay organised by Far East Organisation. The celebration was honoured by Guest of Honour, Mr Khaw Boon Wan, Minister for National Development who presented cheques on behalf of Far East Organization to nine children charities. Mr Chan represented APSN in receiving the cheque of S$25,000 with the other heads of charities.

The CYS students were treated to performances by the Methodist Girls’ School and Singapore Symphony Orchestra, as well as a ‘splashing’ dance item by students from the Singapore Ballet Academy who danced to the familiar tune of “Under the Sea”, synchronised with the water jets in the water play area. The students immersed themselves with activities for the day which included balloon fishing, face painting and water gun shooting.

Charity Golf 2015

The Charity Golf event jointly organised by APSN and Geylang International FC was held on 7 May 2015 at the Tanah Merah Country Club. The event was graced by Guest-of-Honour, Dr Lam Pin Min, Minister of State, Ministry of Health. The event commenced with a round of golf played by our generous sponsors and the night ended with an appreciation dinner thanking all those who have contributed in making our event a successful one. In total, we managed to raise more than $250,000 with government match from Care and Share.
Schools / CFA

Major Events
Chaoyang School

19 May 2014 – 06 June 2014
**NON-PROFIT MANAGEMENT PROGRAMME FOR 21ST CENTURY**
Mdm Aslinah attended a course on Non-Profit Management for the 21st Century at LKY School of Public Poaraa a period of three weeks, from 19 May to 6 June.

26 May 2014 – 06 June 2014
**TOLARAM FOUNDATION ATTACHMENT**
Ms Tang Tse Chin went for a 2-week attachment in schools at Estonia and Finland to learn about Figurenotes, a simple system designed to demystify the first steps in learning to read music.

02 June 2014
**PUBLIC TALK**
The Public Talk session on 2nd June 2014 was conducted with a brief overview of Chaoyang School – its curriculum (including the school video) and programmes of the school.

04 June 2014
**2ND CYS-KS PROFESSIONAL SHARING DAY @ CYS**
All teaching and PSS staff from CYS and about 20 staff from KS including vice-principal, Ms Lily Yip, attended the 2nd professional sharing of CYS-KS held at CYS conference room.

07 June 2014
**CHOIR PERFORMANCE**
In showing our support for APSN CFA carnival, our Choir group, Merry Melodies had performed at the concert on 7th June. About 8 pupils and 4 staff participated in the event.

23 June 2014 – 25 June 2014
**LEADERSHIP PROGRAMME – OVERSEAS CAMP**
15 pupil-leaders from Primary 5 & 6 together with 4 teachers, Mrs Woon (HOD & Pupil Management i/c), Mr Patrick Aw (HOD), Mr Muhd Yusof and Ms Irene, went for the leadership camp on 23rd to 25th June 2014, conducted at Tanjung Leman, Mersing, Johor Bahru. Overall, all pupils involved enjoyed themselves.

30 June 2014
**COLLABORATION/DIALOGUE SESSION WITH AMK POLICE**
The Pupil Management Committee organised & collaborated with AMK police to form a police focused group for high risk students together with their parents.

12 July 2014
**OT – HANDWRITING WITHOUT TEARS**
Handwriting Programme uses Screener of Handwriting Proficiency Assessment of Handwriting Without Tears to all P1 students.

19 July 2014
**THE LEADING FOUNDATION TEACHER AWARD 2014**
Chaoyang is proud of teacher, Mrs Sulekha Nair, who is one of the winners for the Inaugural Leading Foundation Teacher Award 2014 (Special School Educator).

01 August 2014
**LEADERSHIP PROGRAMME (STAGE 2) @ SENTOSA**
The 2nd stage of the leadership programme was conducted at Sentosa on 1st August 2014 from 8.30am to 5.30pm.

02 August 2014
**APSN GALA DINNER @ MBS**
CYS Choir – Merry Melodies performed 2 songs at the dinner. They were accompanied by teachers, Mrs W Reyes, Mrs E Lau & Ms Tang C H.

08 August 2014
**NATIONAL DAY SCHOOL CELEBRATION**
Chaoyang School celebrated its National Day on 8th August. School functioned single session from 8 to 10.30am with all pupils and staff dressed in red &/or white.
15 August 2014
SEAGATE – IT LESSONS
Starting Friday 15 August 2014 and subsequently 4 consecutive Fridays thereafter, pupils from Pr. 6 RT had their IT lessons with Seagate volunteers for about 1 hour.

15 August 2014
SINGTEL OUTING TO SEA AQUARIUM
Organised by SingTel as part of their CSR, Pr. 4 pupils and teachers went to S.E.A. Aquarium on Friday 15 August 2014.

16 August 2014
SE CAREGIVERS WORKSHOP
There was a SE Caregivers workshop at Chaoyang School on Saturday 16th of August organised by SEB/ MOE and the team of SE (prototyping SPED schools). There were about 16 parents, from various SPED schools, attended the session.

19 August 2014 & 22 August 2014
ORIENTATION @ TS
Pupils and teachers of P6 classes were involved in the visit to Tanglin School as part of the L6 transition programme. The pupils had a briefing on the school programmes, school tour and an insight/glimpse of what’s in store for them @ TS.

23 August 2014
ASD PARENT WORKSHOP
On Saturday 23rd August 2014, the ASP teachers, Mr Erwin, Mrs E Lau, Mrs E Leong and Ms J Seah, as well as HOD i/c for ASP, Mr P Aw, had organised a workshop for parents/caregivers of ASD children of both the structured and general programmes.

27 August 2014
DEYI SECONDARY SCHOOL MINI-SPORTS @ CYS
On Wednesday 27 August 2014, secondary 2 students and teachers from Deyi Sec. School came to CYS to conduct a mini sports games with P1-2 and ASP Harmony 1 & 2 classes.

28 August 2014
SCHOOL VISITS TO CYS – GRACE ORCHARD SCHOOL
VP and teachers from GOS came for a school visit to CYS on Thursday 28 August 2014.

30 August 2014
SPECIAL OLYMPICS SINGAPORE TRACK AND FIELD COMPETITION 2014
This event was held at CHIJ St. Nicholas Girls School. 9 pupils from CYS competed in the competition. Overall, they bagged 4 Gold, 3 Silver, 1 Bronze and 1 Participation.

03 September 2014
CCE – TEACHERS’ DAY CELEBRATION
Chaoyang School celebrated Teachers’ Day with the school functioning as a single session on that day. The SWB committee had prepared the celebration specially dedicated for the teachers and teacher aides.

04 September 2014
CYS PA SHOWCASE
CYS PA Showcase with theme ‘Tales from Afar’ took place on Friday 4th September 2014, saw a huge turnout from parents/caregivers on that day.

04 September 2014
SPED CONFERENCE 2014 PRE ACTIVITY
All teaching and PSS staff had their Pre activity for SPED Conference 2014 on Thursday 4 Sep from 2.30 to 4pm.

04 September 2014
DEBRIEF SESSION FOR PARENTS’ DIALOGUE SESSION @ CYS
A debrief for parents’ dialogue session that took place at CYS on 21st May 2014 was conducted on Thursday 4th September 2014. The session saw a healthy turnout of about 150 parents during the session.

13 September 2014
CCA – APSN VOLUNTEER AWARDS 2014
Our partners had won the awards held at NCSS auditorium:
• Gold Award – Sparkz, URA and SIA 5Cs
• Silver Award - RGPS

19 September 2014 – 21 November 2014
HORSE-RIDING PROGRAMME – RDA
12 selected ASD riders from both the MID and ASD structured prog. classes participated in the therapeutic horse riding sessions this year.

27 September 2014
SOCIAL WORK: BUDGETING WORKSHOP
CYS SWs conducted Budgeting Workshop for the parents of FAS pupils. A speaker from the Institute of Financial Literacy named Mr. Ferris Wee was invited to give a talk to the parents.

27 September 2014
FINE MOTOR SKILLS WORKSHOP FOR PARENTS
CYS OTs conducted Fine Motor Skills Workshop for Parents of P1 to P3. A total of 17 out 26(65%) families attended the workshop. The workshop shared on how parents could help their children develop strong fine motor skills.
02 October 2014  
**Children's Day Celebration**  
On Thursday 2 October 2014, the pupils at CYS celebrated their Children’s Day by participating in the various outings/activities mainly organised and sponsored by our partners.

08 October 2014  
**CCE – Cyber Wellness Talk**  
In collaboration with TOUCH Cyber Wellness/TOUCH Community Services, the school had arranged for a Cyber Wellness Talk for all pupils.

10 October 2014  
**Special Official Opening of AMK SSO**  
Our Choir pupils, Merry Melodies, had the privilege to perform at the launch of the AMK Social Service Office. The guest-of-honour for the event was Prime Minister Mr Lee Hsien Loong. Accompanied by teachers-in-charge, Mrs Wendy Reyes and Mrs Edith Lau, CYS choir was the only invited performer at the packed-event.

16 October 2014  
**Tea with President Dr Tony Tan**  
An invitation to Tea with the President was held on Tuesday, 16 September at 4pm @ the Istana. This inaugural event, 1st Tea Session, for teachers of SPED schools was part of the President’s community engagement efforts.

25 October 2014 – 1.11.2014  
**Indian Exchange Programme**  
The India Academic and Cultural Exchange Programme is an annual programme that Chaoyang School has been able to carry out, courtesy of our sponsors, Sparkz. While it is in its ninth year, the programme continued with a slight tweak to the programme where the pupils will stay at New Delhi, Botanix Nature Resort, for a new experience of outdoor activities as well as similar school immersion programmes with Step-By-Step School. The trip also sustained the AsknLearn portal, serving as a platform for parents, staff and pupils to write their comments and also to communicate with the participants, throughout the journey.

30 October 2014  
**SingTel Year-End Carnival**  
About 40 pupils from Primary 5 in the AM session and 40 pupils of Primary 1-2 of PM session participated in the above event @ Big Splash organised by SingTel. It was a Singtel TLF year end carnival for its beneficiaries.

12 November 2014  
**SPED Conference 2014 – Staying Rooted, Soaring High**  
On 12 November 2014, all teaching and PSS staff attended the SPED conference at Resorts World Convention Centre, Sentosa. It was a learning day for all who had participated as they had opportunities to attend the various concurrent sessions of their choices as well as forged professional networking with other SPED educators in Singapore, in enhancing teaching & learning and support for our pupils with special needs.

**Staff Achievement:**  
MOE-NCSS OSTA (Outstanding SPED Teacher Award)  
The school congratulated and was proud of both Ms Huzaima Hamid for winning the 2014 OSTA and Mrs Woon Lam Bing Ling on receiving the OSTA Commendation Award.

13 November 2014  
**End of Year: Meet-the-Parents Session (MTPS)**  
The year-end Meet-the-Parent Session (Term Four) took place on Thursday 13 November 2014, after the Graduation & Prize Giving Ceremony, for a review and discussion.

13 November 2014  
**Graduation Day and Prize-giving Ceremony**  
The Graduation cum School Achievement Award (SAA) ceremony was held to mark the graduation of our 50 Primary 6 pupils as well as to recognise our pupils’ achievements in both academic and non-academic areas through the SAA and STAR awards.

13 November 2014  
**CYS Staff Award**  
This year the CYS Staff Award recognised the following 5 staff for their distinct contributions to the school:  
Sunshine Award – Mr Jude Ng  
Caring Staff Award – Ms Christine Velu  
Resilience Award – Ms Irene Goh  
Learning Champion Award – Mrs Sulekha Nair  
Bright Spark Award – Mr Patrick Aw.
15 November 2014
Purple Parade
This year, in collaboration with other APSN schools & CFA, CYS’s involvement would be a contingent of 8 pupils and 5 staff.

17 November 2014
Public Talk
The last Public Talk session for the year took place on 17 November 2014 which began with a brief presentation of an overview of Chaoyang School – its curriculum (including the school video) and programmes of the school. This was followed by a session on admission to APSN Chaoyang – criteria and guidelines.

17 November 2014
Briefing by HQ Managers
On 17 November, all staff at CYS had attended the briefing sessions for school’s implementation conducted by the various HQ managers on the following:

• Salary Review by HR
• PR Automation by Finance dept./AE
• IT Awareness Session by ICP dept.

24 November 2014 – 25 November 2014
Staff Retreat
The 2-day retreat was held on 24 and 25 Nov at the Puteri Pacific Hotel at Johor Bahru, Malaysia. All departments shared their key and focus areas for 2015 where new initiatives were proposed to enhance teaching & learning of the pupils e.g. introduction of UDL.

Staff Recognition – OCA
Once again, a staff and a team were recognised for the CYS outstanding contribution awards (OCA) 2014 – sponsored by Sparkz. Announced at Staff Retreat, Mrs Woon-Lam Bing Ling won the individual award of $500 and APSN-CYS Annual Dinner Committee won the team award of $1000.

29 November 2014 – 04 December 2014
Overseas Learning Journey: School Visit/Attachment
4 staff, VP Mrs Anita Suwandi, HOD Aesthetics, Mrs Norlidah Shahrin, Visual Arts Co-ordinator, Mdm Lim Poh Hoon and Performing Arts Co-ordinator (2nd i/c), Mrs Kalah Rajesh, went on a learning journey – school visit to Port Phillip Specialist School (PPSS) Melbourne, Australia, on 29th November to 4th December 2014. The 5-day trip focused on school attachment with PPSS for its world renowned specialist education setting.

29 December 2014
Orientation Programme for New Admission in January 2015
This session was conducted on 29 Dec, for parents and caregivers of 41 new pupils in January 2015.

12 January 2015
PHS Buddy Reading
The Library Reading Programme with PHS resumed on 12 January 2015, for 10 sessions in Term 1, with two primary 5 classes Pr. 5 Respect & Responsibility. This programme allowed pupils to further develop their reading skills with their PHS buddies.

05 February 2015
Visit to CYS: Learning Journey by Melbourne Specialist International School (MSIS)
On 5 Feb 2015, five educators visited CYS. They were Ms Juliet Cooper of Melbourne Specialist International School (Singapore), Ms Alison Druce of Port Philip Specialist School (PPSS/ Melbourne) and three other staff. CYS, represented by P, VP, HODs Mr P AW & Mrs N Shahrin and Snr. OT, Ms Ivy, shared a brief overview of Chaoyang School – its curriculum, programmes as well as Q & A session which culminated with a school tour of the school’s facilities.

05 February 2015
Aesthetics Sharing (Learning Journey at Melbourne)
VP Mrs Anita Suwandi, HOD Aesthetics, Mrs Norlidah Shahrin, Visual Arts Co-ordinator, Mdm Lim Poh Hoon and Performing Arts Co-ordinator (2nd i/c), Mrs Kalah Rajesh, conducted a post learning journey sharing session with all staff about their school visit to Port Phillip Specialist School (PPSS), Melbourne, Australia, in last December, 2014. They shared a video of their learning in the school and places of Arts in Melbourne.
05 February 2015 & 26 February 2015
Sexuality Education (SE)
As a prototyping school for Sexuality Education (SE) since 2013 and working very closely with Special Education Branch (SEB) MOE, the SE Prototype working team (Ms Huzaima, Mrs S Nair, Mrs K Rajesh, Mdm Khatijah and Ms Irene) continued their involvement this year through work-group meeting on 26 Feb as well as workshops on 5 Feb & 5 Mar.

SE, now known as Personal Safety and Relationships (PSR) in schools, is about enabling students to understand the physiological, social and emotional changes they experience as they mature, develop healthy and rewarding relationships including those with members of the opposite sex, and make wise, informed and responsible decisions on sexuality matters. At Chaoyang School, our PSR programme includes topics such as Body Awareness, Personal Safety and Decision Making.

04 March 2015 – 07 March 2015
Direct Instruction Training: Reading Mastery
This 4-half-day session-workshop is the initial skills training for the Reading Strand and it is targeted at all teachers who are new to RM. Attendees included 6 teachers and teacher aides from AM & PM session – Mrs S Nair, Mrs F Yousoff, Mrs Lynn Tan, Ms Saffiah, Mr J Ng and Mrs E Leong.

06 March 2015
Level Enrichment Programme
The first Level Enrichment Programme for all levels this year was on Friday 6 March 2015. All activities planned were focused on CCE values particularly Respect and Care, where the different levels went to the following places:

i) P1- 2 : Jacob Ballas Children’s Garden to reinforce social skills
ii) P3 & ASP Harmony 1-3 : Forest Adventure @ Bedok
iii) P4-Total Defence Day Programme @ Singapore Discovery Centre and Army Museum to understand and learn the roles, facilities and a glimpse into the life of an officer cadet in the SAFTI Military Institute, while infusing NE and CCE values
iv) P5 & ASP Harmony 4 – Doughworkz Program @ Pastamania to reinforce social values including working in harmony with friends
v) P6 – In School: Activities related to theme “Famous People” which include show & tell activity, solving giant puzzles and making e-book

11 February 2015
Fundamentals in Autism Workshop
Both Mrs W Reyes and Mr Muhd Yusoff had attended the above course to increase their awareness and knowledge through the workshop introduction to Autism and the Culture of Autism such as their learning styles & preferences, profile difficulties faced by ASD pupils.

12 February 2015
Sand-Pit – Cyber Wellness
Cyber Wellness workshop for staff was conducted by TOUCH Community at CYS to equip teachers with skills and resources to conduct class-based cyber-wellness lessons for the pupils.

18 February 2015
CCE – Chinese New Year Celebration
It was a single half-day session celebration on Wednesday 18th February from 8am to 10:30am. This year, pupils were privileged to have the various activities sponsored by ANZ Bank included the Lion Dance Performance, “Yusheng” with their classmates and exchange of oranges.

23 February 2015 – 13 March 2015
Meet-the-Parent Session (MTPS): Term One
The first MTPS in Chaoyang School was held from 23 February to 13 March 2015 this year. It was a span of 3 weeks where all teachers could meet with the parents to share observations about their pupils and to give an update on the progress that they had made for the first 2 months in the school.

25 February 2015
Managing Sensory Processing Difficulties in Children with Autism
Three teachers from the ASD Structured Programme (ASP) had gone for the abovementioned workshop to learn more about the different sensory process, understand common sensory issues and processing difficulties in the individuals with autism experience.

09 March 2015 – 10 March 2015
6th Global Educational Leadership Conference (GELC)
Both P and VP attended the GELC at Sands Expo and Convention Centre. With the theme being “The Intentional Leader”, the conference encouraged school leaders to go beyond and see the bigger picture, yet anchored in values and purpose as they lead their schools through the winds of change, both nationally and globally.
30 March 2015 – 06 April 2015  
Fun with Language Programme – Language Week  
Language Week @ Chaoyang was a spread of 2 weeks from Monday 30th March to 6th April 2015 including the Mother Tongue (Chinese, Malay & Tamil). Organised by the English Dept., the activities incorporated components for Reading (SmartBoard Games & Quiz), Writing (Creating e-book using iPads) and Listening/ Speaking (Storytelling).

01 April 2015  
International Friendship Day  
Organised by CCE committee, International Friendship Day (IFD) 2015 at Chaoyang School was celebrated on Wednesday 1st April 2015 during CCE periods. The theme for CYS inaugural International Friendship Day was Problem-Solving.

10 April 2015  
Life-Skills Day  
Life Skills Day 2015 on 10th April, focused on Problem Solving – where pupils were required to demonstrate the skills and generalise them in simulated settings.

16 April 2015  
Collaboration with Mainstream School – International Friendship Day @ Bukit Timah Primary School  
Together with Mrs. Suwandi, Ms. Huzaima and Mrs. Chong, 20 pupils from P5 RT and P5 RY went to BTPS to celebrate the IFD on Thursday 16 April 2015. Our pupils were buddied with P6 prefects from BTPS as they participated in the various IFD activities from various countries such as Australia, Thailand, Malaysia, Korea and Vietnam.

17 April 2015 – 18 April 2015  
P6 Camp @ Underwater World  
On 17th – 18th April 2015, our P6 pupils had their “Ruff -It-Out” camp, as they backpacked and “Slept under the fishes”, at the Underwater World, Sentosa. About 53 P6 student-campers and P6 teachers including other supporting staff, Ms Saffiah, Mr Jude Ng, Mr Ho and 2 NP interns, went for the camp.

18 April 2015  
P1-2 Connect (Parent-Child Bonding)  
The teachers from Pr. 1 & 2 had organised a P1-2 connect on Saturday 18th April 2015. It is a platform for parent-child bonding as well as getting to know the teachers. About 24 pupils and their parents participated in the activity of pizza-baking session at Pastamania. The session saw a good turnout of families of pupils who were actively participating in the activities on that day.

30 April 2015  
AFID Conference 2015 @ Ceylon, Sri Lanka  
By 30 April, Chaoyang School submitted 3 papers for AFID Conference @ Sri Lanka (3rd to 7th October 2015) this year. With a theme “A Place for Me under the Sun”, Chaoyang submitted the following:

2 Papers for presentation  
i) Values Matter - Character and Citizenship Education @ Chaoyang  
ii) Let’s Soar With CCA (Co-Curricular Activity)

1 Paper for Raft Award  
Learning Beyond Walls: School-Community Partnerships
07 May 2015
APSN Charity Golf 2015 – Choir Performance
In showing our support for APSN Charity Golf 2015 @ Tanah Merah Country Club, our Choir group, Merry Melodies had performed at the concert on 7th May. 13 pupils participated in the event who were accompanied by Mrs W Reyes, Ms Melissa and Mrs M Novo.

28 May 2015
Walkathon @ CYS
From the usual track and field events, CYS had their first ever walkathon at Sengkang Riverside Park. The event saw a healthy turnout of 179 parents.

Updated as at May 2015

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NUMBER OF AUTISTIC STUDENTS/ HIGH NEEDS GRANT STUDENTS FOR 2015(MAY)

- Number of Autistic students: 30
- Number of High Needs Grant students: 4
- Number of Autism classes: 4

STAFFING : AS AT MAY 2014

- Principal (MOE): 1
- Vice-Principal: 1
- Number of Teachers: 30
- Number of Teacher Aides: 10
- Number of Professional Staff: 6
- Number of Professional Support Staff: 2
- Numbers of Administrative Staff: 5
- Number of OTHER staff (cleaners etc): 4
- Total no of staff (including Principal & Vice-Principal): 59

STAFFING : AS AT MAY 2015

- Principal (MOE): 1
- Vice-Principal: 1
- Number of Teachers: 30
- Number of Teacher Aides: 10
- Number of Professional Staff: 7
- Number of Professional Support Staff: 2
- Numbers of Administrative Staff: 5
- Number of OTHER staff (cleaners etc): 4
- Total no of staff (including Principal & Vice-Principal): 63
Katong School

31 May 2014
Katong School participated in the 42nd National Para Athletics Championship and achieved the following awards:

Girls Division A (Senior)
ShotPut 1st (Gold)- Rachel N Sindhu Priya

Boys- Division A (Senior)
100 M 2nd (Silver) – Muhammad Nuh Ismail Bin Abdullah

31 May – 02 June 2014
35 Sec 1 and 2 students attended the 3-Day-2-Night Camp organised by SIA at Sembawang Camp Challenge. The aim of the camp was to enable students to experience communal living and outdoor life and practise independent life skills.

03 - 04 June 2014
KS teachers presented ‘Igniting Counting in SPED students for Numbers 1 to 5 at the 7th Teachers’ Conference held at Suntec Convention Hall.

12 June 2014
FamilyMatters@School: A Parent/Child Workshop called “Loving my Family” cum Family Bonding Day was held at the Gardens by the Bay.

04 July 2014
Katong School embarked on a community project to celebrate Youth Day. Donations were solicited from parents, students and staff to benefit the residents from the Lions Home for the Elderly.

08 - 09 July 2014
The English and Science Learning Journey was held at the Singapore River Safari. The students had the opportunity for “close encounters” with the animals such as the Giant Panda of Yangtze River, the Giant Catfish of the Mekong River, the Mississippi Giant Otters and the Indian Gharial of the Ganges River.

19 July 2014
Katong School participated in the Special Olympics Bowling Competition and achieved the following 3 Golds, 3 Silvers and 2 Bronzes.

26 July 2014
Katong School conducted a workshop for parents entitled Signposts for Building Better Behavior-Module 1 “Measuring your child’s behaviour”.

02 August 2014
6 students from Circus Art performed in the Fundraising Gala Dinner on 2 August 2014.

2 August 2014
FamilyMatters@School: The following workshops were conducted for parents:

- Singapore Parenting Congress 2014 - English 1: “iPost, iLike, iShare - Helping Teens & Parents Make Positive Connections in the Digital Age”.
- Singapore Parenting Congress 2014 - Mandarin “家长可如何善用社交媒体与青少年互动和联系”.
- Singapore Parenting Congress 2014 - Mandarin “做个A+数码时代家长!”

03 August 2014
FamilyMatters@School: The following workshop was conducted for parents:

- Singapore Parenting Congress 2014 - “Parenting High-Tech Kids: Raising Connected Teens, Teens and Children” (Malay)

08 August 2014
49th National Day celebration was held in Katong School. This year’s theme “Our People, Our Home” brought teachers and students together to celebrate as one community. A mini carnival was held to provide opportunities for students to reflect, participate and express their sense of identity and belonging to Singapore.
16 August 2014
Katong School conducted a workshop for parents:
• Signposts for Building Better Behavior - Module 3 “Replacing difficult behavior with useful behavior”

03 September 2014
Katong School participated in the Bi-Monthly Bowlinks Challenge and achieved the following 1 Gold, 1 Silver and 1 Bronze.

12 September 2014
3 students’ artworks from the primary Art Club were selected for exhibition as commendable entries at Forum the Shopping Mall from 12th to 21st September 2014. The students are:
• Justin Koh Tse Keat
• Chow Hui Xuan
• Zecharya Elisha Fulminar

12 September 2014
Katong School Staff Bonding Day took place with the following activities. Staff participated in an Amazing Race in the first half of the day, followed by lunch and a kite flying activity at Marina Barrage. Staff had to design, build and fly their kites aligned to the pre-conference activity of 2014 SPED Conference.

30 September – 31 October 2014
Katong School participated in the Fairprice Walk for Rice @ Southeast CDC. All students and staff actively clocked in their ‘mileage’ during PE lessons and recesses to accumulate a total of 1560.15 km; a marked improvement from 914.66 km in 2013. Our concerted efforts have helped to raise approximately 15,000 bowls of white and brown rice for the needy residents in the Southeast District.

03 October 2014
In conjunction with Children’s Day, Katong School was invited to showcase young talents at Octoburst, a children's festival organized by The Esplanade Co Ltd. About 50 students from Sec 1 to Sec 4 participated in this event. The members from the CCA groups, viz. Guzheng Ensemble, Percussion and Performing Arts group Chinese Dance, Malay Dance and Zumba Dance put up a Musical Bonanza.

03 October 2014
FamilyMatters@School conducted the following workshop:
• Parent/Child Workshop “Nurturing Your Child” and Bonding @ Bollywood Veggies - Farm Tour & Pot a Plant Session

16 October 2014
FamilyMatters@School conducted the following workshop:
• Caregivers Workshop “Managing Your Time & Stress While Caregiving”

01 November 2014
FamilyMatters@School conducted the following workshop:
• MSF - Transition to Secondary Education Parent Seminar 2014

06 November 2014
FamilyMatters@School conducted the following workshop:
• Parenting Workshop “Stranger Danger”

08 November 2014
13 students from Secondary 3 performed an Indian Dance in ‘A Nation in Concert 2014 - A Wetlands Adventure’, a musical showcasing the talents of the differently abled. The talents of our students were showcased alongside theatre professionals and were appreciated by patrons and the general public.

12 November 2014
KS teachers presented ‘Igniting Counting in SPED students for Numbers 1 to 5 at the SPED Convention at Sentosa Resort World Singapore.

12 November 2014
Katong School received a Certificate of Commendation under the MOE-NCSS Innovation Award (IA) 2014 at the SPED Convention for our Vocational Education (VE) innovation project, ‘Reframing Quality, Making a Difference to Lives of MID Youth’.
13 November 2014
Katong School took part in the Friend of Singa “A gesture of kindness starts with me” project. The project aimed to promote a cleaner canteen by encouraging students to think about having good table manners and how they could inspire schoolmates to practise kindness and graciousness in school. The school was awarded the Friend of Singa Merit Award for the concerted effort put in the students and teachers.

30 December 2014
Katong School conducted the following workshop for parents:
- Parent Child Bonding through Nonya Cooking by Helen Wong, TA of KS

06 January 2015
Danielle Moi from Digital Art & Photography Club participated in the Urban Moments Photography Competition 2014 organised by South East Community Development Council and won the third prize in the youth category.

FamilyMatters@School conducted the following workshop:
- Art therapy workshop for parents “Stress release through canvas painting”

FamilyMatters@School conducted the following workshop:
- Marriage & Parenting Talk “How marriage affects parenting”

13 February 2015
Total Defence Day was celebrated school-wide. The primary and secondary students watched a rifle drill display by the students from Bedok View Secondary School. This year’s Total Defence theme was, “Because you played a part”, and in line with the theme, the students learnt how they could play their part in Total Defence.

18 February 2015
Chinese New Year celebrations were held in Katong School. As with the previous year, the occasion was celebrated with the less fortunate. A food donation drive was carried out prior to the celebration, where parents were encouraged to participate in donating canned food and powdered drinks such as Milo for the residents of the Lions Home for the Elders.

14 November 2014
“Every Child Every Opportunity” was the theme for Katong School Prize Giving and Graduation Day. 95% of Sec 4 candidates taking the WPLN achieved a score of 221 and above in their WPLN attempts this year. 100% achieved WPL2 (Reading), 100% achieved WPL2 (Listening) and 95% achieved WPN1. 81% students proceeded for certification course at DSS/Metta whilst 14% students proceeded to transition programme at DSS and 5% students proceeded to CFA or Hi-Job. 100% students from the Transition Program proceeded to CFA and post-secondary training centres.

15 November 2014
Katong School participated in the Purple Parade movement to support inclusion and celebrate abilities of persons with special needs in Singapore. Marching together in the same beat, Katong School was represented by 34 students, parents and staff who were fully devoted to mimic Willy Wonka with creative use of purple costumes, bows, spectacles, gloves, balloons, etc. They paraded brilliantly to the main stage at Hong Lim Park to share the passion and meaning of the Purple Parade.

21- 23 November 2014
9 Scouts and 2 teachers went on a Scouts’ goodwill trip to Malacca. The objective of the trip was to promote interaction among the scouts from the different SPED schools, to hone the scouts’ independent living skills and to get to know the history of Malacca via a tour of the heritage site. The scouts visited Jonker’s Street where they visited the Admiralty Zheng He Museum. They had an amazing race at the heritage site and toured a Malay village where they got to play traditional games like gasing and learnt how to make ketupat & onek onek. On the way back to Singapore, they also toured an art & craft centre where they got to make pineapple tarts and had a go at ‘pin-ball’ art.
25 February 2015
At the Prefects’ Investiture, 36 Secondary and 12 Primary school prefects were conferred prefect badges and certificates. Guests invited included teachers and prefects from Metta School and Bedok View Secondary School. Our Head Prefects are Sunandi Gurung and Rachel Sindhu and they are assisted by two Vice Head Prefects, Jocelyn Chia and Tok Hui Tong.

06 March 2015
52 employees from Workplace Health and Safety Council (WHS) volunteered in helping Katong School Science Department in revamping the Science Garden. The new garden provides opportunities for students to learn, care and respect the environment and at the same time, experience and appreciate nature.

07 March 2015
FamilyMatters@School conducted the following workshop:
• Parenting Workshop “Preparing Your Child for Food Hygiene” for Parents of Sec 1 Students.

11 March 2015
Pupils from primary 2 to 6 participated in the Primary School Camp held in Katong School. The objectives of the primary school camp were to inculcate values of respect, responsibilities, resilience, openness and integrity, develop life skills and confidence and build teamwork and independence in the participants.

12 March 2015
Students in the Visual Art program were given the opportunity to showcase their Chinese Brush painting skills live on 12 March 2015. The students’ worked on their art pieces which were projected live via the display screen for the rest of the school to appreciate. This program is part of the Visual Art Department’s partnership programme with National Arts Council’s Artist-in-School KS Scheme, aimed at building skills in Chinese calligraphy and Chinese brush painting.

19 March 2015
FamilyMatters@School conducted the following workshop:
• Parent/Child Bonding “How to talk so that your kids will listen” cum Terrarium Workshop”.

23 March 2015
It was a sad day for all Singaporeans as the nation mourned the passing of Mr Lee Kuan Yew. As tributes flowed in from all over Singapore, staff of Katong School and APSN HQ, paid their tributes through heartfelt messages. These messages were collated into a tribute book, “Remembering our Founding Father – Mr Lee Kuan Yew.” Together with the Principal, Mdm Lim, selected secondary 4 students paid their respects and tributes to Mr Lee at Bedok Town Community tribute site.

27 March 2015
Two Secondary 4 students were offered a 10-session attachment under the Work Experience Program from The Chicken Rice stall.

28 March 2015
FamilyMatters@School conducted the following workshop:
• Marriage Convention 2015 “Cultivating a Collaborative Marriage - For Better & Forever”.

20 May 2015
Eleven students from Yumin Primary School (YPS) participated in a Bocce Unified Friendly Competition with Katong School Bocce Team. Each Yumin student paired with a KS student. They interacted and played ice breaker games. Both YPS and KS students were spontaneous and had an enjoyable time.
10 April 2015
5 Guzheng members performed for Bedok View Secondary School 36th Speech and Prize Giving Day. It was a combined performance of Katong School and BVSS Guzheng Ensemble which provided a golden opportunity for our students to have a music exchange. 6 students from Circus Arts also performed for Bedok View Secondary School 36th Speech and Prize Giving Day.

14 April 2015
Both Primary and Secondary students had an experiential Math Trail at the Singapore Sports Hub. This event aims to foster 21st century competencies of self-directed and collaborative learning for our students. Students attempted questions in the Math Trail booklet or worked in pairs via iPad that were differentiated according to modules. We thanked ANZ Bank who had generously devoted their time to interact with our students as well as sponsored each and every participant a delightful burger meal set.

30 April 2015
FamilyMatters@School conducted the following workshop:
• Cyber Wellness (Porn-NO-graphy): Speaking to our children about the dangers of pornography.

05 – 07 May 2015
The Secondary 4 students sat for their Workplace Literacy and Numeracy (WPLN) assessments. This was their first attempt.

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<th>Assessment</th>
<th>Percentage Pass</th>
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<td>Numeracy</td>
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<tr>
<td>Reading Comprehension</td>
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<tr>
<td>Listening Comprehension</td>
<td>All passed (100%)</td>
</tr>
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15 May 2015
Four Secondary 4 students were offered a 10-session attachment under the Work Experience Program from Ikea.

20 May 2015
FamilyMatters@School conducted the following workshop:
• Caregiver life skills training: Dealings with Emotions dealings with Caregiving.

22 May 2015
Together with HDB’s sponsorship and support from the Radiance Senior Activity Centre, we held a one-day secondary school camp. The highlight of the camp was a concert staged for senior citizens who live in rental flats in Bedok.

27 May 2015
The secondary school students took part in a CIP Recycling Project as part of their Parent-Teacher Conference (PTC) program. Students and volunteers from the Navy collected old newspapers, magazines and clothes from the neighbourhood. Recycled items were collected from the neighbouring HDB blocks and were exchanged for a cheque from Semb Waste. The cheque was then donated to the Lions Home for the Elders.

29 May 2015
20 students were selected for a special charity flight by Singapore Airlines (SIA). The students got the chance to go on a three-hour return joy ride on the Airbus 380 superjumbo. Students were also treated to special performances by SIA’s cabin crew.
## School Statistics

### STUDENT STATISTICS

Number of students at beginning of school year January 2014 194
Number of students at beginning of school year January 2015 197

Number of high needs grants students: 10 (8 MID, 2 ASD)

### DISTRIBUTION OF STUDENTS IN VARIOUS CLASSES

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<th>S/No</th>
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<th>MID</th>
<th>ASD</th>
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<td>7</td>
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<tr>
<td>8</td>
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<td>9</td>
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<td>11</td>
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<td><strong>Total</strong></td>
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### TOTAL NUMBER OF CLASSES

| AM   | 11 |
| PM   | 15 |
| **Total** | **26** |

### STUDENTS’ DISABILITY TYPE

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### STAFF STATISTICS (AS AT 22 APRIL 2015)

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<td>Accounts Executive</td>
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</table>
**Tanglin School**

**My Stories, Our Stories**

Pursuit of excellence with a purpose is what we at Tanglin School strive for. Over the past 15 years, we are proud at the thought of the memorable milestones we have crossed, and the great strides we have made. Our robust and collaborative culture and out-of-the-box innovations are examples of our desire to improve the education and experiences of every student. Tanglin School has developed many successful stories but these successes would not impede the school to pursue the next level of excellence.

As we recognize and reward achievements, cherish and celebrate memorable moments, we are grateful to all our stakeholders who have walked alongside us to make this possible.

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**07 June 2014**

Six TS La-Teens presented a Latin Cha-Cha entitled Laetus Venit at the APSN Carnival cum Concert at Tanjong Katong Primary School. Some students, under the guidance of their Instructors, set up a stall selling pre-loved items.

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**29 June 2014**

Seven students competed in the 15th Stardust Grandprix Dancesport Competition at Orchard Country Club Grand Ballroom and danced home 1 Gold, 1 Silver, 1 Bronze and 4 Participation medals.

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**29 August 2014**

Tanglin School was accorded the Community in Bloom (Gold) at the Singapore Garden Festival and received a $500 cheque.

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**27 to 29 August 2014**

Ten students participated in a theatrical performance entitled Challenge. The event was the culmination of the Diversity in Abilities Arts Programme, sponsored by UBS AG, to celebrate the artistic talents of students alongside with local artistes in a theatrical production at Jubilee Hall, Raffles Hotel. The event was graced by Mr Heng Swee Kiat as the GOH and Guest Performer.

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**29 August 2014**

Nine students were part of SingTel Charity Golf as they served cocktail and drinks during the pre-dinner segment.

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**27 September 2014**

TS 1st musical Presentation-cum-Art Exhibition, entitled Our Stories: Living, Learning & Inspiring was held at Paya Lebar Methodist Girls’ School (Secondary) Concert Hall. Dr Francis C. Chen will be the GOH. The concert aimed to showcase the talents, gifts, abilities and strengths of our students in the performing and visual arts.
19 September 2014
APSN Annual Dinner with the theme Hawaiian Luau was held at Novatel @Clark Quay.

19 Sep to 20 Oct 2014
Seven students were on work attachments at IDA Lab, maple Tree. They explored the different aspects of work in a multi-media industry. The students created 100 pieces of the school model using 3D technology and printing techniques.

29 September 2014
At the SDSC National Disability League 2014 Table Tennis Tournament, the boys took home 2 Golds, 2 Silvers and 2 Bronzes for both Singles and Doubles categories.

09 October 2014
In partnership with Nanyang Girls’ High School, twelve students worked on a gardening project since April 2014, building a garden space at NYGHS. Students from NYGHS showered their appreciation and shared their experiences interacting with TS students.

14 and 17 October 2014
Two dialogues sessions with parents were organized with the primary objective to provide responses on the feedback given by parents during the parent dialogue session in May 2014.

20 October 2014
Thirty-two students were attached to Conrad Centennial Hotel to explore and experience the different types of jobs in a hospitality industry.

30 October 2014
Sixty-three students were invited to the Singtel Carnival at Big Splash, East Coast Park.

01 November 2014
The Tanglin Business Entrepreneurship Project (TBEP) Carnival, an innovative project to develop the spirit of innovation and entrepreneurship in students, was attended by parents, caregivers and members of the community.

08 November 2014
TS Percussion Ensemble – T-Shock, the Angklung Ensemble and the LaTeens performed at A Nation in Concert. The students became more confident as their artistic talents were showcased and recognized.

10 November 2014
The theme for Tanglin School Graduation & Prize Giving Ceremony was Live, Learn, Inspire. The GOH was Mr Chan Chee Keong (President and School Supervisor, APSN). Thirty-two Secondary 4 students received the WPLN awards of $400 each for their academic achievements Workplace Reading, Listening and Numeracy.

10 November 2014
You Make a Difference awards were accorded to community partners and employers who have been supporting the school in various programmes. The community partners and employers who received the awards were SingTel, ANZ Bank and Conrad Centennial Singapore. Recipient of the “Outstanding You Make a Difference” award was IKEA Alexandra who has also provided on-site training, work attachments and internships where students spent an average of 16-hour job-attachment, per week at IKEA Alexandra.

12 November 2014
Mrs Fanny Ong was the winner of the Outstanding SPED Teacher Award (OSTA) at the MOE-NCSS SPED Conference 2014. Transforming Passive Learners to Active Creators with 3D Technology an ICT innovative project was featured at the Conference.
12 November 2014
12 Two action research projects were shared at concurrent sessions and poster presentations at the SPED Conference namely 3D Technology @TS and Finding Our Voices.

17 to 19 November 2014
All staff members participated in a series of work plan seminars to explore strategic issues, making strategic decisions and taking strategic actions to meet the dynamically changes in the SPED landscape.

15 November 2014
Students and teachers were part of the APSN contingent at the Purple Parade held at Hong Lim Park. The Silat team contributed an item for the event.

06 December 2014
The Wushu Warriors gave their first Chinese martial art public performance at the Children’s Charity Association Christmas Fair. Staff members manned a thrift store to support the event.

17 January 2015
Students and teachers completed a 10-hour Dance Marathon entitled We Will Dance at Hong Lim Park.

22 and 23 January 2015
At 1st Parent Engagement Sessions, TS achieved the aim to provide parents with information about the school’s plans and programmes as well as respond to their queries on matters related to the educational journey of their children.

28 January 2015
A CCA Roadshow was organized to showcase the various co-curricular activities to parents whose children are in Secondary 1.

07 February 2015
TS Family Day 2015 was organized, in collaboration with students from the Event Management Course at ITE College Central. The purpose of the event was to provide opportunities for parents, caregivers and siblings to bond with their children through a variety of fun activities.

02 March 2015
The school song, Discover the World, Believe in our Dreams, composed by Mrs Saedah Samat-Alkaff, was launched during the Prefects’ Investiture Ceremony.

05 to 06 March 2015
A Physical Education & Arts Camp was organized for Secondary 2 students consisting of forest adventure and arts activities at the Alive Museum.

09 and 10 March 2015
The 2nd Parent Engagement Sessions have provided opportunities for parents to interact with members of the APSN Executive Committee. Three workshops were conducted namely Using Dialogue Journals with Your Children and Using An Estimation Strategy in Numeracy and Use of Token Economy to Reinforce Positive Behaviours.

12 March 2015
A Science Camp was organized for Secondary 1 students. Themed Flora and Fauna, the camp was held at Hort Park and Night Safari.
12 to 13 March 2015
A Team-Building Camp was organized for Secondary 3 students with the theme Together Everyone Achieves More to inculcate the values of collaboration, respect and care.

20 March 2015
The Mind, Body & Spirit Motivational Camp was organized for all Secondary 4 students to encourage and motivate them before commencement of the WPLN Computer Adaptive Tests.

23 and 26 March 2015
TS remembered Mr Lee Kuan Yew with a minute of silence on 23 March 2015, followed by a message reflecting on Mr Lee’s life and legacy. A group of staff & student representatives paid their tribute to Mr Lee at the Singapore Botanic Gardens with their creatively-designed condolence cards, banners and posters.

08 April to 20 May 2015
The Angry Bird Control workshops were conducted on every Wednesday in Term 2. Facilitated by Ms Jovial Teo and Mr Abdul Halim, the workshops aimed to help students manage their emotions, and make healthy and appropriate choices.

10 April to 22 May 2015
Brave Heart an anti-bullying group work programme was conducted on every Friday in Term 2. Facilitated by Ms Jovial Teo, the programme aimed to teach students develop management skills when faced with bullying situations.

15 – 20 April 2015
Earth Day was launched with interesting games and quizzes to educate students on conservation. A variety of green activities was introduced to celebrate biodiversity in Tanglin School.

22 April 2015
Plant-a-Tree Day, sponsored by SingTel and supported by Naprks, the event was held at Sungei Wetland Reserve, and attended by twenty Secondary 4 students.

30 April 2015
TS Visual Art Club designed three chairs which were exhibited and auctioned to support the Arts & Design against Cancer CHAIRITY 2015. The event was held at the Red Dot Design Museum.
14 to 12 May 2015
Princes & Princesses workshops were conducted once a week, facilitated by Mr Abdul Halim and Ms Jovial, for a group of at-risk students on topics of Human Development, Healthy Interpersonal Relationship and Sexuality Education.

08 May to 5 June 2015
Signposts for Building Better Behavior workshops, by Ms Jovial Teo and Mr Abdul Halim, were conducted for parents. The workshops aimed to impart specific parenting skills so that parents are equipped with strategies to promote positive behaviors in their children.

05 to 11 May 2015
It was heartening to observe students and teachers displaying great enthusiasm in making the school and classrooms clean and green. It was an enjoyable and memorable experience for everybody who participated in the Use Your Hands Day. Students and Teachers cleaned the Alexandra Park Connector, as part of their service to the community and to develop awareness about caring for the environment.

06 May 2015
Forty-one students were invited to SingTel Comcentre for a movie treat. SingTel Touching Lives Fund organized the event in conjunction with the annual cheque presentation. The LaTeens performed a Cha-Cha number during the cheque presentation segment.

09 May 2015
Tanglin School fielded 3 teams of athletes for the H-Two-O Football Champion Cup Tournament. The teams returned with 1 silver medal for the Senior Category; 1 gold and 1 silver for the Junior Category. The junior under-16 athletes clinched the Overall Championship Trophy. The tournament was held at ITE College Central.

12 to 14 May 2015
Cyber-wellness Treasure Hunt and Station Games were organized to inculcate in students responsible online behaviours and how to stay safe on social-media platforms. Youth volunteers from TOUCH Community Services conducted the activities. The event was sponsored by SingTel.

07 to 18 May 2015
The Vocational Trails were organized for all Secondary 1 to 3 students to explore the world of work in different authentic environments. Secondary 1 students explored the job requirements of tour guides and attraction hosts on Sentosa. Secondary 2 students learnt about hospitality jobs at Conrad Centennial Singapore and Betel Box Budget Hotel. Secondary 3 students learnt about job requirements of store supervisors, cashiers and sales assistants at Alexandra IKEA.

19 May 2015
Tanglin Got Talent was an Arts Festival consisted of a month-long art-related activities ranging from TS 1-minute of Fame, Art Competition and a singing competition known as the TS Voice.

21 May 2015
The Vocational Fair was organized for Secondary 4 students to develop skills, knowledge and attitude required in attending a job interview. They learnt the requirements of specific kind of job from employers who attended the event. Staff from IKEA Alexandra, AB Building Services, California Laundry services, Cheers Convenient Store, Conrad Centennial Singapore and Zac Toh Design & Landscape Pte Ltd were present to provide information on different types of jobs and conducted simulated interviews for students.

22 May 2015
Green Wave Celebration was one of the Earth Day activities. Students participated in making tote bags from T-shirts and took turns to water the Ilex cymosa, a tree that was planted in 2011. Students from TS Drama Club performed a skit entitled Rata the Wanderer. The series of Choose Green, Think Green, Grow Green activities have enabled students to be more conscious about the importance of protecting the earth and have become more proactive in these efforts.
Dialogue Session with MOS Ms Sim Ann, participated by members of School Management Committee, Officers from MOE and eighteen staff members of Tanglin School.

Tanglin School Sports League Championship Day provided a platform for students to apply the understanding, skills and values learnt during Physical Education lessons in an authentic context. Volunteers from AZ Bank, Singapore Rugby Union and ITE College Central were present to assist with the games namely water soccer, floor ball, tag rugby and captain’s ball.

### School Statistics

#### STUDENT STATISTICS

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* Including 1 international student

#### NUMBER OF STAFF AS AT 1 MAY 2014

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Delta Senior School

10 May 2014
SPH Foundation National Para Swimming Championship 2014
18 DSS swimmers participated in the Singapore Press Holdings (SPH) Foundation National Para Swimming Championship 2014. They won 8 Gold, 7 Silver and 3 bronze medals. DSS was also awarded $350 for having the highest number of participation and 2nd in place for being the Best Performing School.

10 May 2014
Chua Chu Kang Recycling Day
DSS students collaborated with ITE College West in the recycling project. The project activity was carried out in the vicinity of the Chua Chu Kang neighbourhood. Over 200kg of old newspapers and used clothing were collected in the process.

15 May 2014
New collaboration with Teck Whye Secondary School
On 15 May, 4 staff from Teck Whye Secondary School visited DSS. They were provided with more information about DSS and the structure of peer tutoring programme carried out in DSS.

16 May 2014
Meet the Parents Session (Year 3)
Parents and students were invited to join the PDMs & Job Coaches of Year 3 to be briefed on WEP 1 and the expectations of the workplace. The session was conducted in English and briefly in Mandarin. Thereafter, the audience was divided into smaller groups so that the JSU team could explain in details the content of the “Letter of Undertaking”.

22 May 2014
GESS & SATS Master Class Cooking
SATS’ Executive Chef together with DSS year 1 culinary students and Gang Eng Sen students conducted a Master Cooking Class in school.

26 May 2014
Mutual Learning Day
DSS Job Coaches were invited by Pizza Hut to spend half a day with their operations staff to have hands-on session to learn more about the different tasks that DSS students undertake while training at their restaurant.

28 May 2014
Charity Buffet Lunch in Term 2
A Charity Buffet lunch was held on 28 May, where in-house cooked food was served to invited to guests, who included DSS’ corporate and community partners, APSN Exco members and staff. Through voluntary contributions of guests, the event raised funds for the needy students.

31 May 2014
42nd National Para Athletics Championship
36 DSS Track and Field Athletes took part in the 42nd National Para Athletics Championship held at Hougang Stadium. They received a total of 22 gold, 11 silver and 5 bronze medals. DSS was also awarded the Overall Best Performance Team.

May- November 2014
Teacher initiated Action Research (completed)
As part of the Numeracy department mid-year review, staff in teams shared the review and progress status of their AR projects. 7 Action Research projects were completed by end of November 2014.
- Building Computational Fluency to Improve Workplace Numeracy Skillsets
- The use of communication with regards to improved self-confidence and better subject conceptual knowledge.
- IPAD as an alternative medium to Worksheets does it increase student motivation and engagement.
- Mind the Map: How Mindmaps affect student achievement and understanding
- Accessing Division using IU Strategy for students with learning disabilities.
- The effects of assistive technology on overall WPN grades.
- Building Confidence using the ten arenas of classroom life to increase the motivation of students with special needs.
June-November 2014
Numeracy Department Professional Development Initiatives

Peer coaching has been found to be an effective strategy for professional development among staff. Hence, the numeracy dept continued to use this strategy as one form of professional development. Staff submitted weekly log (brief note) on the peer coaching session.

Group Professional Sharing
Every Wednesdays (Gp1) and Every Thursdays (Gp 2)- sharing and discussion on pedagogical approaches and use of ICT in teaching and learning. Modified Cooperative Learning Activity for Numeracy- sharing led by Asmita and Shanthi S.

26 June 2014
Staff Learning Day at the Science Centre

20 July 2014
NTU Curl Dragon Boat Festival
6 DSS students were invited to take part in the dragon boat race alongside with Nanyang Technological University (NTU) students during the NTU Curl Dragon Boat Festival held at Jurong Lake.

21 July 2014
Peer Tutoring programme with TWSS & WSSS
• Induction for the 17 Teck Whye Secondary School students who are involved this programme
• Meeting session for Peer tutors from West Spring Secondary and Teck Whye Secondary
• Peer tutors from both Teck Whye SS and West Spring SS helping DSS students during numeracy remedial sessions.

23 July 2014
Collaboration with Spectra School
Numeracy teachers tried out the Team-Based Learning approach during planning session led by Mrs Liau. This was an application of learning from visiting Spectra Secondary School.

24 July 2014
Lantern-making Workshop
The Esplanade Co. Ltd conducted a lantern making workshop at DSS for Creative Arts CCA students.

27 July 2014
National Geographic Adventure Trail 2014
National Geographic Singapore invited the Literacy department to take up a complimentary trail for 40 students to go on an educational adventure trail to take photos of wild life at Sungei Buloh. Besides the trail, students could submit a chosen photo and a written journal to qualify for the Green Carpet Awards.
July - October 2014
Launch of the Monthly Banking Programme at ‘Delta iBank’
Students bank their hard earned tokens on a monthly basis, on the last Friday of each month during lunch break. Students must bring the Delta iBank ID, Delta iBank Book and tokens. Student leaders are slowly trained to become ‘tellers’.

July - November 2014 (Term 3 - 4)
Numeracy Quiz
The Numeracy department conducted about 4 numeracy quizzes per term during the Morning @ Delta Assembly programme in Term 3 and 4.

14 August 2014
FH Orientation for Parent Volunteers
Fitness and Health Department conducted an orientation session for parent volunteers to brief them on gymnasium etiquettes and appropriate use of gymnasium equipment before the implementation of the lunch gymnasium programme for students.

16 and 23 August 2014
The Science Centre
Three Year 2 classes were given the opportunity to attend the ‘Bacteria Outbreak’ practical lab session at Singapore Science Centre on 16 and 23 August 2014. The objective of the session was for students to develop a greater awareness that bacteria and virus can cause chaos and serious harm to them especially if they are not detected and controlled in time.

25 August 2014
ITE Fiesta
3 students from the Creative Arts CCA attended the ITE Fiesta held at ITE College West.

21, 26 & 28 August 2014
Celebrity Chefs visit DSS
3 Celebrity chefs came to DSS to share their skills by teaching and showing our students how to prepare and cook their specialty dishes.

September 2014
TP group Learning Journey
The Transition group went for a Learning Journey to Bukit Panjang Mall with guidance from Literacy Teachers.

September 2014
Launch of the Most Caring Teacher Award
Mr Sunil from the Numeracy department received the Most Caring Teacher Award.

04 September 2014
Employer Education Workshop (3rd Run)
In the workshop, simple interventions were shared with the participants to enhance their competencies and confidence when working with our students. The content shared by the OTs was well-received by the participants, as they were reduced to become less technical with more practical hands-on activities and more application examples.

19 September 2014
Visit to Dignity Kitchen
On 19th September 2014, the Parents Support Group of Delta Senior School (DSS) organized a tour of Dignity Kitchen.

20 September 2014
NCSS ComChest Heartstrings Walk
2 staff and a few basketball CCA students took part in the NCSS ComChest Heartstrings Walk held at Marina Bay Sands.
27 September 2014
9th NDL Futsal Competition
2 DSS soccer teams competed in the 9th NDL Futsal held at Kovan Sports Centre. Team 2 walked away with the 2nd Place while Team 1 clinched the 3rd Place.

11 October 2014
Workshop: Mr Jeffery Goh, professional coach, trainer gave the parents a motivational talk to spur everyone on to never give up, to stay focused and to win the race with our special needs kids.

07 November 2014
Numeracy Carnival
The Numeracy department launched its first numeracy carnival for students at the end of the year. Students used the tokens saved in the ‘Delta I-Bank’ to participate at the different stalls. Teck Whye Secondary peer tutors helped to run this carnival together with the numeracy staff.

08 November 2014
A Nation in Concert
The Dance and Percussion CCA students took part in the event entitled ‘A Nation in Concert’ held at Marina Bay Sands.

08 November 2014
Clean and Green Singapore (CGS) 2015 Launch Carnival
The GS 2015 Launch Ceremony and Carnival was hosted by the South West District, with the theme “Cherishing Our Home, Safeguarding Our Future” officiated by PM Lee Hsien Loong. Held over two days at the open space next to Lot One Shoppers’ Mall, the event was attended by about 20,000 visitors. Delta Senior School was invited to conduct one the eco-workshops- Terrarium making that provide eco-living tips for residents.

12 November 2014
SPED Conference: Pre-conference Activity
The theme for 2014 SPED Conference: ‘Staying Rooted, Soaring High’. Staff worked in teams to create their ‘kites’ and flew their kites as well.

14 November 2014
Delta Senior School Graduation 2014
Delta Senior School held their Graduation ceremony on 14 Nov 2014 between 2.00-5.00pm. A tea reception was arranged for 68 graduating students. The guest list included family members and current employers of the graduating students, APSN Executive Committee members, and the DSS parent support group.

15 November 2014
Buddy In’ Programme 2014
(& Participation in Purple Parade)
In 2014, Delta Senior School (DSS) in collaboration with National Council for Social Service (NCSS) and ITE College (West), conducted the first run of the Buddy In’ project. A total of 10 DSS students and 11 ITE College (West) students took part in this one year befriending programme. The group had frequent meet up sessions to take part in a variety of activities organised by the ITE college (West) students. On 15 November 2015, the group took part in the Purple Parade 2014 marching contingent during the event.

21 November 2014
Authentic Retail Operations Experience with Bata
DSS partnered with Bata Singapore for Bata’s Customer Service Experience where RO students are given the opportunity to act as customers and experience from a customer point of view the importance of excellent service. Each student is given a budget of $50 to shop.

24 November 2014
Staff Retreat – Innovation workshop for all staff
DSS staff participated actively in the workshop. From this workshop, the school developed an Innovation Framework that aims to promote innovation in our programmes and daily work processes.
06 December 2014
*Children’s Charities Association Fair*
DSS participated in the annual Children’s Charities event held at Ngee Ann Civic Plaza. DSS partnered with Union Book who supplied the stationery items for sale on a consignment basis. Objective of DSS’s participation is to provide a platform for RO students to practise their customer interaction and selling at a different setting.

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**January 2015 – March 2015**
*Buddy Reading with Swiss Cottage Secondary school*
Students from DSS were paired with buddy readers from Swiss Cottage Secondary School. The main objective is for the Buddy readers to assist students of DSS to practice reading sight words after school once a week at DSS.

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**January 2015 – April 2015**
*Integrating Technology in the Numeracy classes*
The ICT plan for Numeracy department is driven by the VANGUARD team (5 staff who sit in the IT and Resource committee). They champion the usage of ICT and also monitor the implementation of the ICT plan on a termly basis.

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**January 2015 –February 2015**
*From Delta with Love” 2015 Hamper Distribution/ CNY Celebration”*
An initiative by the Character and Citizenship Education (CCE) Department, this project aims to provide a platform for our stakeholders ie. students, parents, staff and community partners, to collaborate with one another to contribute to the community. This project has gained recognition from the South West CDC and it was awarded the “Rotary Happiness Fund” of $1000 for support. The project is carried out in three phases.

In January, students, staff and parents of APSN Delta Senior School came together to contribute and make 64 hampers for identified needy elderly from the Chua Chu Kang community.

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**09 January 2015**
*PSG First Meeting 2015*

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**22 January 2015**
*Serving Peers*
As part of an ongoing project, FB students cooked and served free lunch on Thursdays to 40 students on financial assistance. The objectives are (1) to instil a sense of community spirit through serving and doing good deeds for others, and (2) FB students to practice using authentic platform to showcase their skills.

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**11 February 2015**
*APSN Delta Senior School Total Defence Day 2015 Celebration*
The students and staff of the school enjoyed a 30 minutes SG50 show by the Singapore Discovery Centre (SDC). The show aimed to highlight various achievements in Singapore which Singaporeans are proud of. As a follow-up of the programme, 115 year one students and their PDMs visited the SAF50 exhibition at the Vivocity. This is collaboration with NEXUS to expose to the students the military defence facilities in Singapore. The students were exclusively invited to the RSS biggest Naval Vessel and all of them have opportunities to go on an exciting ride on the fast craft utility.

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**11 March 2015**
*Annual Partners Sharing Session*
31 employers joined in this session that aimed to create a platform to recognise the contribution of our partners (Employers, Community Partners, and Parents) through award/Certificate presentations. Guest Speaker from Shangri-la Rasa Sentosa shared success stories of our students and strategies undertaken by them to retain employees. Participants left with relevant information shared by SG Enable on the support available for organisations that hire PWDs.

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**Welcome address by Madam Aslinah**

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**Students posing in front of the “Super Puma” Sea Operation Helicopter**
12 March 2015
Hosting APSN CEO’s Meeting with Lunch
CEO’s meeting with Principals and Director of CFA on 12 March was hosted by DSS. The FB department took the opportunity to allow students to practice and showcase their competencies through preparing & facilitating the morning break as well as lunch. Lunch was then held in the Swensen’s Training Restaurant, which was transformed into a table-service setting led by the FB students with minimal supervision of the trainers.

13 March 2015
6th National Special School Track and Field Championship
32 athletes represented DSS in the 6th National Special School Track and Field Championship held at Hougang Stadium. They walked away with a total of 11 gold, 12 silver, and 8 bronze medals. DSS emerged as the Champion in both the Boys and Girls open division.

13 - 14 March 2015
Student Leadership Programme (Prefect Camp)
43 student prefects took part in the 2 days 1 night Annual Student Leadership Prefect Camp in school from 13 to 14 June 2015. The objectives of the camp are to infuse basic leadership and communication skills among the prefects.

18 March 2015
Involvement in the Centre for Adults Flag Day 2015
A total of 110 students and teachers from Delta Senior School took part in the Annual Centre for Adults (CFA) Flag day 2015 on 18 March 2015. The students were deployed in CFA collection centres across Singapore. Centre of Adults (CFA) presented a token of appreciation for the school’s commitment to the event.

27 March 2015
Paying tribute to Mr Lee Kuan Yew
All students from Year 1 to Year 3, as well as staff, paid their last respects to Mr Lee Kuan Yew at the Chua Chu Kang Community Tribute Site on 28 March 2015. During morning assembly, the school commemorated Mr Lee’s contributions to Singapore.

11 April 2015
Collaboration with Singapore Airlines: Grooming and etiquette workshop for student leaders
18 prefects spent an enjoyable morning on the 11th of April 2015 with 4 beautiful ladies from Singapore Airlines. During the activity-filled learning experience, the students tried out the practical tips on how they can carry themselves with confidence. In addition, the students (even the boys) had so much fun during the hands-on session for grooming. The students learned step by step procedures on how to keep their face clean and healthy.
# School Statistics

## STUDENT STATISTICS

Number of students at beginning of school year Jan 2014: 388
Number of students at beginning of school year Jan 2015: 402

## DISTRIBUTION OF STUDENTS IN THE VARIOUS GRADES

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<tr>
<td></td>
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<td>RO2-T1</td>
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<td>6</td>
<td>TP1-V3</td>
<td>9</td>
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<tr>
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<td>31</td>
<td>WEP</td>
<td>57</td>
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<tr>
<td><strong>Yr 5</strong></td>
<td>WEP</td>
<td>33</td>
<td>WEP</td>
<td>6</td>
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<tr>
<td></td>
<td></td>
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<td>Number of Autistic Students</td>
<td>37</td>
<td>40</td>
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<tr>
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<td>28 (Year 1 – Year 3)</td>
<td>27 (Year 1 – Year 3)</td>
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<tr>
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<td>Nil</td>
<td>Nil</td>
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## STAFFING

<table>
<thead>
<tr>
<th>Position</th>
<th>Number as at 1 May 2015</th>
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<tr>
<td>Principal</td>
<td>1</td>
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<tr>
<td>Vice Principal</td>
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<tr>
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<td>Administrative/Operational/Support Staff</td>
<td>11</td>
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<td>Co-ordinator / Employers Relation Officer</td>
<td>2</td>
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<tr>
<td><strong>Total</strong></td>
<td>104</td>
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</table>
01 April 2014 - 06 April 2014
From 1-4 April 2014, Lend Lease partnered with the centre to provide steam ironing, hanging and folding of clothing for the preparation of the Fashion Swap event on 5 and 6 April 2014 where people would bring their clothes to exchange at the booth at 313@Somerset. The 5 clients involved were very excited and looked forward to the project. The clients showed determination and commitment as they worked non-stop for 5 hours each day and complete the task within 3 days, a day ahead of the original 4 days schedule.

05 April 2014
10 of our clients participated in the Lions Club Special Olympics Project games event. Our CFA team was pitted against the team from the Special Olympics. Our team won the Games Trophy this year. Every client was awarded a certificate of participation as well as a goodie bag. A meal was also provided after the activities.

08 April 2014
3 staff from CFA were at Vivocity’s Ben and Jerry’s store to urge people queuing for their free ice cream to donate to the Children’s Charities Association. A Ben and Jerry’s truck also came to CFA to deliver free ice cream for our clients and staff.

24 - 25 April 2014
A few clients went to the ST Kinetics Charity Sales to sell commercial handicrafts and cookies as well as focusing on the donation and the GIRO application form.

26 April 2014
Clients and members were accompanied by volunteers from YMCA and Lingjack Engineering to River Safari. The clients and members had to answer questions about the animals based on the photo clues given in an activity sheet. Each client/member was given a goodie box as well as lunch.

05 May 2014
Staff and clients were invited to a free screening of “The Amazing Spider-man 2” at Plaza Singapura by Marina Bay Sands as part of their Corporate Social Responsibility activity.

10 May 2014
The final outing for the Best Buddies Cycle 2013/2014. Everyone wore the Best Buddies T-shirts for the first time. A new Best Buddies cycle will begin in June/July 2014. The current batch were encouraged to join the next cycle.

19 May 2014
4 clients went to the SPH Charity Sales to sell commercial handicrafts and cookies for their 30th anniversary celebration.

31 May 2014
Clients and members were accompanied by volunteers from Lingjack Engineering to the S.E.A. Aquarium at Sentosa. They also sponsored the April outing to River Safari.

07 June 2014
Starts of the Y Guitar weekly event. APSN CFA Concert & Carnival was held from 9am to 6pm at Tanjong Katong Primary School. Commercial Handicraft and Bakery set up booths to promote their products.

10 June 2014
20 clients and volunteers went to visit Gardens By the Bay during the Singapore Garden Festival.

11 June 2014
Clients and volunteers were paired together to participated in the CCA Flag Day event.

13-15 June 2014
22 clients and members participated in the annual Y Camp 2014 organised by YMCA. They were paired up with a buddy each and completed the Standard Obstacles Course given by the organiser.

07 July 2014
Commercial Handicraft Sales of greeting cards and photo frames at Clementi Town Secondary. 2 clients and 1 staff were involved.

09 July 2014
Clients and volunteers worked together in the Y Green Finger project at CFA.

16 July 2014
Start of the UKULELE project.

19 July 2014
A group of clients and members went to the River Safari organised by BB Cares. The clients and members got to see Jia Jia and Kai Kai, the Panda at the specially designed and constructed enviorment for the Pandas. 3 clients and 2 staff were involved in setting up a Commercial Handicraft booth during the Pioneer Resident’s Day Jurong West.
24 July 2014
A NUS CSC Volunteers Briefing - Recruitment Drive (Best Buddies) was conducted.

26 July 2014
Clients were treated to the Y Outing - Mega Board Games sponsored PWC ISP Team.

29 July 2014
2 clients were involved in the One Community Walk at Pioneer GRC which a Handicraft booth was set up.

31 July 2014
Regular Quarterly collection @ Sentosa
The following are the collection dates:
1) 31 July 2014
2) 03 October 2014
3) 05 February 2015
4) 14 May 2015

02 August 2014
APSN Gala Dinner 2014 was held at Marina Bay Sands. Invited guests were treated to performance performed by students from APSN school and painting exhibition.

06 August 2014
Horticulture clients teamed up with volunteers to involve in the Y Green Finger project

08 August 2014
APSN Centre For Adults was invited to Tanjong Katong Secondary School (TKSS) Annual National Day Parade Celebration. The students from TKSS put up an awesome performance and the clients were given a goodie bag each.

15 August 2014
2 clients were involved in setting up a booth at the Keppel Corp Sales to sell photo frames. It was an experience for clients who had never been to a sales.

16 August 2014
A group of clients participated in the CANON Photoshoot Outing @ Kampong Glam.

18,19,20 August 2014
Standard First Aid Course was conducted for the staff of CFA by Singapore Red Cross.

19-22 August 2014
Horticulture clients and staff went for the Educational Talk & Demonstration @ Gardens by The Bay.

20-23 August 2014
Best Buddies Outreach Volunteer Recruitment Drive was conducted.

30 August 2014
18 clients participated in the Y Outing - Amazing Race, sponsored by Credit Suisse. The opening of APSN Centre For Adults was held at 11 Jalan Ubi.

05 September 2014
10 clients from Commercial Handicraft were involved in the packing of 1,500 goodie bags for Sentosa Development Corporation while the Social Enterprise - Bakery baked and prepared 1,500 mini pack of cookies as part of the items for the goodie bags.

10 September 2014
Horticulture clients were teamed up with volunteers for the Y Green Finger event.

12 September 2014
Dental Hygiene Education Workshop DR TAY CHONG MENG, Dental Registrar of University Dental Cluster, NUHS gave a talk at CFA to educate clients on the oral cavity, the importance of dental hygiene, self check dental hygiene and the importance of visiting dentist for regular check up.

13 September 2014
A photoshoot session was done by Professional Photographer, Jana.

18 September 2014
Sales of paintings at Singapore National Paralympic Council Ltd. 2 clients were involved.

20 September 2014
30 clients and members were treated to a movie outing with Bridgestone. Clients in the Y Photo were involved in Shutter Speed session.

20 September 2014
3 clients and 1 member participated in the Basketball Tournament, a National Disability League (NDL) organized by Singapore Disability Sports Council (SSDC) was held at Tampines West Community Centre. The team won 3rd place in Male Open Category.

27 September 2014
7 clients and 1 member participated in the Futsal Tournament, a National Disability League (NDL) organized by Singapore Disability Sports Council (SSDC) was held at Kovan Sports Centre.
27 September 2014
A Dance & First Aid Workshop was conducted for Clients. Orientation Day for Best Buddies Volunteers was conducted to get the clients and their buddies familised with each other and building up rapport. Clients and members participated in the Y Photo Lesson @ Hong Lim Park.

04 October 2014
4 clients participated in the Badminton Tournaments, a National Disability League (NDL) organized by Singapore Disability Sports Council (SSDC) was held at Yio Chu Kang Sports Hall.

06 October 2014
Horticulture clients were teamed up with volunteers for the Y Green Finger event.

07 October 2014
Clients and staff were involved with the Republic Polytechnic (RP) Event to help to develop Occupational Therapy Equipments. RP students accessed the clients and take down the necessary information to design the suitable equipments.

08 October 2014
A photoshoot session was done by Professional Photographer, Jana. 2 clients were involved in the sales of paintings at Singapore Pools (Private) Limited.

11 October 2014
Clients and members participated in the Halloween Party. Confirmation of Buddy Pairing was done. A cheque presentation by Tanjong Katong Secondary School.

15 November 2014
Clients participated in the Purple Parade Rehearsal at Hong Lim Park.

15 November 2014
Clients, members and staff went for the Purple Parade 2014 at Hong Lim Park. A marching out parade was done despite raining. The crowd was over whelming showing support to the event.

16 November 2014
Clients and staff were invited to the American Chamber of Commerce Corporate Community Day 2014 @ Fullerton Hotel (Art Exhibition).

20 November 2014
2 clients were involved in the sales of paintings at The American Chamber of Commerce.

21 November 2014
2 clients were involved in the Commercial Handicraft Sales at ST Electronics. The staff from ST Electronics were very supportive whenever the clients approached them.

22 November 2014
Project Share @ Republic Polytechnic - 20 clients were invited by RP to attend motor skill and health workshop called Project Share in Republic Poly. The workshop exposes the clients to various motor skill games challenge and health knowledge games.

27 November 2014
Centre For Adults Team Building Staff from Centre For Adults and Students Care Centre participated in Full Day team building programme on Sand Castle. Staff were divided into 3 teams to plan, design and build sandcastles. In noon, staff were treated to a buffet lunch and a session with Alvin Lee of Castles Can Fly.
29 November 2014
18 clients and members went for the Y Outing - Trick Eye Museum sponsored by LingJack Engineering. Staff and clients went for the sales booth organised by Japanese Association at their Association.

02 December 2014
Horticulture clients were teamed up with volunteers for the Y Green Finger event.

04 December 2014
20 clients and members were invited to watch the theatre play on Monkey Goes West organised by Keppel Volunteers. It was an eye opener on this award winning play. The clients enjoyed it very much.

06 December 2014
CFA clients and staff participated in the Walk with Extra Mile with Me walkathon and the game booth.

19 November 2014 & 6 December 2014
Miss Esther Tay, a volunteer of APSN CFA sponsored presents worth $100 per pax for 20 clients and members. On 19th November 2014, clients and members went to Metro @ Causeway Point to select their presents. They were also invited to a dinner at Penang Place, Fusionopolis on 6th December for the present-giving.

21 November 2014
2 clients and 2 staff were involved in the Commercial Handicraft Sales at ST Electronics. The staff from ST were very supportive when the clients approached them.

29 November 2014
2 clients were involved in the Commercial Handicraft Sales at JEM

04 December 2014
2 clients were involved in the Commercial Handicraft Sales at Keppel Land (Bugis Junction).

13 December 2014
Best Buddies Outing @ Alive Museum - As part of best buddies programme, clients and members were paired with their buddies (NUS volunteers) to venture Alive Museum.

03 January & 4 January 2015
Best Buddies Camp 2015 - As part of the Best Buddies programme, 15 clients from APSN CFA & alumni and their buddies from NUS attended 2 days, 1 night camp on 3rd and 4th January 2015. The camp was filled with engaging activities that educate the clients and members meaning of appreciating one another, team work, leadership and endurance.

24 January 2015
Nature Walk @ Sungei Nature Reserve - Clients/ members were paired with volunteers from SIA Community Club to walk along Sungei Buloh to learn about nature while developing interpersonal skills among them.

31 January 2015
Y Outing - Origami /Lantern Making: As part of the first Y-outing for 2015, members were taught by YMCA volunteers to make Chinese New Year Origami decoration. The act of folding paper allows members to decrease their level of anxiety and at the same time improve their motor skill.

08 February 2015
Helping Hands @ Haig Court Annual recycling donation at Haig Court condominium, 6th year running.
14 February 2015
Best Buddies Outing @ Mint Museum - Sponsored by Mint Museum, members/clients ventured the toy museum for the first time with their NUS buddies. The tour was guided by staffs of Mint Museum. At the end of it, clients/members gathered outside National Library to exchange their thoughts and express gratitude towards each other before dismissal.

28 February 2015
Y Outing @ Teo Heng Katong KTV Studio: Members/clients were invited by YMCA to enjoy karaoke session and lunch at Katong Teo Heng Ktv Studio with the volunteers.

05 March 2015
tart of the Earth Day 2015 - Recycling collection at Chung Cheng High School (Yishun)

13 March 2015
Motor Skills Training Aid Project APSN Centre for Adults in collaboration with Republic Polytechnic has organized Motor Skills Training Aid Project. The aim of the project was to design and construct training aids for CFA clients to enhance their Motor skills.

14 March 2015
Best Buddies Outing @ Singapore Discovery Centre & Singapore Army Museum - Together APSN CFA and their buddies ventured Singapore Discovery Centre to seize learning opportunity there. Buddies were also divided in to groups to work as a team.

28 March 2015
Y Photo Club - Clients and members learned introduction to Digital Camera (proper handling of camera, cleaning, modes and fuction of camera).

08 April 2015 & 23 May 2015
Health Screening for CFA clients Centre for Adults (CFA) have arranged a health screening event for clients in collaboration with Happee Hearts Foundation, an organisation that aims to provide medical care for persons with special needs. The health care team includes doctors, nurses and dieticians. The health screening event took place in two segments.

SEGMENTS
Part 1 - Blood Test on 8 April 2015 (Wednesday) from 9 am to 12 pm.
Part 2 - Free Health Screening on 23 May 2015 (Saturday) from 1 pm to 5 pm. The Parents/Guardians has participated along with their child/ward.

The service includes:
1. General Consultations with doctors (including review of SATA blood results)
2. Dermatology Consultations
3. Dietician Talks
4. First aid workshop

18 April 2015
Y Guitar - Members & clients began to prepare for their first performance of 2015.

18 April 2015
Y Photo Club - Clients and members learned Basic Composition (Point of view, rule of third and framing). 2 clients were involved in setting up a Handicraft booth were set up at Parkway Parade Shopping Centre.

21 April 2015
2 clients were involved in the sales of Paper Craft Designs at Japanese Association, Singapore.

25 April 2015
Y Outing - Sponsored by Lingjack Engineering, Members/clients were paired with Lingjack Engineering and YMCA volunteers to watch Avengers (Age of Neutron) the Movie at Golden Village Vivocity and have lunch together.

09 May 2015
Best Buddies Outing - This month, Best Buddies took the outing on to a new whole level by bringing smiles to the elderlies at Jamiyah Home for the Aged.

Social Enterprise

01 July 2014
Start of Bakery SE 9-months pilot program 2 staff and 4 clients were appointed to pilot the program.
15 October 2014
Arrival of the BIG TOYS!!
1) 10 deck oven - allowing us to bake more cookies in a shorter time.
2) Dough depositor - skips the step of weighing each individual dough, now our clients can do more.
3) Flow Wrap Machine - while we strives to produce more, we ensure that our packaging can maintain the hygiene and the freshness of the delicious cookies.

15 November 2014
Successfully obtained Halal certification for our various cookies under Product Scheme.

31 December 2014
Our first Christmas season proves to be a great success! In the month of December, our staff and clients worked hard all days to produce the cookies to yield a sales income of almost $20,000!

28 February 2015
Following the well-received response in Dec 14, our CNY sales achieved a sales income of over $15,000 with the sales of pineapple tarts! These delicious tarts are fully handmade by the staff and clients.

01 March 2015
Bakery SE pilot program was extended for another year!

16 May 2015
The Bakery SE conducted their first Learn-To-Bake session. The 3 clients supporting the baker, guided 15 pairs of volunteers-clients through the process of preparation of cupcakes with frostings. Other than the yummy cupcakes prepared, the participants praised the team for the clear instructions and demonstrations. We can look forward to more of such events and for our clients to take up instructional roles.

09 March 2015 to August 2015
Mr Chua Zhong Ming, 19 years old, is our volunteer who plays classical and semi-classical music to our students. He is a piano enthusiast who always plays on his grand piano for his parents’ friends and relatives whenever they pay visits to their house.

Our students learnt to differentiate the different moods of each piece of music Mr Chua played, i.e. either playful, happy, dreamy or sad. From being unknown to being able to tell the ending of the pieces, our students are able to sit quietly throughout the half-hour concert to enjoy the music that are played to them. They could even show their music appreciation with a clap of hands at the end of each concerto.

Student Care Centre

10, 13, 24 & 27 March 2015
In the 2nd school-term in March, 4 groups of students from Yio Chu Kang Secondary School came to APSN Student Care Centre to interact with our students in various types of activities like circle games, ice-painting and art & craft. Our students have a great time with their “big brothers” and “big sisters” during the circle games which include “concentration in remembering names” and “passing parcel”, etc. They also had fun in trying out ice-painting, scabble, sensory touch game and origami in a different way.

27 November 2014
This day marked the team bonding day for the Centre For Adults staff at East Coast Park. The APSN Student Care Centre, being part of CFA, were invited to join their fellow colleagues for a sand castle building at the castle beach area in the morning. Only one student, Jedidiah Loh, came to our student care that day and he too joined in the fun of what we were doing. Bracing the morning hot sun, our staff were split into few teams and competed each other in building a sandcastle that was to be judged by Centre Director William Tng.

Noon time, we hopped onto a chartered bus to bring us to National Service Resort & Country Club (NSRCC) for a catered buffet lunch. Staff of APSN SCC went back to the student care centre after the lunch.
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<th>Section</th>
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<td>Statement of Changes in Accumulated Funds</td>
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<td>Statement of Cash Flows</td>
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<tr>
<td>73</td>
<td>Notes to the Financial Statements</td>
</tr>
</tbody>
</table>

GENERAL INFORMATION

Executive Committee Members

Mr. Chan Chee Keong – President
Dr. Francis C. Chen – Emeritus President
Mr. Winston Wong – Vice President
Dr. Victor Tay Kah Soon – Vice President
Ms. Annabel Moore – Hon Secretary
Mr. Gwee Sze Chuan – Hon Treasurer
Mrs. Ruby Cheah – Hon Assistant Treasurer
Mr. Bill Bowman – Committee Member
Mr. Royce Seah – Committee Member
Mr. Chinnu Palanivelu – Committee Member
Ms. Seet Chor Hoon – Committee Member
Mr. Tan Cheen Chong – Committee Member

Address

900 New Upper Changi Road
Singapore 467354

Independent Auditor

RSM Chio Lim LLP

Principal Banker

DBS Bank Ltd
STATEMENT BY EXECUTIVE COMMITTEE

The Executive Committee is responsible for the fair presentation of the financial statements of Association For Persons With Special Needs ("the Association") in accordance with the provisions of the Charities Act, Chapter 37, the Societies Act, Chapter 311 and Singapore Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in circumstances.

In our opinion: –

(a) the accompanying statement of financial activities, statement of changes in accumulated fund, statement of financial position, statement of cash flows and notes thereto are drawn up so as to give a true and fair view of the state of affairs of the Association as at 31 March 2015 and of the results, changes in accumulated funds and cash flows of the Association for the reporting year then ended; and

(b) 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 Committee approved and authorised these financial statements for issue.

On behalf of the Executive Committee

Mr. Chee Keong
President

Mr. Gwee Sze Chuan
Honorary Treasurer

Singapore

5 August 2015
Opinion

In our opinion, the financial statements are properly drawn up in accordance with the Singapore Financial Reporting Standards so as to present fairly, in all material respects, the state of affairs of the Association as at 31 March 2015 and the results, changes in accumulated funds and cash flows of the Association for the reporting year ended on that date.

Reporting on other legal and regulatory requirements

In our opinion: (a) the accounting and other records required by the regulations enacted under the Societies Act to be kept by the Association have been properly kept in accordance with those regulations; and (b) the fund–raising appeals held during the reporting year have been carried out in accordance with regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund–raising appeals.

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

(a) The use of the donation monies was not in accordance with the objectives of the Association as required under regulation 16 of the Charities (Institutions of a Public Character) Regulations; and

(b) The Association has not complied with the requirements of regulation 15 (Fund–raising expenses) of the Charities (Institutions of a Public Character) Regulations.

INCOMING RESOURCES

<table>
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<tr>
<th>Notes</th>
<th>2015</th>
<th>2014</th>
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<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
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<tr>
<td>Amortisation of deferred capital grants</td>
<td>18</td>
<td>998,561</td>
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<tr>
<td>Donations</td>
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<tr>
<td>– Designated donations</td>
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<td>1,276,841</td>
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<tr>
<td>– General donations</td>
<td>179,515</td>
<td>22,617</td>
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<tr>
<td>– Donation in kind</td>
<td>146,483</td>
<td>44,919</td>
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<tr>
<td>Grant from MSF</td>
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<tr>
<td>– HR development funding</td>
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<td>37,500</td>
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<tr>
<td>– Operating grants</td>
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<td>597,124</td>
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<tr>
<td>– Land rental / TOL grant</td>
<td>268,337</td>
<td>268,246</td>
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<tr>
<td>Grant from MOE</td>
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<tr>
<td>– Operating grants</td>
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<td>– MOE special purpose grants</td>
<td>5</td>
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<td>– MOE funds</td>
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<td>1,197,014</td>
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<tr>
<td>– Land rental / TOL grant</td>
<td>2,317,150</td>
<td>2,314,298</td>
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<tr>
<td>Grant from NCSS / Tote Board</td>
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<tr>
<td>– Operating grants</td>
<td>4</td>
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<td>Interest income</td>
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<td>Membership fee</td>
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<td>Miscellaneous income</td>
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<td>Programme / school fees</td>
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<tr>
<td>– Local students</td>
<td>343,649</td>
<td>379,320</td>
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<td>– Foreign students</td>
<td>252,729</td>
<td>299,740</td>
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<tr>
<td>Programme sales and services</td>
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<tr>
<td>Programme sales and services (Designated)</td>
<td>17</td>
<td>134,161</td>
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<tr>
<td>– Rental income from investment properties</td>
<td>9</td>
<td>38,000</td>
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<td>Trust fund incomes</td>
<td>15</td>
<td>1,420,010</td>
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<tr>
<td>Total incoming resources</td>
<td></td>
<td>31,787,594</td>
</tr>
</tbody>
</table>

Less: Total resources expended – See page 68 | | (28,982,521) | (27,000,201) |

Surplus for the year | | 2,805,073 | 2,392,958 |

Add / (Loss): Transfer from / (to) | | | |
| – Designated donations | 17 | (516,049) | (55,957) |
| – MOE funds | 14 | (48,639) | (53,037) |
| – Trust funds | 15 | (537,584) | (374,327) |

Net Surplus transferred to accumulated funds | | 1,702,801 | 1,909,637 |

The accompanying notes form an integral part of these financial statements.
## STATEMENT OF FINANCIAL ACTIVITIES

FOR THE REPORTING YEAR ENDED 31 MARCH 2015

<table>
<thead>
<tr>
<th>Resources expended</th>
<th>2015</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Notes</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Resources expended</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit fee</td>
<td>41,455</td>
<td>54,100</td>
</tr>
<tr>
<td>Bank charges</td>
<td>4,999</td>
<td>4,736</td>
</tr>
<tr>
<td>Client allowance</td>
<td>82,236</td>
<td>73,548</td>
</tr>
<tr>
<td>Communication and postage</td>
<td>60,747</td>
<td>57,357</td>
</tr>
<tr>
<td>Depreciation of property, plant and equipment</td>
<td>1,476,697</td>
<td>1,299,621</td>
</tr>
<tr>
<td>Depreciation of investment properties</td>
<td>38,658</td>
<td>-</td>
</tr>
<tr>
<td>Designated donation expenses</td>
<td>1,254,387</td>
<td></td>
</tr>
<tr>
<td>Donation in kind expenses</td>
<td>49,006</td>
<td></td>
</tr>
<tr>
<td>Educational and teaching materials</td>
<td>265,487</td>
<td></td>
</tr>
<tr>
<td>Employee salaries and benefit expenses</td>
<td>17,366,099</td>
<td>19,041,372</td>
</tr>
<tr>
<td>General insurance</td>
<td>36,728</td>
<td></td>
</tr>
<tr>
<td>Ingredients and materials</td>
<td>44,445</td>
<td></td>
</tr>
<tr>
<td>Land rental</td>
<td>2,583,500</td>
<td>2,585,672</td>
</tr>
<tr>
<td>License fee</td>
<td>815</td>
<td></td>
</tr>
<tr>
<td>Loss on disposal of plant and equipment</td>
<td>6,165</td>
<td></td>
</tr>
<tr>
<td>Maintenance of equipment and vehicle</td>
<td>145,763</td>
<td></td>
</tr>
<tr>
<td>Maintenance of premises</td>
<td>338,340</td>
<td></td>
</tr>
<tr>
<td>Membership fees</td>
<td>4,644</td>
<td></td>
</tr>
<tr>
<td>MOE fund expenses</td>
<td>1,219,926</td>
<td>1,148,375</td>
</tr>
<tr>
<td>Professional fees</td>
<td>107,746</td>
<td></td>
</tr>
<tr>
<td>Property tax</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Purchase of contract services</td>
<td>287,627</td>
<td>287,389</td>
</tr>
<tr>
<td>Rental of equipment</td>
<td>34,288</td>
<td>34,693</td>
</tr>
<tr>
<td>School fees uncollectible written-off</td>
<td>800</td>
<td>2,912</td>
</tr>
<tr>
<td>School functions and activities</td>
<td>293,538</td>
<td>543,105</td>
</tr>
<tr>
<td>School breakfast programme</td>
<td>-</td>
<td>15,585</td>
</tr>
<tr>
<td>SPED financial assistance scheme</td>
<td>-</td>
<td>128,902</td>
</tr>
<tr>
<td>Small equipment and furniture</td>
<td>176,369</td>
<td>50,906</td>
</tr>
<tr>
<td>Staff recruitment expenses</td>
<td>16,040</td>
<td>8,169</td>
</tr>
<tr>
<td>Staff training &amp; development (HQ &amp; CFA)</td>
<td>18,284</td>
<td>47,589</td>
</tr>
<tr>
<td>Staff transport expenses</td>
<td>34,701</td>
<td>35,471</td>
</tr>
<tr>
<td>Staff welfare expenses</td>
<td>389,705</td>
<td>354,629</td>
</tr>
<tr>
<td>Stamp duties and processing fees</td>
<td>9,182</td>
<td>8,465</td>
</tr>
<tr>
<td>Stationery and supplies</td>
<td>200,949</td>
<td>189,410</td>
</tr>
<tr>
<td>Trust fund expenses</td>
<td>624,456</td>
<td>882,426</td>
</tr>
<tr>
<td>Transport subsidy for students</td>
<td>181,520</td>
<td>90,582</td>
</tr>
<tr>
<td>Utilities</td>
<td>391,743</td>
<td>409,197</td>
</tr>
<tr>
<td>Written off – inventories</td>
<td>1,070</td>
<td>1,744</td>
</tr>
<tr>
<td>Utilisation of funds</td>
<td>(550,484)</td>
<td>(877,430)</td>
</tr>
</tbody>
</table>

Total resources expended                                  28,982,521| 27,000,201 |

The accompanying notes form an integral part of these financial statements.
### Statement of Financial Activities (By Centre)

**For the Reporting Year Ended 31 March 2015**

<table>
<thead>
<tr>
<th>Centre</th>
<th>2014 Final Total</th>
<th>2015 Final Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>APSN</td>
<td>5,387,779</td>
<td>5,367,255</td>
<td>10,754,034</td>
</tr>
<tr>
<td>CHAOYANG SCHOOL</td>
<td>2,935,811</td>
<td>2,755,395</td>
<td>5,691,206</td>
</tr>
<tr>
<td>KATONG SCHOOL</td>
<td>2,196,906</td>
<td>1,977,681</td>
<td>4,174,587</td>
</tr>
<tr>
<td>TANGLIN SCHOOL</td>
<td>1,885,374</td>
<td>1,765,094</td>
<td>3,650,468</td>
</tr>
<tr>
<td>DELTA SENIOR SCHOOL</td>
<td>1,185,337</td>
<td>1,005,020</td>
<td>2,190,357</td>
</tr>
<tr>
<td>HQ</td>
<td>3,375,180</td>
<td>53,673</td>
<td>3,428,853</td>
</tr>
<tr>
<td>CENTRE FOR ADULTS</td>
<td>55,100</td>
<td>4,865</td>
<td>60,965</td>
</tr>
<tr>
<td>STUDENT CARE CENTRE</td>
<td>4,863</td>
<td>4,440</td>
<td>9,303</td>
</tr>
<tr>
<td>ELIMINATION</td>
<td>6,645</td>
<td>4,776</td>
<td>11,421</td>
</tr>
</tbody>
</table>

#### INCOMING RESOURCES

<table>
<thead>
<tr>
<th>Source</th>
<th>2014 Final Total</th>
<th>2015 Final Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amortisation of deferred capital grant</td>
<td>38,626</td>
<td>108,357</td>
<td>47,670</td>
</tr>
<tr>
<td>Donations – Designated donations</td>
<td>39,633</td>
<td>44,426</td>
<td>64,934</td>
</tr>
<tr>
<td>– General donations</td>
<td>-</td>
<td>12,996</td>
<td>20,042</td>
</tr>
<tr>
<td>– Donation in kind</td>
<td>10,951</td>
<td>12,996</td>
<td>16,198</td>
</tr>
<tr>
<td>Grant from MSF – HR development funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Grant from MOE</td>
<td>2,935,811</td>
<td>2,196,906</td>
<td>5,132,717</td>
</tr>
<tr>
<td>– Operating grants</td>
<td>2,935,811</td>
<td>2,196,906</td>
<td>5,132,717</td>
</tr>
<tr>
<td>– Land rental / TOL grant</td>
<td>616,184</td>
<td>547,279</td>
<td>662,043</td>
</tr>
<tr>
<td>Grant from NCSS</td>
<td>1,085,848</td>
<td>1,885,374</td>
<td>2,971,222</td>
</tr>
<tr>
<td>– Operating grants</td>
<td>1,085,848</td>
<td>1,885,374</td>
<td>2,971,222</td>
</tr>
<tr>
<td>– HQ costs apportionment</td>
<td>113,099</td>
<td>113,099</td>
<td>113,099</td>
</tr>
<tr>
<td>– NPCC financial assistance scheme – NCSS share</td>
<td>1,877</td>
<td>1,877</td>
<td>1,877</td>
</tr>
<tr>
<td>Interest income</td>
<td>14,828</td>
<td>14,828</td>
<td>14,828</td>
</tr>
<tr>
<td>Membership fees</td>
<td>14,194</td>
<td>14,194</td>
<td>14,194</td>
</tr>
<tr>
<td>Payroll remuneration</td>
<td>14,828</td>
<td>14,828</td>
<td>14,828</td>
</tr>
<tr>
<td>Programme sales and services</td>
<td>14,773</td>
<td>14,773</td>
<td>14,773</td>
</tr>
<tr>
<td>– Intra-division charges</td>
<td>14,773</td>
<td>14,773</td>
<td>14,773</td>
</tr>
<tr>
<td>Programme sales and services (Non-division charges)</td>
<td>14,773</td>
<td>14,773</td>
<td>14,773</td>
</tr>
<tr>
<td>Programme sales and services (Intra-division charges)</td>
<td>14,773</td>
<td>14,773</td>
<td>14,773</td>
</tr>
<tr>
<td>Programme sales and services (Inter-division charges)</td>
<td>14,773</td>
<td>14,773</td>
<td>14,773</td>
</tr>
<tr>
<td>Programme sales and services (Foreign students)</td>
<td>14,773</td>
<td>14,773</td>
<td>14,773</td>
</tr>
<tr>
<td>Programme sales and services (Local students)</td>
<td>14,773</td>
<td>14,773</td>
<td>14,773</td>
</tr>
</tbody>
</table>
ASSOCIATION FOR PERSONS WITH SPECIAL NEEDS  
(Registered in Singapore under the Charities Act, Cap 37 and Societies Act, Cap 311)  
(UEN : S75SS0058K)  

STATEMENT OF FINANCIAL ACTIVITIES (BY CENTRE)  
FOR THE REPORTING YEAR ENDED 31 MARCH 2015

<table>
<thead>
<tr>
<th>Resources Expended</th>
<th>2014 Final Total</th>
<th>2015 Final Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit fee</td>
<td>41,455</td>
<td>54,100</td>
</tr>
<tr>
<td>Bank charges</td>
<td>4,369</td>
<td>4,736</td>
</tr>
<tr>
<td>Client allowance</td>
<td>82,236</td>
<td>73,548</td>
</tr>
<tr>
<td>Communication and postages</td>
<td>60,747</td>
<td>57,357</td>
</tr>
<tr>
<td>Depreciation of property, plant and equipment</td>
<td>1,476,697</td>
<td>1,299,621</td>
</tr>
<tr>
<td>Depreciation of investment properties</td>
<td>36,658</td>
<td>-</td>
</tr>
<tr>
<td>Designated donation expenses</td>
<td>54,948</td>
<td>1,254,387</td>
</tr>
<tr>
<td>Donation in kind expenses</td>
<td>69,167</td>
<td>44,445</td>
</tr>
<tr>
<td>Educational and teaching materials</td>
<td>308,064</td>
<td>265,487</td>
</tr>
<tr>
<td>Employee salaries and benefits expense</td>
<td>19,041,372</td>
<td>17,366,099</td>
</tr>
<tr>
<td>Head office cost allocation</td>
<td>113,998</td>
<td>-</td>
</tr>
<tr>
<td>Insurance (Property, liability &amp; workman compensation)</td>
<td>36,658</td>
<td>-</td>
</tr>
<tr>
<td>Ingredients and materials</td>
<td>37,645</td>
<td>35,728</td>
</tr>
<tr>
<td>Land rental</td>
<td>2,585,672</td>
<td>2,583,500</td>
</tr>
<tr>
<td>License fees</td>
<td>1,226</td>
<td>815</td>
</tr>
<tr>
<td>Loss on disposal of fixed assets</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Maintenance of equipment and vehicles</td>
<td>206,278</td>
<td>145,763</td>
</tr>
<tr>
<td>Maintenance of premises</td>
<td>390,509</td>
<td>338,340</td>
</tr>
<tr>
<td>Maintenance of premises (Intra-division charges)</td>
<td>(41,440)</td>
<td>-</td>
</tr>
<tr>
<td>Membership fee</td>
<td>3,071</td>
<td>4,644</td>
</tr>
<tr>
<td>MOE fund expenses</td>
<td>1,148,375</td>
<td>1,219,926</td>
</tr>
<tr>
<td>Professional fees</td>
<td>20,613</td>
<td>107,746</td>
</tr>
<tr>
<td>Property tax</td>
<td>9,053</td>
<td>-</td>
</tr>
<tr>
<td>Purchase of contract services</td>
<td>287,389</td>
<td>287,627</td>
</tr>
<tr>
<td>Rental of equipment</td>
<td>34,993</td>
<td>34,288</td>
</tr>
<tr>
<td>School fees uncollectible written-off</td>
<td>2,912</td>
<td>800</td>
</tr>
<tr>
<td>School function and activities</td>
<td>543,105</td>
<td>203,538</td>
</tr>
<tr>
<td>School breakfast programme</td>
<td>15,585</td>
<td>-</td>
</tr>
<tr>
<td>SPED financial assistance scheme</td>
<td>128,902</td>
<td>-</td>
</tr>
<tr>
<td>Shared expenses curriculum, IT support, communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and publicity, admission and review, etc.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The accompanying notes form an integral part of these financial statements.
## Statement of Financial Activities (By Centre)

**For the Reporting Year Ended 31 March 2015**

### Resources Expended

<table>
<thead>
<tr>
<th>Resource Category</th>
<th>Centre for Adults</th>
<th>Care Centre</th>
<th>Elimination</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit fee</td>
<td>6,955</td>
<td>6,839</td>
<td>7,259</td>
<td>9,210</td>
</tr>
<tr>
<td>Small equipment and furniture (&lt;$1,000)</td>
<td>13,933</td>
<td>1,027</td>
<td>20,985</td>
<td>50,906</td>
</tr>
<tr>
<td>Staff recruitment expenses</td>
<td>965</td>
<td>549</td>
<td>2,909</td>
<td>4,160</td>
</tr>
<tr>
<td>Staff training &amp; development (&quot;HQ &amp; CFA&quot;)</td>
<td>-</td>
<td>3,011</td>
<td>27,749</td>
<td>18,264</td>
</tr>
<tr>
<td>Staff transport expenses</td>
<td>442</td>
<td>10,676</td>
<td>2,949</td>
<td>-</td>
</tr>
<tr>
<td>Staff welfare expenses</td>
<td>65,996</td>
<td>70,083</td>
<td>111,197</td>
<td>-</td>
</tr>
<tr>
<td>Stamp duties and processing fee</td>
<td>7,350</td>
<td>-</td>
<td>1,115</td>
<td>8,465</td>
</tr>
<tr>
<td>Stationery and supplies</td>
<td>38,019</td>
<td>16,668</td>
<td>26,985</td>
<td>109,440</td>
</tr>
<tr>
<td>Staff transport expenses</td>
<td>93,850</td>
<td>38,288</td>
<td>24,671</td>
<td>250,906</td>
</tr>
<tr>
<td>Transport subsidy for students</td>
<td>17,490</td>
<td>13,700</td>
<td>27,692</td>
<td>145,596</td>
</tr>
<tr>
<td>Utilities</td>
<td>67,574</td>
<td>62,845</td>
<td>7,500</td>
<td>80,551</td>
</tr>
<tr>
<td>Written off - Inventories</td>
<td>-</td>
<td>-</td>
<td>1,744</td>
<td>-</td>
</tr>
<tr>
<td>Utilisation of funds</td>
<td>(677,430)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total resources expended</td>
<td>5,113,471</td>
<td>5,279,296</td>
<td>6,213,607</td>
<td>28,982,521</td>
</tr>
</tbody>
</table>

### Surplus for the Year

<table>
<thead>
<tr>
<th>Centre for Adults</th>
<th>Care Centre</th>
<th>Elimination</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus for the Year</td>
<td>327,941</td>
<td>107,959</td>
<td>545,100</td>
</tr>
</tbody>
</table>

Less: Transfer from (to) various funds

- Designated donations (10,620)
- MOE funds (18,931)
- Trust funds (670)

Net surplus / (deficit) transfer to accumulated fund

<table>
<thead>
<tr>
<th>Centre for Adults</th>
<th>Care Centre</th>
<th>Elimination</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>335,582</td>
<td>109,799</td>
<td>103,944</td>
<td>152,054</td>
</tr>
</tbody>
</table>

### Balance at end of the year

<table>
<thead>
<tr>
<th>Centre for Adults</th>
<th>Care Centre</th>
<th>Elimination</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,234,555</td>
<td>2,539,429</td>
<td>4,007,402</td>
<td>779,602</td>
</tr>
</tbody>
</table>

The accompanying notes form an integral part of these financial statements.
## Statement of Changes in Accumulated Funds

For the Reporting Year Ended 31 March 2015

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at beginning of the year</strong></td>
<td>19,427,927</td>
<td>17,367,638</td>
</tr>
<tr>
<td><strong>Net surplus for the year</strong></td>
<td>1,702,801</td>
<td>1,909,637</td>
</tr>
<tr>
<td><strong>Add / (Less):</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prior year over funding from NCSS and MSF</td>
<td>(74,762)</td>
<td>(18,595)</td>
</tr>
<tr>
<td>Transfer from CFA designated donations</td>
<td>-</td>
<td>169,247</td>
</tr>
<tr>
<td><strong>Balance at end of year</strong></td>
<td>21,055,966</td>
<td>19,427,927</td>
</tr>
</tbody>
</table>

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

## Statement of Financial Position as at 31 March 2015

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant &amp; equipment</td>
<td>8,570,338</td>
<td>4,122,679</td>
</tr>
<tr>
<td>Investment properties</td>
<td>2,154,025</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>3,724,363</td>
<td>4,122,679</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>54,311</td>
<td>42,104</td>
</tr>
<tr>
<td>Other receivables</td>
<td>376,591</td>
<td>244,723</td>
</tr>
<tr>
<td>Other assets</td>
<td>727,284</td>
<td>697,689</td>
</tr>
<tr>
<td>Net amount due from NCSS, MOE, MSF, AIC, Tote Board</td>
<td>116,370</td>
<td>1,045,483</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>27,613,952</td>
<td>23,357,407</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>28,686,508</td>
<td>25,387,406</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>32,612,871</td>
<td>29,510,085</td>
</tr>
</tbody>
</table>

Represented by:

### Funds

- CFA accumulated fund: 779,602
- Chaoyang School accumulated fund: 3,234,555
- Katong School accumulated fund: 2,539,429
- Tanglin School accumulated fund: 4,007,402
- Delta Senior School accumulated fund: 9,734,869
- HQ accumulated fund: 739,413
- APSN SCC accumulated fund: 20,696

Total accumulated funds: 21,055,966

- MOE funds: 834,277
- Trust funds: 758,239
- Association building fund: 2,898,973
- Designated donation funds: 3,588,585
- School fees in advance: 2,876,870
- School building fund: 3,953

Total current assets: 26,742,202

### Total funds

- Non-current liabilities: 3,096,995
- Current liabilities: 2,773,674

Total funds and liabilities: 32,612,871

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

The Association for Persons with Special Needs (“APSN” or the “Association”) is registered in Singapore on 12 December 1975 under the Societies Act, Cap 311. The Association is also a charity registered under the Charities Act, Cap 37 and is an approved Institution of Public Character (“IPC”) under the Singapore Income Tax Act, Cap 134. The financial statements are presented in Singapore dollar.

The principal activities of the APSN are to provide education and training to persons with mild intellectual disability so that they have the necessary skills, attitude and personality to lead normal independent lives in adulthood.

The Association is situated in Singapore and has its head office at 900 New Upper Changi Road Singapore 467354.

There are 1,194 (2014:1,214) students and clients, and 366 (2014:343) staff as at end of the reporting year.

The financial statements include the state of affairs and the results of the APSN and the following: Chaoyang School (“CYS”), Katong School (“KS”), Tanglin School (“TS”), Delta Senior School (“DSS”), Centre for Adults (“CFA”), APSN Student Care Centre (“APSN SCC”).

Chaoyang School, Katong School, Tanglin School and Delta Senior School are registered under Ministry of Education (“MOE”) and APSN Student Care Centre is registered under Ministry of Social and Family Development (“MSF”). Centre for Adults is operated as a division of APSN.

The financial statements of APSN for the reporting year ended 31 March 2015 are authorised for issuance by the executive committee on the date of the statement by the executive committee.

The Constitution of the Association restricts the use of fund monies to the furtherance of the objective of the Association, and prohibits the payment of dividends.

The financial statements for the reporting year ended 31 March 2015 are authorised for issuance by the executive committee on the date of the statement by the executive committee.

The Constitution of the Association restricts the use of fund monies to the furtherance of the objective of the Association, and prohibits the payment of dividends.

2. Summary of significant accounting policies

Accounting convention

The financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (“FRS”), as well as all related interpretation to FRS (“INT FRS”) as issued by the Singapore Accounting Standards Council. The Association is also subject to the provisions of the Charities Act, Cap. 37. The financial statements are prepared on a going concern basis under the historical cost convention except where an FRS require an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies in FRSs may not be applied when the effect of applying them is immaterial. The disclosures required by FRSs need not be made if the information is immaterial. Other comprehensive income comprises items of income and expense (including reclassification adjustments) that are not recognised in the income statement, as required or permitted by FRS. Reclassification adjustments are amounts reclassified to profit or loss in the income statement in the current period that were recognised in other comprehensive income in the current or previous periods.

The accompanying notes form an integral part of these financial statements.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE REPORTING YEAR ENDED 31 MARCH 2015

2. Summary of significant accounting policies (Cont’d)

Basis of preparation of the financial statements

The preparation of financial statements in conformity with generally accepted accounting principles requires the Executive Committee to make 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 reporting period. Actual results could differ from those estimates. The estimates and assumptions are reviewed on an ongoing basis. Apart from those involving estimations, the Executive Committee has made judgements in the process of applying the Association’s accounting policies. The areas requiring the Executive Committee most difficult, subjective or complex judgements, or areas where assumptions and estimates are significant to the financial statements, are disclosed at the end of this footnote, where applicable.

Income recognition

Income including donations, gifts and grants that provide core funding or are of general nature are recognised where there is (a) entitlement (b) certainty and (c) sufficient reliability of measurement. Such income is only deferred when: the donor specifies that the grant or donations must only be used in future accounting periods; or the donor has imposed conditions which must be met before the Association has unconditional entitlement.

(a) Grants

Grants to cover a particular expenditure or programme are accounted for as incoming resources upon receipt of notification of the grant award, which normally coincides with the year when the related expenses, for which the grant is intended to cover, are incurred. The corresponding asset (grants receivable account) is also recognised then. Grants received for the purchase of depreciable assets and refurbishment for school is taken to the deferred capital grants account. The deferred grants are recognised in the statement of financial activities over the years necessary to match the depreciation of assets to which the grants relate. A government grant is recognised at fair value when there is reasonable assurance that the conditions attaching to it will be complied with and that the grant will be received. Grants and government subvention receipts in recognition of specific expenses are recognised as income to match them with the related costs that they are intended to compensate.

Under the conditions of grant received, over or under funding from National Council of Social Services (“NCSS”), Tote Board, Ministry of Social and Family Development (“MSF”) and Ministry of Education (“MOE”) are refundable to or from NCSS, Tote Board, MSF and MOE.

(b) Donations and corporate sponsorship

Income from donations and corporate sponsorship are accounted for when received, except for committed donations and corporate sponsorship that are recorded when the commitments are signed.

(c) Rendering of services

Rendering of services including school fees that are of short duration is recognised when the services are completed.

(d) Fund raising

Revenue from special event is recognised when the event takes place.

(e) Other income

Interest income is recognised on a time-proportion basis using the effective interest rate that takes into account the effective yield on the asset. The income from sale of education materials and uniforms is recognised when significant risks and rewards are transferred to the buyer, the amount of income and cost incurred or to be incurred in respect of the transaction can be measured reliably.

Gifts in kind

A gift in kind is included in the statement of financial activities based on an estimate of the fair value at the date of the receipt of the gift of the non-monetary asset or the grant of a right to the monetary asset. The gift is recognised if the amount of the gift can be measured reliably and there is no uncertainty that it will be received.

Employee benefits

Contributions to defined contribution retirement benefit plans are recorded as an expense as they fall due. The Association’s legal or constructive obligation is limited to the amount that it agrees to contribute to an independently administered fund which is the Central Provident Fund in Singapore (a government managed retirement benefit plan). For employee leave entitlement, the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur. A liability for bonuses is recognised where the Association is contractually obliged or where there is constructive obligation based on past practice.

Income tax

As a charity, the Association is exempt from tax on income and gains falling within section 13U(1) of the Income Tax Act to the extent that these are applied to its charitable objects. No tax charges have arisen in the Association.

Foreign currency transactions and functional currency transactions

The functional currency is the Singapore dollar as it reflects the primary economic environment in which the Association operates. Transactions in foreign currencies are recorded in the functional currency at the rates ruling at the dates of the transactions. The presentation is in the functional currency.
2. Summary of significant accounting policies (Cont’d)

Property, plant and equipment

Property, plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item and is recognised in the statement of financial activities. The residual value and the useful life of an asset is reviewed at least at each end of reporting year and, if expectations differ significantly from previous estimates, the changes are accounted for as a change in an accounting estimate, and the depreciation charge for the current and future periods are adjusted.

Items costing $1,000 or less are expensed off in the year of acquisition to the statement of financial activities.

Cost includes acquisition cost, any cost 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. Subsequent cost are recognised as an 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. All other repairs and maintenance are charged to the statement of financial activities when they are incurred.

Depreciation is provided on a straight-line basis to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives:

- Freehold building improvement - 5 years
- Leasehold improvement - 3 years
- Furniture, fittings & equipment - 5 years
- Computers and software - 1 year
- Motor vehicles - 5 years

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle.

Fully depreciated assets still in use are retained in the financial statements.

Fully depreciated assets are maintained at a nominal value of $1 until they are no longer in use when they are written off.

Investment property

Investment property is property (land or a building or part of a building or both) owned or held under a finance lease to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business. It includes an investment property in the course of construction.

After initial recognition at cost including transaction costs the cost model is used to measure the investment property using the treatment for property, plant and equipment, that is, at cost less any accumulated depreciation and any accumulated impairment losses. An investment property that meets the criteria to be classified as held for sale is carried at the lower of carrying amount and fair value. For disclosure purposes, the fair values are measured periodically on a systematic basis at least once yearly by management or by external independent valuers having an appropriate recognised professional qualification and recent experience in the location and category of the property being valued.

The annual rates of depreciation are as follows:

- Freehold building (exclude Land) – 50 years

Reserves management

The reserve of the Association is mainly the accumulated fund. APSN Executive Committee’s objective is to maintain an optimal balance in the accumulated fund to support the continuity of the activities of the Association and for future developments of the Schools and Centre for Adults. The Executive Committee monitors the levels of the funds for working capital flexibility.

There were no changes in the Executive Committee’s approach to reserve management during the year. The Association is not subject to externally imposed capital reserve requirements.

Leases

Whether an arrangement is, or contains, a lease, it is based on the substance of the arrangement at the inception date, that is, whether (a) fulfilment of the arrangement is dependent on the use of a specific asset or assets (the asset); and (b) the arrangement conveys a right to use the asset. Leases are classified as finance leases if substantially all the risks and rewards of ownership are transferred to the lessee. All other leases are classified as operating leases. At the commencement of the lease term, a finance lease is recognised as an asset and as a liability in the statement of financial position at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each measured at the inception of the lease. The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease, if this is practicable to determine, the lessee’s incremental borrowing rate is used. Any initial direct costs of the lessor are added to the amount recognised as an asset. The excess of the lease payments over the recorded lease liability are treated as finance charges which are allocated to each reporting year during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are charged as expenses in the reporting years in which they are incurred. The assets are depreciated as owned depreciable assets. Leases where the lessor effectively retains substantially all the risks and benefits of ownership of the leased assets are classified as operating leases. For operating leases, lease payments are recognised as an expense in profit or loss on a straight-line basis over the term of the relevant lease unless another systematic basis is representative of the time pattern of the user's benefit, even if the payments are not on that basis.
[2. Summary of significant accounting policies (Cont'd)

Leases (cont’d)

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease unless another systematic basis is representative of the time pattern of the user's benefit, even if the payments are not on that basis. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

Impairment of non-financial assets

Irrespective of whether there is any indication of impairment, an annual impairment test is performed at the same time every year on an intangible asset with an indefinite useful life or an intangible asset not yet available for use. The carrying amount of other non-financial assets is reviewed at each end of the reporting year for indications of impairment and where an asset is impaired, it is written down through the statement of financial activities to its estimated recoverable amount. The impairment loss is the excess of the carrying amount over the recoverable amount and is recognised in the statement of financial activities. The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use. When the fair value less costs to sell method is used, any available recent market transactions are taken into consideration. When the value in use method is adopted, in assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to the asset. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). At each end of the reporting year non-financial assets other than goodwill with impairment loss recognised in prior periods are assessed for possible reversal of the impairment. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Financial assets

Initial recognition, measurement and derecognition:

A financial asset is recognised on the statement of financial positions when, and only when, the Association becomes a party to the contractual provisions of the instrument. The initial recognition of financial assets is at fair value normally represented by the transaction price. The transaction price for financial asset not classified at fair value through profit or loss includes the transaction costs that are directly attributable to the acquisition or issue of the financial asset. Transaction costs incurred on the acquisition or issue of financial assets classified at fair value through profit or loss is expensed immediately. The transactions are recorded at the trade date.

Irrespective of the legal form of the transactions performed, financial assets are derecognised when they pass the “substance over form” based on the derecognition test prescribed by FRS 39. The derecognition test is based on the transfer of risks and rewards of ownership and the transfer of control. Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is currently a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

Subsequent measurement based on the classification of the financial assets in one of the following four categories under FRS 39 is as follows:

1. Financial assets at fair value through profit or loss: As at end of the reporting year date, there were no financial assets classified in this category.

2. Loans and receivables: Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These assets are carried at amortised costs using the effective interest method (except that short-duration receivables with no stated interest rate are normally measured at original invoice amount unless the effect of imputing interest would be significant) minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility. Impairment charges are provided only when there is objective evidence that an impairment loss has been incurred as a result of one or more events that occurred after the initial recognition of the asset (a ‘loss event’) and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated. The methodology ensures that an impairment loss is not recognised on the initial recognition of an asset. Losses expected as a result of future events, no matter how likely, are not recognised. For impairment, the carrying amount of the asset is reduced through use of an allowance account. The amount of the loss is recognised in profit or loss. An impairment loss is reversed if the reversal can be related objectively to an event occurring after the impairment loss was recognised. Typically the trade and other receivables are classified in this category.

3. Held-to-maturity financial assets: As at end of the reporting year date, there were no financial assets classified in this category.

4. Available for sale financial assets: As at end of the reporting year date, there were no financial assets classified in this category.

Cash and cash equivalents

Cash and cash equivalents include bank and cash balances, on demand deposits and any highly liquid debt instruments purchased with an original maturity of three months or less. For the statement of cash flows the item includes cash and cash equivalents less cash subject to restriction and bank overdrafts payable on demand (if any) that form an integral part of cash management.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE REPORTING YEAR ENDED 31 MARCH 2015

2. Summary of significant accounting policies (Cont’d)

Financial liabilities

Initial recognition, measurement and derecognition:
A financial liability is recognised on the statement of financial position when, and only when, the Association becomes a party to the contractual provisions of the instrument and it is derecognised when the obligation specified in the contract is discharged or cancelled or expires. The initial recognition of financial liability is at fair value normally represented by the transaction price. The transaction price for financial liability not classified at fair value through profit or loss includes the transaction costs that are directly attributable to the acquisition or issue of the financial liability. Transaction costs incurred on the acquisition or issue of financial liability classified at fair value through profit or loss is expensed immediately. The transactions are recorded at the trade date. Financial liabilities including bank and other borrowings are classified as current liabilities unless there is an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting year.

Subsequent measurement based on the classification of the financial liabilities in one of the following two categories under FRS 39 is as follows:

1. Liabilities at fair value through profit or loss: Liabilities are classified in this category when they are incurred principally for the purpose of selling or repurchasing in the near term (trading liabilities) or are derivatives (except for a derivative that is a designated and effective hedging instrument) or have been classified in this category because the conditions are met to use the “fair value option” and it is used. Financial guarantee contracts if significant are initially recognised at fair value and are subsequently measured at the greater of (a) the amount determined in accordance with FRS 37 and (b) the amount initially recognised less, where appropriate, cumulative amortisation recognised in accordance with FRS 18. All changes in fair value relating to liabilities at fair value through profit or loss are charged to profit or loss as incurred. As at end of the reporting year, there were no financial liabilities classified in this category.

2. Other financial liabilities: All liabilities, which have not been classified in the previous category fall into this residual category. These liabilities are carried at amortised cost using the effective interest method. Trade and other payables and borrowings are usually classified in this category. Items classified within current trade and other payables are not usually re-measured, as the obligation is usually known with a high degree of certainty and settlement is short-term.

Fair value measurement

Fair value is taken to be the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date (that is, an exit price). It is a market-based measurement, not an entity-specific measurement. When measuring fair value, management uses the assumptions that market participants would use when pricing the asset or liability under current market conditions, including assumptions about risk. The entity’s intention to hold an asset or to settle or otherwise fulfill a liability is not taken into account as relevant when measuring fair value. In making the fair value measurement, management determines the following: (a) the particular asset or liability being measured (these are identified and disclosed in the relevant notes below); (b) for a non-financial asset, the highest and best use of the asset and whether the asset is used in combination with other assets or on a stand-alone basis; (c) the market in which an orderly transaction would take place for the asset or liability; and (d) the appropriate valuation techniques to use when measuring fair value. The valuation techniques used maximise the use of relevant observable inputs and minimise unobservable inputs. These inputs are consistent with the inputs a market participant may use when pricing the asset or liability.

The fair value measurements and related disclosures categorise the inputs to valuation techniques used to measure fair value by using a fair value hierarchy of three levels. These are recurring fair value measurements unless stated otherwise in the relevant notes to the financial statements. Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date. Level 2 inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. Level 3 inputs are unobservable inputs for the asset or liability. The level is measured on the basis of the lowest level input that is significant to the fair value measurement in its entirety. Transfers between levels of the fair value hierarchy are deemed to have occurred at the beginning of the reporting year. If a financial instrument measured at fair value has a bid price and an ask price, the price within the bid–ask spread or mid-market pricing that is most representative of fair value in the circumstances is used to measure fair value regardless of where the input is categorised within the fair value hierarchy. If there is no market, or the markets available are not active, the fair value is established by using an acceptable valuation technique.

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value. The fair values of non-current financial instruments may not be disclosed separately unless there are significant differences at the end of the reporting year and in the event the fair values are disclosed in the relevant notes to the financial statements.

Inventories

Inventories comprising educational materials and uniforms are measured at the lower of cost (first in first out method) and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. A write down on cost is made for where the cost is not recoverable or if the selling prices have declined. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.
2. Summary of significant accounting policies (Cont’d)

Funds

Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes if any by action of the Executive Management. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds or through the terms of an appeal and are in contrast with unrestricted funds over which Executive Committee retains full control to use in achieving any of its institutional purposes. An expense resulting from the operating activities of a fund that is directly attributable to the fund is charged to that fund. Common expenses if any are allocated on a reasonable basis to the funds based on a method most suitable to that common expense.

Monies received where the Association is not the owner and beneficiary is accounted for as trust fund. The receipts and payments in respect of trust funds are taken directly to the statement of financial activities and the net assets relating to these funds are shown as separate line in the statement of financial position.

Provisions

A liability or provision is recognised when there is a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. A provision is made using best estimates of the amount required in settlement and where the effect of the time value of money is material, the amount recognised is the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense. Changes in estimates are reflected in profit or loss in the reporting year they occur.

Critical judgments, assumptions and estimation uncertainties

There were no critical judgements made in the process of applying the accounting policies that have the most significant effect on the amounts recognised in the financial statements. There were no key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting year.

3. Related party relationships and transactions

FRS 24 defines a related party as a person or entity that is related to the reporting entity and it includes (a) A person or a close member of that person’s family if that person: (i) has control or joint control over the reporting entity; (ii) has significant influence over the reporting entity; or (iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting entity. (b) An entity is related to the reporting entity if any of the following conditions apply: (i) The entity and the reporting entity are members of the same group. (ii) One entity is an associate or joint venture of the other entity. (iii) Both entities are joint ventures of the same third party. (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity. (v) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. (vi) The entity is controlled or jointly controlled by a person identified in (a). (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

A related party includes the members of the Association’s Executive Committee and Management Committee of the respective schools. Key management personnel are the Chief Executive Officer, principals, vice–principals, CFA centre director and heads of department of the Association and respective schools.

It is not the normal practice for the trustees/office bearers, or people connected with them, to receive remuneration, or other benefits, from the Association for which they are responsible, or from institutions connected with the Association.

3A Inter–schools/centre

There are transactions and arrangements between the schools and members of the group and the effects of these on the basis determined between the parties are reflected in these financial statements.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courses attended by Executive Committee members for the purpose of the Association</td>
<td>1,201</td>
<td>1,497</td>
</tr>
</tbody>
</table>

Except for the courses attended and reimbursement of expenses as disclosed, all members of the Executive Committee are volunteers and receive no monetary remuneration for their contributions.

3B Key management compensation:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and other short-term employees benefits</td>
<td>3,283,543</td>
<td>2,955,252</td>
</tr>
</tbody>
</table>

Number of key management in compensation bands:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000 and above</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>$100,000 and below</td>
<td>19</td>
<td>15</td>
</tr>
</tbody>
</table>
3. Related party relationships and transactions (Cont’d)

3B. Key management compensation (cont’d)

Key management personnel are the Chief Executive officer, principals, CFA centre director and heads of department having authority and responsibility for planning, directing and controlling the activities of the Association directly or indirectly. The above amounts for key management compensation are for the Chief Executive Officer, principals, vice-principals, CFA centre director and heads of department of the Association and respective schools.

4. Operating grants received

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Council of Social Service (“NCSS”) / Singapore Totalisator Board (“Tote Board”)</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>– Operating grant</td>
<td>6,118,180</td>
<td>5,740,950</td>
</tr>
<tr>
<td>– HQ cost allocation</td>
<td>532,225</td>
<td>524,790</td>
</tr>
<tr>
<td>Provision for (over) under funding</td>
<td>(50,554)</td>
<td>10,459</td>
</tr>
<tr>
<td></td>
<td>6,599,851</td>
<td>6,276,199</td>
</tr>
<tr>
<td>Ministry of Education (“MOE”)</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>– Operating grant</td>
<td>15,002,284</td>
<td>13,925,695</td>
</tr>
<tr>
<td></td>
<td>15,002,284</td>
<td>13,925,695</td>
</tr>
<tr>
<td>Ministry of Social and Family Development (“MSF”) / Community Development Council (“CDC”)</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>– Operating grants</td>
<td>558,853</td>
<td>597,124</td>
</tr>
<tr>
<td></td>
<td>558,853</td>
<td>597,124</td>
</tr>
</tbody>
</table>

Funding from MOE, NCSS / Tote Board and MSF is on a “per capita” basis based on the number of students / clients enrolled during the year.

Funding for Schools is from MOE and NCSS, for CFA is from NCSS and MSF, and for APSN Student Care Centre (“SCC”) is from Community Development Council (“CDC”).

5. Special purpose grants

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOE Secondment Fund</td>
<td>198,301</td>
<td>218,796</td>
</tr>
<tr>
<td>Provision of Administrative Managers</td>
<td>337,396</td>
<td>332,408</td>
</tr>
<tr>
<td>SPED Financial Assistance Scheme – MOE Share</td>
<td>80,565</td>
<td>–</td>
</tr>
<tr>
<td>School Breakfast Programme</td>
<td>15,585</td>
<td>–</td>
</tr>
<tr>
<td>Contract Teaching Resources</td>
<td>152,978</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>784,825</td>
<td>551,204</td>
</tr>
</tbody>
</table>

6. Employee salaries and benefits

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, bonuses, gratuity, housing allowance</td>
<td>$17,304,564</td>
<td>$15,502,618</td>
</tr>
<tr>
<td>CPF and SDF</td>
<td>2,407,443</td>
<td>2,269,065</td>
</tr>
<tr>
<td>Government grant income from job credit scheme</td>
<td>(665,929)</td>
<td>(425,843)</td>
</tr>
<tr>
<td>Provision for unused leave</td>
<td>(4,706)</td>
<td>20,259</td>
</tr>
<tr>
<td></td>
<td>19,041,372</td>
<td>17,366,099</td>
</tr>
</tbody>
</table>

7. Utilisation of funds

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilisation of funds for CFA operating expenditures</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>– Community silver trust fund</td>
<td>(98,326)</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>(98,326)</td>
<td>–</td>
</tr>
<tr>
<td>Utilisation of funds for CFA job training expenditures</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>– Children’s Charities Association fund</td>
<td>(115,855)</td>
<td>(243,255)</td>
</tr>
<tr>
<td>– Community silver trust fund</td>
<td>(231,588)</td>
<td>(232,673)</td>
</tr>
<tr>
<td>– Pilot programme fund</td>
<td>(162,494)</td>
<td>(74,556)</td>
</tr>
<tr>
<td>– Work training fund</td>
<td>(69,167)</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>(679,104)</td>
<td>(550,484)</td>
</tr>
<tr>
<td>Total utilisation of funds</td>
<td>$677,430</td>
<td>$550,484</td>
</tr>
</tbody>
</table>

These are funds utilised for CFA operating and job training activities during the financial year.
# ASSOCIATION FOR PERSONS WITH SPECIAL NEEDS

(*Registered in Singapore under the Charities Act, Cap 37 and Societies Act, Cap 311*)

(UEN: S75SS0058K)

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE REPORTING YEAR ENDED 31 MARCH 2015

### 8. Property, plant and equipment

<table>
<thead>
<tr>
<th></th>
<th>Leasehold improvements</th>
<th>Furniture, fittings and equipment</th>
<th>Computers &amp; software</th>
<th>Motor vehicles</th>
<th>Property under construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 April 2013</td>
<td>13,571,296</td>
<td>2,056,515</td>
<td>1,104,410</td>
<td>186,724</td>
<td>908,678</td>
<td>17,827,623</td>
</tr>
<tr>
<td>Additions</td>
<td>281,025</td>
<td>1,050,445</td>
<td>304,166</td>
<td></td>
<td>1,082,404</td>
<td>2,718,040</td>
</tr>
<tr>
<td>Disposals</td>
<td>(15,228)</td>
<td>(232,292)</td>
<td>(192,317)</td>
<td></td>
<td></td>
<td>(439,837)</td>
</tr>
<tr>
<td>At 31 March 2014</td>
<td>13,837,093</td>
<td>2,874,668</td>
<td>1,216,259</td>
<td>186,724</td>
<td>1,991,082</td>
<td>20,105,826</td>
</tr>
<tr>
<td>Additions</td>
<td>49,393</td>
<td>375,171</td>
<td>491,526</td>
<td></td>
<td>199,601</td>
<td>1,115,601</td>
</tr>
<tr>
<td>Disposals</td>
<td>–</td>
<td>(61,399)</td>
<td>(152,401)</td>
<td></td>
<td></td>
<td>(213,800)</td>
</tr>
<tr>
<td>Transfer to investment properties (Note 9)</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(2,190,683)</td>
<td>(2,190,683)</td>
</tr>
<tr>
<td>At 31 March 2015</td>
<td>13,886,486</td>
<td>3,188,440</td>
<td>1,555,384</td>
<td>186,724</td>
<td></td>
<td>18,817,034</td>
</tr>
</tbody>
</table>

|                            |                        |                                   |                      |                |                             |         |
| **Accumulated depreciation** |                        |                                   |                      |                |                             |         |
| At 1 April 2013           | 12,327,376             | 1,532,504                         | 1,099,096            | 158,222        |                             | 15,117,198 |
| Charge for the year       | 564,970                | 416,946                           | 308,206              | 9,499          |                             | 1,299,621 |
| Disposals                 | (15,228)               | (226,333)                         | (192,111)            |                |                             | (433,672)|
| At 31 March 2014          | 12,877,118             | 1,723,117                         | 1,215,191            | 167,721        |                             | 15,983,147 |
| Charge for the year       | 548,626                | 427,400                           | 491,172              | 9,499          |                             | 1,476,697 |
| Disposals                 | –                      | (60,881)                          | (152,267)            |                |                             | (213,148)|
| At 31 March 2015          | 13,425,744             | 2,089,636                         | 1,554,096            | 177,220        |                             | 17,246,696 |

|                            |                        |                                   |                      |                |                             |         |
| **Carrying value**        |                        |                                   |                      |                |                             |         |
| At 1 April 2013           | 1,243,920              | 524,011                           | 5,314                | 28,502         | 908,678                     | 2,710,425 |
| At 31 March 2014          | 959,975                | 1,151,551                         | 1,068                | 19,903         | 1,991,082                   | 4,122,679 |
| At 31 March 2015          | 460,742                | 1,098,804                         | 1,288                | 9,504          |                             | 1,570,338 |

Fully depreciated property, plant and equipment still in use had an initial cost of $13,251,007 (2014: $12,772,224).
9. Investment properties

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>At cost</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 April 2013 and 1 April 2014</td>
<td>2,190,683</td>
<td></td>
</tr>
<tr>
<td>Transfer from property under</td>
<td></td>
<td></td>
</tr>
<tr>
<td>construction (Note 8)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 March 2015</td>
<td>2,190,683</td>
<td></td>
</tr>
<tr>
<td><strong>Accumulated depreciation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 April 2013 and 1 April 2014</td>
<td>36,658</td>
<td></td>
</tr>
<tr>
<td>Depreciation for the year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 March 2015</td>
<td>36,658</td>
<td></td>
</tr>
<tr>
<td><strong>Carrying value</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 April 2013 and 1 April 2014</td>
<td>2,154,025</td>
<td></td>
</tr>
<tr>
<td>At 31 March 2015</td>
<td>2,154,025</td>
<td></td>
</tr>
</tbody>
</table>

**Fair value for disclosure purposes only:**

- Fair value at end of the year: $2,225,000 (2014: NA)

**Valuation technique for recurring fair value measurements:**

Comparison with market evidence of recent offer to sell prices for similar properties.

- Significant observable inputs and range (weighted average):
  - Price per square meters: 2015: $11,015 (2014: NA)
- Relationship of unobservable inputs to fair value: NA.
- Sensitivity on management’s estimates – 10% variation from estimate: Impact – lower by $223,000 / higher by $223,000.

10. Inventories

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational materials</td>
<td>28,913</td>
<td>24,940</td>
</tr>
<tr>
<td>Uniforms</td>
<td>25,398</td>
<td>17,164</td>
</tr>
<tr>
<td></td>
<td>54,311</td>
<td>42,104</td>
</tr>
</tbody>
</table>

11. Other receivables

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sundry receivables</td>
<td>319,294</td>
<td>199,211</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>57,297</td>
<td>45,512</td>
</tr>
<tr>
<td></td>
<td>376,591</td>
<td>244,723</td>
</tr>
</tbody>
</table>

12. Other assets

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepayments</td>
<td>100,267</td>
<td>3,820</td>
</tr>
<tr>
<td>Deposits</td>
<td>627,017</td>
<td>668,670</td>
</tr>
<tr>
<td>Advances on</td>
<td>727,284</td>
<td>697,889</td>
</tr>
<tr>
<td>purchase of plant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and equipment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
NOTES TO THE FINANCIAL STATEMENTS
FOR THE REPORTING YEAR ENDED 31 MARCH 2015

13. Cash and cash equivalents

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not restricted in use</td>
<td>27,445,236</td>
<td>23,188,661</td>
</tr>
<tr>
<td>Restricted in use</td>
<td>168,716</td>
<td>168,746</td>
</tr>
<tr>
<td>Cash at end of year</td>
<td>27,613,952</td>
<td>23,357,407</td>
</tr>
</tbody>
</table>

Cash restricted in use amounting to $168,716 (2014: $168,746) is for grants and donations received inclusive of interest earned for costs related to the erection and extension of Delta Senior Schools’s building.

The rate of interest for cash on interest earning balances amounted to $10,202,751 (2014: $10,126,218) is between 0.76% and 1.42% (2014: 0.26% and 1.2%) per annum.

13a. Cash and cash equivalents in the statement of cash flows:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount as shown above</td>
<td>27,613,952</td>
<td>23,357,407</td>
</tr>
<tr>
<td>Restricted in use</td>
<td>(168,716)</td>
<td>(168,746)</td>
</tr>
<tr>
<td>Cash and cash equivalents for statement of cash flows purposes at end of the reporting year</td>
<td>27,445,236</td>
<td>23,188,661</td>
</tr>
</tbody>
</table>
## ASSOCIATION FOR PERSONS WITH SPECIAL NEEDS

*(Registered in Singapore under the Charities Act, Cap 37 and Societies Act, Cap 311)*

(UE N: S75SS0068K)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE REPORTING YEAR ENDED 31 MARCH 2015

### 14. MOE funds

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th></th>
<th>2014</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Balance at 1.4.2014</td>
<td>Funds received</td>
<td>Expenditure</td>
<td>Balance at 31.3.2015</td>
</tr>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>a) Annual grant for discretionary financial assistance</td>
<td>33,275</td>
<td>75,888</td>
<td>(96,657)</td>
<td>12,506</td>
</tr>
<tr>
<td>b) Additional training vote</td>
<td>30,082</td>
<td>74,298</td>
<td>(52,380)</td>
<td>52,000</td>
</tr>
<tr>
<td>c) Curriculum enhancement fund</td>
<td>290,369</td>
<td>123,366</td>
<td>(180,063)</td>
<td>233,672</td>
</tr>
<tr>
<td>d) Edusave grant</td>
<td>30,176</td>
<td>67,285</td>
<td>(57,650)</td>
<td>39,811</td>
</tr>
<tr>
<td>e) High needs grant</td>
<td>11,510</td>
<td>195,559</td>
<td>(168,093)</td>
<td>38,976</td>
</tr>
<tr>
<td>f) Opportunity fund</td>
<td>85,386</td>
<td>29,460</td>
<td>(15,196)</td>
<td>99,650</td>
</tr>
<tr>
<td>g) Parents support group grant</td>
<td>5,094</td>
<td>5,056</td>
<td>(9,631)</td>
<td>519</td>
</tr>
<tr>
<td>h) Staff training fund</td>
<td>197,186</td>
<td>283,045</td>
<td>(283,35)</td>
<td>196,996</td>
</tr>
<tr>
<td>i) SPED innovation award</td>
<td>15,253</td>
<td>5,000</td>
<td>(6,487)</td>
<td>13,766</td>
</tr>
<tr>
<td>j) SPED outstanding teacher award</td>
<td>1,469</td>
<td>5,000</td>
<td>(3,844)</td>
<td>2,625</td>
</tr>
<tr>
<td>k) School based student award</td>
<td>-</td>
<td>86,770</td>
<td>(86,770)</td>
<td>-</td>
</tr>
<tr>
<td>l) SG50 collaboration fund</td>
<td>-</td>
<td>26,520</td>
<td>(3,004)</td>
<td>23,516</td>
</tr>
<tr>
<td>m) Vocational preparation grant</td>
<td>85,478</td>
<td>219,767</td>
<td>(185,365)</td>
<td>119,880</td>
</tr>
<tr>
<td></td>
<td>$785,278</td>
<td>$1,197,014</td>
<td>(1,148,375)</td>
<td>$833,917</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Balance at 1.4.2013</th>
<th>Funds received</th>
<th>Expenditure</th>
<th>Balance at 31.3.2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>a) Annual grant for discretionary financial assistance</td>
<td>64,110</td>
<td>76,293</td>
<td>(107,127)</td>
<td>33,275</td>
</tr>
<tr>
<td>b) Additional training vote</td>
<td>-</td>
<td>48,000</td>
<td>(17,918)</td>
<td>30,082</td>
</tr>
<tr>
<td>c) Curriculum enhancement fund</td>
<td>271,674</td>
<td>162,805</td>
<td>(144,110)</td>
<td>290,369</td>
</tr>
<tr>
<td>d) Edusave grant</td>
<td>82,169</td>
<td>37,235</td>
<td>(89,227)</td>
<td>30,176</td>
</tr>
<tr>
<td>e) High needs grant</td>
<td>-</td>
<td>133,989</td>
<td>(122,479)</td>
<td>11,510</td>
</tr>
<tr>
<td>f) Opportunity fund</td>
<td>14,203</td>
<td>117,523</td>
<td>(46,340)</td>
<td>85,386</td>
</tr>
<tr>
<td>g) Parents support group grant</td>
<td>10,000</td>
<td>-</td>
<td>(4,906)</td>
<td>5,094</td>
</tr>
<tr>
<td>h) Staff training fund</td>
<td>267,816</td>
<td>193,914</td>
<td>(264,545)</td>
<td>197,186</td>
</tr>
<tr>
<td>i) SPED innovation award</td>
<td>19,733</td>
<td>-</td>
<td>(4,480)</td>
<td>15,253</td>
</tr>
<tr>
<td>j) SPED outstanding teacher award</td>
<td>2,537</td>
<td>-</td>
<td>(1,068)</td>
<td>1,469</td>
</tr>
<tr>
<td>k) School based student award</td>
<td>-</td>
<td>84,600</td>
<td>(84,600)</td>
<td>-</td>
</tr>
<tr>
<td>l) SG50 collaboration fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>m) Vocational preparation grant</td>
<td>-</td>
<td>418,604</td>
<td>(333,126)</td>
<td>85,478</td>
</tr>
<tr>
<td></td>
<td>$732,242</td>
<td>$1,272,963</td>
<td>(1,219,926)</td>
<td>$785,278</td>
</tr>
</tbody>
</table>

\[ \text{Total MOE funds} = 785,278 + (1,197,014 - 1,148,375) + 833,917 + 48,639 = 1,524,420 \]
14. MOE funds (Cont’d)

14a. Annual grant for discretionary financial assistance
   This is a fund for students with financial needs. Per announcement at the budget statement on 18 February 2011, all SPED schools will receive a top up fund annually from the MOE for needy students’ school fee, transport, meal, medicines and stationery, etc.

14b. Additional training vote
   The Additional Training Vote (ATV) is for professional development opportunities for SPED teachers to meet their diverse learning needs.

14c. Curriculum enhancement fund
   The Curriculum Enhancement Fund (“CEF”) was set up in FY2009/2010 to promote and sustain school initiated efforts in enhancing the quality of the special education curriculum and co-curriculum. The fund is jointly administered by MOE and NCSS.

14d. Edusave grant
   Edusave fund is a grant from MOE for enrichment programmes, purchase of resource materials and equipment for students.

14e. High needs grant
   The High Needs Grant (HNG) for SPED schools has been set up to provide SPED schools with additional resources to support students with exceptionally high needs due to challenging behaviour.

14f. Opportunity fund
   The opportunity fund is a grant from MOE to provide Singapore citizen students from lower income households to enrich their learning and build firm foundation for learning.

14g. Parent support group
   This fund aims to enhance its partnership efforts with parents to set up Parent Support Group (“PSG”) and/or enhance the parental engagement with schools.

14h. Staff training fund
   This grant from MOE is for training and professional development of staff.

14i. SPED innovation award
   The MOE and NCSS SPED Innovation Award is for school programmes given to Chaoyang School, Tanglin School and Delta Senior School.

14j. SPED outstanding teachers award
   The Outstanding SPED Teacher Award received from MOE is for teachers’ professional development.

14k. School based student award
   This is provided by MOE to SPED students to encourage and recognise their achievements and progress. This award will be given annually to students who are Singapore citizens with good conduct and who meet the school-based criteria for the awards.

14l. SG50 collaboration fund
   The fund is provided by the Government of the Republic of Singapore as represented by the Ministry of Education in celebrating Singapore 50 years anniversary. Tanglin School has applied for the grant on their project “Celebrating SG50 with Love”.

14m. Vocational preparation grant
   The Vocational Preparation Grant is for the implementation of vocational preparation in the school. This includes building up school’s resources, facilities and manpower capability to support vocational preparation for students aged 13–18 years.
### Trust funds

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Arts &amp; culture presentation grant</td>
<td>$5,880</td>
<td>$1,470</td>
<td>(7,350)</td>
<td>-</td>
<td>$5,880</td>
<td>-</td>
<td>$5,880</td>
<td>-</td>
<td>- (5,880)</td>
</tr>
<tr>
<td>b) Artist-in-school scheme</td>
<td>-</td>
<td>$5,124</td>
<td>(2,982)</td>
<td>2,142</td>
<td>(2,142)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>c) Care &amp; share matching grant</td>
<td>-</td>
<td>$160,258</td>
<td>(116,085)</td>
<td>44,173</td>
<td>(44,173)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>e) Community silver trust fund</td>
<td>$561,902</td>
<td>$934,206</td>
<td>(438,115)</td>
<td>1,057,993</td>
<td>(496,091)</td>
<td>$55,306</td>
<td>$819,119</td>
<td>(312,523)</td>
<td>$561,902</td>
</tr>
<tr>
<td>f) Charities capability fund (VCF)</td>
<td>-</td>
<td>$31,680</td>
<td>(31,360)</td>
<td>320</td>
<td>(320)</td>
<td>-</td>
<td>$38,849</td>
<td>(38,849)</td>
<td>-</td>
</tr>
<tr>
<td>g) NCSS research study</td>
<td>(2,405)</td>
<td>2,405</td>
<td>-</td>
<td>-</td>
<td>(2,405)</td>
<td>(2,405)</td>
<td>-</td>
<td>(2,405)</td>
<td>-</td>
</tr>
<tr>
<td>h) Staff training OFA grant</td>
<td>$2,584</td>
<td>-</td>
<td>(1,200)</td>
<td>1,384</td>
<td>1,200</td>
<td>9,706</td>
<td>-</td>
<td>(7,122)</td>
<td>2,584</td>
</tr>
<tr>
<td>i) School pocket money</td>
<td>$3,232</td>
<td>$19,566</td>
<td>(21,200)</td>
<td>1,598</td>
<td>1,634</td>
<td>$10,049</td>
<td>$12,963</td>
<td>(19,780)</td>
<td>$3,232</td>
</tr>
<tr>
<td>j) SG Enable – transport assistance scheme</td>
<td>-</td>
<td>$148,606</td>
<td>(146,091)</td>
<td>2,515</td>
<td>(2,515)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>k) Tote Board arts grant</td>
<td>-</td>
<td>$840</td>
<td>(840)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>l) Trailblazer-Chiew Ping special schools fund</td>
<td>$4,831</td>
<td>-</td>
<td>(1,348)</td>
<td>3,483</td>
<td>1,348</td>
<td>$7,758</td>
<td>-</td>
<td>(2,927)</td>
<td>$4,831</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>587,239</strong></td>
<td><strong>1,420,010</strong></td>
<td><strong>(882,426)</strong></td>
<td><strong>1,124,823</strong></td>
<td><strong>(537,584)</strong></td>
<td><strong>212,912</strong></td>
<td><strong>998,783</strong></td>
<td><strong>(624,456)</strong></td>
<td><strong>587,239</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015 Transfer to/from I&amp;E</th>
<th>2014 Transfer to/from I&amp;E</th>
<th>2015 Transfer to/from I&amp;E</th>
<th>2014 Transfer to/from I&amp;E</th>
<th>2015 Transfer to/from I&amp;E</th>
<th>2014 Transfer to/from I&amp;E</th>
<th>2015 Transfer to/from I&amp;E</th>
<th>2014 Transfer to/from I&amp;E</th>
<th>2015 Transfer to/from I&amp;E</th>
<th>2014 Transfer to/from I&amp;E</th>
</tr>
</thead>
</table>

*NOTES TO THE FINANCIAL STATEMENTS*

*FOR THE REPORTING YEAR ENDED 31 MARCH 2015*
NOTES TO THE FINANCIAL STATEMENTS
FOR THE REPORTING YEAR ENDED 31 MARCH 2015

15a. Arts & culture presentation grant
The Arts & Culture Presentation Grant is to inspire students to continue their interest in the arts beyond their schooling years by giving them the experience of presenting their works to the public.

15b. Artist-in-school scheme
The Artist-in-School Scheme (AISS) supports collaboration between individual schools and local artists/arts educators in developing arts education programmes customised for their students. Its aim is to support arts projects aligned with the school’s long term plans of developing a vibrant arts culture. Enhance students’ appreciation of the arts and creative thinking process through interactive learning from artists.

15c. Care & share matching grant
The Care & Share Matching Grant, which is given out under the Care and Share movement, is managed by the Ministry of Social and Family Development (MSF). The Grant is targeted at Agencies that provide social services and develop programmes to serve social service beneficiaries better. The allocation is based on $1-for-$1 matching for eligible donations raised by Agency up to $1,000,000.

15d. Children’s Charities Association fund
The Children’s Charities Association Fund (CCA Fund) is designated for operational costs or to run programmes or projects carried out by schools and CFA, benefiting children up to age of 21 years old. The fund is to be designated for educational programmes, job training, student welfare and enrichment programmes for students. Since 26 May 2011, CFA has been receiving CCA Fund.

15e. Community silver trust fund
This Fund from the Agency for Integrated Care (AIC) is to enhance donations and provide additional resources for services providers in the intermediate and long-term care sector to enhance capabilities and provide value-added services to achieve higher quality care and affordable step down care.

15f. Charities capability fund (VCF)
The Fund is administered by NCSS since 2002. It was launched to strengthen the capabilities of VWOs and to improve social services in Singapore.

15g. NCSS research study
NCSS has appointed APSN to conduct a research study to examine the post-programme experiences and outcomes of persons with mind intellectual disabilities.

15h. Staff training OFA grant
Staff Training Fund under Outcome Funding Agreement (OFA) was given by NCSS to build staff competencies.

15i. School pocket money fund
This represents grants received from NCSS for the welfare of needy students.

15j. SG Enable - transport assistance scheme
This fund aims to reduce the high transport costs for persons with disabilities accessing WWO services on a regular basis.

15k. Tote Board arts grant
The grant aims to develop arts education in SPED. It is used for subsidizing performances and Arts Education Programmes approved by the National Arts Council (NAC). The fund can be used for up to 70% of purchase cost, and schools can use their school’s other operating expenses (OOE) to co-pay the other 30%.

15l. Trailblazer – Chan Chiew Ping special schools fund
Trailblazer–Chan Chiew Ping Special Schools Fund was set up by Trailblazer Foundation, and administered by NCSS, to provide financial assistance to students affected by the economic downturn.

16. Association building fund

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning</td>
<td>2,395,614</td>
<td>2,395,614</td>
</tr>
<tr>
<td>of the year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: Expenditure</td>
<td>(2,190,683)</td>
<td>(2,190,683)</td>
</tr>
<tr>
<td>incurred</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at end of</td>
<td>204,931</td>
<td>2,395,614</td>
</tr>
<tr>
<td>the year</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This fund is for the purchase and/or renovation of APSN’s premises for its own use and/or as investment to generate rental income and for headquarter relocation expenses.
### Designated donation funds

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th></th>
<th>2014</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Balance at 1.4.2014</td>
<td>Funds Received</td>
<td>Expenditure</td>
<td>Transfer from Refurbishment Fund</td>
</tr>
<tr>
<td>a) Designated donation</td>
<td>2,246,178</td>
<td>1,411,002</td>
<td>(882,670)</td>
<td>45,666</td>
</tr>
<tr>
<td>b) General purpose fund</td>
<td>13,478</td>
<td>-</td>
<td>-</td>
<td>13,478</td>
</tr>
<tr>
<td>c) Education fund</td>
<td>593,748</td>
<td>-</td>
<td>-</td>
<td>593,748</td>
</tr>
<tr>
<td>d) Percussion fund</td>
<td>23,466</td>
<td>-</td>
<td>(12,283)</td>
<td>11,183</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th></th>
<th>2014</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,876,870</td>
<td>1,411,002</td>
<td>(894,953)</td>
<td>45,666</td>
</tr>
</tbody>
</table>
NOTES TO THE FINANCIAL STATEMENTS
FOR THE REPORTING YEAR ENDED 31 MARCH 2015

17. Designated donation funds

17a. Designated donation

The designated donation fund relates to donation received for specific purposes. In 2015, it received $1,276,841 from designated donations and $134,161 from designated programme sales. An amount of $45,666 was transferred from CFA refurbishment fund (Note 19b).

17b. General purpose fund

This represents fund retained for general use by the APSN and schools.

17c. Education fund

This fund from CCA and public donations is to be utilised for the education and enrichment programme for students.

17d. Percussion fund

This fund is set up to promote the performing arts in Tanglin School. It provides an opportunity for students to develop their creativity and showcase their musical talents.

18. Deferred capital grants

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>At cost</td>
<td>$3,038,725</td>
<td>$1,351,188</td>
</tr>
<tr>
<td>Balance at beginning</td>
<td>4,251,133</td>
<td>4,003,452</td>
</tr>
<tr>
<td>Refurbishment of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>property, purchase of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>plant and equipment:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Grant from MOE, NCSS, MSF, Tote Board</td>
<td>349,079</td>
<td>681,024</td>
</tr>
<tr>
<td>– Public donations</td>
<td>2,337,019</td>
<td>118,523</td>
</tr>
<tr>
<td>Amount written off</td>
<td>738,396</td>
<td>551,866</td>
</tr>
<tr>
<td>Balance at end of the year</td>
<td>6,198,835</td>
<td>4,251,133</td>
</tr>
</tbody>
</table>

Accumulated amortisation

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning</td>
<td>2,899,945</td>
<td>2,553,053</td>
</tr>
<tr>
<td>Amortisation for the year</td>
<td>989,561</td>
<td>898,758</td>
</tr>
<tr>
<td>Amount written off</td>
<td>738,396</td>
<td>551,866</td>
</tr>
<tr>
<td>Balance at end of the year</td>
<td>3,160,110</td>
<td>2,899,945</td>
</tr>
</tbody>
</table>

Carrying value

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning</td>
<td>1,351,188</td>
<td>1,450,399</td>
</tr>
<tr>
<td>Balance at end of the year</td>
<td>3,038,725</td>
<td>1,351,188</td>
</tr>
</tbody>
</table>

This represents grants and donations utilised for the refurbishment of properties and purchase of plant and equipment.

The amount written off represents those deferred capital grants which have been fully amortised.

19. Refurbishment fund

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Capital Asset Fund</td>
<td>80,027</td>
<td>80,027</td>
</tr>
<tr>
<td>b. CFA Refurbishment Fund</td>
<td>–</td>
<td>45,666</td>
</tr>
<tr>
<td></td>
<td>80,027</td>
<td>125,693</td>
</tr>
</tbody>
</table>

19a. Capital asset fund

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning and end of the year</td>
<td>80,027</td>
<td>80,027</td>
</tr>
</tbody>
</table>

The capital asset fund was set up for the refurbishment of Delta Senior School's premises for the purchase of furniture, equipment and computer equipment.

19b. CFA refurbishment fund

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning of the year</td>
<td>45,666</td>
<td>54,340</td>
</tr>
<tr>
<td>Less: Expenditure incurred</td>
<td>–</td>
<td>(8,674)</td>
</tr>
<tr>
<td>Less: Transfer to Designated Refurbishment Fund (Note 17)</td>
<td>(45,666)</td>
<td>–</td>
</tr>
<tr>
<td>Balance at end of the year</td>
<td>–</td>
<td>45,666</td>
</tr>
</tbody>
</table>

The CFA refurbishment fund was set up for the refurbishment of CFA premises.

20. School building fund

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Chaoyang School</td>
<td>3,953</td>
<td>3,953</td>
</tr>
</tbody>
</table>

20a. Chaoyang School

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning and end of the year</td>
<td>3,953</td>
<td>3,953</td>
</tr>
</tbody>
</table>

This fund is for the refurbishment of Chaoyang School.

21. Provision

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provisions, non-current:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision for dismantling (Note 21a)</td>
<td>58,270</td>
<td>58,270</td>
</tr>
<tr>
<td>Provisions, current:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision for dismantling (Note 21a)</td>
<td>41,588</td>
<td>75,000</td>
</tr>
<tr>
<td>Total provision</td>
<td>99,858</td>
<td>133,270</td>
</tr>
</tbody>
</table>

This represents grants and donations utilised for the refurbishment of properties and purchase of plant and equipment.

The amount written off represents those deferred capital grants which have been fully amortised.
21. Provision (Cont’d)

21a. Provision for reinstatement of premises

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning of the year</td>
<td>$133,270</td>
<td>$100,000</td>
</tr>
<tr>
<td>Additions</td>
<td>–</td>
<td>$75,000</td>
</tr>
<tr>
<td>Expenditure incurred</td>
<td>$(33,412)</td>
<td>$(41,730)</td>
</tr>
<tr>
<td>Balance at end of the year</td>
<td>$99,858</td>
<td>$133,270</td>
</tr>
</tbody>
</table>

The provision is based on the present value of costs to be incurred to remove plant and equipment from leased property. The estimate is based on historical data and the unexpired term is more than 1 year and less than 1 year respectively. The unwinding of discount is not significant.

The Delta Senior School relocated from 20 Lower Delta Road Singapore 169832 to 3 Choa Chu Kang Grove Singapore 688237 in 2013. The provision is for the current land lease expiring in June 2016. Thus, the provision amounting to $58,270 was classified as non-current as at end of the reporting year.

The CFA will be relocated from 29 Jalan Tembusu Singapore 438235 to 11 Jalan Ubi Singapore 409074 in 2015. As a result of this relocation, the provision has been classified as current as at end of the reporting year.

22. AFID conference fund

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning of the year</td>
<td>$27,045</td>
<td>$40,364</td>
</tr>
<tr>
<td>Less: Expenditure incurred</td>
<td>$(2,056)</td>
<td>$(13,319)</td>
</tr>
<tr>
<td>Balance at end of the year</td>
<td>$24,989</td>
<td>$27,045</td>
</tr>
</tbody>
</table>

This fund was set up from APSN’s share of the surplus money from the 19th AFID conference organised jointly by APSN and MINDS in November 2009. Exco approved the fund to be used for APSN sending Board members and volunteers to conferences, study trips and educational activities locally or overseas.

23. Other creditors and accruals

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued operating expenses</td>
<td>$2,342,259</td>
<td>$1,434,530</td>
</tr>
<tr>
<td>Sundry creditors</td>
<td>$279,462</td>
<td>$257,528</td>
</tr>
<tr>
<td></td>
<td>$2,621,721</td>
<td>$1,692,058</td>
</tr>
</tbody>
</table>

24. Amount Due from (to) NCSS, MOE, MSF, Tote Board and AIC

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Council of Social Service (“NCSS”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at beginning of the year</td>
<td>$92,584</td>
<td>$18,161</td>
</tr>
<tr>
<td>Paid to NCSS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Received from NCSS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts claimed during the year</td>
<td>$7,312</td>
<td></td>
</tr>
<tr>
<td>Adjustment for prior years funding</td>
<td>$(75,592)</td>
<td>$(18,084)</td>
</tr>
<tr>
<td>Provision for current year (over) / (under funding)</td>
<td>$(36,154)</td>
<td>$80,084</td>
</tr>
<tr>
<td>Due (to) from NCSS</td>
<td>$(28,842)</td>
<td>$92,584</td>
</tr>
<tr>
<td>Ministry of Education (“MOE”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at beginning of the year</td>
<td>$153,452</td>
<td>$11,156</td>
</tr>
<tr>
<td>Adjustment for prior years funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Received from MOE</td>
<td>$(28,563)</td>
<td>$2,320</td>
</tr>
<tr>
<td>Provision for current year under funding</td>
<td>$50,016</td>
<td>$137,852</td>
</tr>
<tr>
<td>Due from MOE</td>
<td>$174,905</td>
<td>$153,452</td>
</tr>
<tr>
<td>Ministry of Social and Family Development (“MSF”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at beginning of the year</td>
<td>$(5,275)</td>
<td>$(1,160)</td>
</tr>
<tr>
<td>Paid to NCSS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjustment for prior years funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision for current year under funding</td>
<td>$(64,862)</td>
<td>$(5,275)</td>
</tr>
<tr>
<td>Due from MSF</td>
<td>$(64,862)</td>
<td>$(5,275)</td>
</tr>
<tr>
<td>Singapore Totalisator Board (“Tote Board”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at beginning of the year</td>
<td>$(14,397)</td>
<td>$(31,570)</td>
</tr>
<tr>
<td>Amount received during the year</td>
<td>$13,567</td>
<td>$(27,366)</td>
</tr>
<tr>
<td>Refunded to Tote Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjustment for prior years funding</td>
<td>$(830)</td>
<td>$56,956</td>
</tr>
<tr>
<td>Provision for current year over funding</td>
<td>$35,169</td>
<td>$(43,939)</td>
</tr>
<tr>
<td>Due from (to) Tote Board</td>
<td>$35,169</td>
<td>$(14,397)</td>
</tr>
<tr>
<td>Agency for Integrated Care (“AIC”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at beginning of the year</td>
<td>$819,119</td>
<td></td>
</tr>
<tr>
<td>Amount received during the year</td>
<td>$(819,119)</td>
<td></td>
</tr>
<tr>
<td>Provision for current year under funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Due from AIC</td>
<td>$819,119</td>
<td></td>
</tr>
<tr>
<td>Balance at end of the year, net</td>
<td>$116,370</td>
<td>$1,045,483</td>
</tr>
</tbody>
</table>

The amount due (from) / to NCSS, MOE, MSF, Tote Board, and AIC comprises of adjustments and provision for over/ (under) funding in the reporting years.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE REPORTING YEAR ENDED 31 MARCH 2015

25. School fees received in advance

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance school fees received</td>
<td>10,750</td>
<td>73,930</td>
</tr>
<tr>
<td>Edusave pupil fund (a)</td>
<td>74,626</td>
<td>30,020</td>
</tr>
<tr>
<td></td>
<td>85,376</td>
<td>103,950</td>
</tr>
</tbody>
</table>

(a) Balance at beginning of the year
<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add: Receipts</td>
<td>142,786</td>
<td>69,230</td>
</tr>
<tr>
<td></td>
<td>172,806</td>
<td>121,410</td>
</tr>
<tr>
<td>Less: Transfer to school fee income</td>
<td>(98,180)</td>
<td>(91,390)</td>
</tr>
<tr>
<td></td>
<td>74,626</td>
<td>30,020</td>
</tr>
</tbody>
</table>

Edusave pupils fund is provided by MOE for students’ school fees and enrichment programs.

26. Income tax and tax–exempt receipts

26a. Income tax

The Association is exempted from tax on income and gain falling within section 13U(1) of the Singapore Income Tax Act to the extent that these are applied to its charitable objects. Therefore, no provision for income tax has been made in the financial statements.

26b. Tax–deduction receipts

The Association is an approved Institution of Public Character whereby public donors are granted 2.5 times tax deductions made to the Association. The current IPC status is granted by Ministry of Social and Family Development (“MSF”) for the period from 1 October 2012 to 30 November 2015.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax–deduction receipts issued for donations received/collected during the reporting year</td>
<td>800,064</td>
<td>589,780</td>
</tr>
</tbody>
</table>

27. Financial instruments: Information on financial risks

27a. Classification of financial assets and liabilities

The following table summarises the carrying amount of financial assets and financial liabilities recorded at the end of the reporting year by FRS 39 categories:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>27,613,952</td>
<td>23,357,407</td>
</tr>
<tr>
<td>Other receivables</td>
<td>376,591</td>
<td>244,723</td>
</tr>
<tr>
<td>Amount due from NCSS, MOE, MSF, Tote Board and AC</td>
<td>116,370</td>
<td>1,045,483</td>
</tr>
<tr>
<td>Financial liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measured at amortised costs:</td>
<td>2,621,721</td>
<td>1,692,058</td>
</tr>
<tr>
<td>At end of the year</td>
<td>28,106,813</td>
<td>24,647,613</td>
</tr>
</tbody>
</table>

27b. Financial risk management

The main purpose of the financial instruments is to raise and manage finance for the Association’s operations. The main risks arising from the Association’s financial instruments are credit risk, interest risk and liquidity risk. The financial instruments comprise cash and bank balances, interest bearing fixed deposits, receivables and payables.

The Executive Committee has certain strategies for the management of financial risks. These guidelines set up the short and long term objectives and action to be taken in order to manage the financial risks. The major guidelines are the following:

1. Minimise interest rate, currency, credit and market risk for all kinds of transactions.
2. Maximize the use of “natural hedge”: favouring as much as possible the natural off-setting of payables and receivables denominated in the same currency. The same strategy is pursued with regard to interest rate risk.
3. All financial risk management activities for the investments are carried out by the Finance & Investment Sub–Committee.
4. All financial risk management activities are carried out following good market practices.
27. Financial instruments: Information on financial risks (Cont’d)

27c. Fair values of financial instruments

The analyses of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 are disclosed in the relevant notes to the financial statements. These include both the significant financial instruments stated at amortised cost and at fair value in the statement of financial position. The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

27d. Credit risk on financial assets

Financial assets that are potentially subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner consist principally of cash balances with banks, cash equivalents and receivables. The maximum exposure to credit risk is: the total of the fair value of the financial assets; the maximum amount the entity could have to pay if the guarantee is called on; and the full amount of any payable commitments at the end of the reporting year. Credit risk on cash balances with banks and any other financial instruments is limited because the counter-parties are entities with acceptable credit ratings. For credit risk on receivables an ongoing credit evaluation is performed on the financial condition of the debtors and a loss from impairment is recognised in profit or loss. The exposure to credit risk with customers is controlled by setting limits on the exposure to individual customers and these are disseminated to the relevant persons concerned and compliance is monitored by School Management Committee.

As disclosed in Note 13 cash and cash equivalents balances represent short-term deposits with a less than 90-day maturity.

Other receivables are normally with no fixed terms and therefore there is no maturity.

27e. Liquidity risk – Financial liabilities maturity analysis

The liquidity risk is managed on the basis of expected maturity dates of the financial liabilities. All financial liabilities of the Association are due within one year.

The average credit period taken to settle trade payables is about 30 days (2014: 30 days). The other payables are with short-term durations.

The Association has sufficient cash balances to support cash commitments from their existing liabilities. Accordingly, the Association utilised minimum banking facilities.

27f. Interest rate risk

The interest rate risk exposure is mainly from changes in interest rates on interest bearing fixed deposits. The interest rate risk on financial assets and financial liabilities is not significant.

28. Operating lease commitments – as lessee

At the end of the reporting year, the totals of future minimum lease payment commitments under non-cancelable operating leases are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>(a) Rental of equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within one year</td>
<td>41,243</td>
<td>34,405</td>
</tr>
<tr>
<td>After one year but not more than 5 years</td>
<td>60,342</td>
<td>71,770</td>
</tr>
<tr>
<td></td>
<td>101,585</td>
<td>106,175</td>
</tr>
<tr>
<td>Rental expense for equipment</td>
<td>34,693</td>
<td>34,288</td>
</tr>
<tr>
<td>(b) Land rental</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within one year</td>
<td>2,529,387</td>
<td>2,309,532</td>
</tr>
<tr>
<td>After one year but not more than 5 years</td>
<td>1,990,704</td>
<td>2,595,155</td>
</tr>
<tr>
<td></td>
<td>4,520,091</td>
<td>4,904,687</td>
</tr>
<tr>
<td>Rental expense for land</td>
<td>2,585,672</td>
<td>2,583,500</td>
</tr>
</tbody>
</table>

The land rental is payable to the Singapore Land Authority (SLA) for the land occupied by the Schools and Centre for Adults. The average lease term is 3 years. The rental is fully funded and paid by MOE directly to SLA for the Schools and fully funded and reimbursed by MSF for CFA.

29. Expenditure commitments

At the end of the reporting year, the total of future expenditure commitments under contractual service agreement is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Not later than one year</td>
<td>282,064</td>
<td>202,751</td>
</tr>
<tr>
<td>After one year but not more than 5 years</td>
<td>217,841</td>
<td>498,905</td>
</tr>
<tr>
<td></td>
<td>499,905</td>
<td>701,657</td>
</tr>
<tr>
<td>Service expenses</td>
<td>287,389</td>
<td>287,627</td>
</tr>
</tbody>
</table>

The committed payments are for security services for a period of 2 years effective from 1 January 2015.
30. Operating lease income commitments – as lessor

At the end of the reporting year the total of future minimum lease receivables committed under non-cancellable operating leases are as follows:

<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>$78,000</td>
<td>–</td>
</tr>
<tr>
<td>$13,000</td>
<td>–</td>
</tr>
<tr>
<td>$65,000</td>
<td>–</td>
</tr>
</tbody>
</table>

Rental income for the year

Operating lease income commitments are for the investment properties. The lease rental income terms are negotiated for an average term of 2 years.

31. Capital commitments

Amounts committed at the end of the reporting year for future expenditure but not recognised in the financial statements are as follows:

<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>$157,776</td>
<td>$381,150</td>
</tr>
</tbody>
</table>

32. Changes and adoption of financial reporting standards

For the current reporting year the following new or revised Singapore Financial Reporting Standards were adopted. The new or revised standards did not require any material modification of the measurement methods or the presentation in the financial statements.

<table>
<thead>
<tr>
<th>FRS No.</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRS 27</td>
<td>Consolidated and Separate Financial Statements (Amendments) (*)</td>
</tr>
<tr>
<td>FRS 27</td>
<td>Separate Financial Statements (Revised) (*)</td>
</tr>
<tr>
<td>FRS 28</td>
<td>Investments in Associates and Joint Ventures (Revised) (*)</td>
</tr>
<tr>
<td>FRS 36</td>
<td>Amendments to FRS 36: Recoverable Amount Disclosures for Non-Financial Assets (relating to goodwill) (*)</td>
</tr>
<tr>
<td>FRS 39</td>
<td>Amendments to FRS 39: Novation of Derivatives and Continuation of Hedge Accounting (*)</td>
</tr>
<tr>
<td>FRS 110</td>
<td>Consolidated Financial Statements (*)</td>
</tr>
<tr>
<td>FRS 110</td>
<td>Amendments to FRS 110, FRS 111 and FRS 112 (*)</td>
</tr>
<tr>
<td>FRS 111</td>
<td>Joint Arrangements (*)</td>
</tr>
<tr>
<td>FRS 112</td>
<td>Disclosure of Interests in Other Entities (*)</td>
</tr>
<tr>
<td>INT FRS 121</td>
<td>Levies (*)</td>
</tr>
</tbody>
</table>

(*) Not relevant to the Association.
### 33. Future changes in financial reporting standards

The following new or revised Singapore Financial Reporting Standards that have been issued will be effective in future. The transfer to the new or revised standards from the effective dates is not expected to result in material adjustments to the financial position, results of operations, or cash flows for the following year.

<table>
<thead>
<tr>
<th>FRS No.</th>
<th>Title</th>
<th>Effective date for periods beginning on or after</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRS 19</td>
<td>Amendments To FRS 19: Defined Benefit Plans: Employee Contributions</td>
<td>1 Jul 2014</td>
</tr>
<tr>
<td>Various</td>
<td>FRS 103 Business Combinations (*) FRS 113 Fair Value Measurement FRS 40 Investment Property</td>
<td>1 Jul 2014</td>
</tr>
<tr>
<td>FRS 114</td>
<td>Regulatory Deferral Accounts (*)</td>
<td>1 Jan 2016</td>
</tr>
<tr>
<td>FRS 27</td>
<td>Amendments to FRS 27: Equity Method in Separate Financial Statements (*)</td>
<td>1 Jan 2016</td>
</tr>
<tr>
<td>FRS 16, FRS 38</td>
<td>Amendments to FRS 16 and FRS 38: Clarification of Acceptable Methods of Depreciation and Amortisation</td>
<td>1 Jan 2016</td>
</tr>
<tr>
<td>FRS 16, FRS 41</td>
<td>Amendments to FRS 16 and FRS 41: Agriculture: Bearer Plants (*)</td>
<td>1 Jan 2016</td>
</tr>
<tr>
<td>FRS 111</td>
<td>Amendments to FRS 111: Accounting for Acquisitions of Interests in Joint Operations (*)</td>
<td>1 Jan 2016</td>
</tr>
<tr>
<td>Various</td>
<td>Improvements to FRSs (November 2014) Relating to FRS 110 and FRS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (*)</td>
<td>1 Jan 2016</td>
</tr>
<tr>
<td>FRS 115</td>
<td>Revenue from Contracts with Customers</td>
<td>1 Jan 2017</td>
</tr>
<tr>
<td>FRS 109</td>
<td>Financial Instruments</td>
<td>1 Jan 2018</td>
</tr>
</tbody>
</table>

(*) Not relevant to the Association.
### PLATINUM AWARD FOR OUTSTANDING SERVICE

*(Minimum 25 years’ service)*

<table>
<thead>
<tr>
<th>Name</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Francis C. Chen</td>
<td>2012</td>
</tr>
<tr>
<td>Mrs Rose Ng</td>
<td>2012</td>
</tr>
<tr>
<td>Mr Tan Ju Seng</td>
<td>2012</td>
</tr>
</tbody>
</table>

### DISTINGUISHED SERVICE AWARD (GOLD)

<table>
<thead>
<tr>
<th>Name</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Joseph Hoo Chun Hee</td>
<td>1993</td>
</tr>
<tr>
<td>Dr Dixie Tan</td>
<td>1993</td>
</tr>
<tr>
<td>Mr M K Wong</td>
<td>1993</td>
</tr>
<tr>
<td>Mrs Rose Ng</td>
<td>1994</td>
</tr>
<tr>
<td>Dr Francis C. Chen</td>
<td>1995</td>
</tr>
<tr>
<td>Asia Pacific Breweries (S) Pte Ltd</td>
<td>1998</td>
</tr>
<tr>
<td>Dr Lau Wai Har</td>
<td>1999</td>
</tr>
<tr>
<td>Mr Peter Tan Sim Cheng</td>
<td>1999</td>
</tr>
<tr>
<td>Mr Yeo Thiam Teng</td>
<td>1999</td>
</tr>
<tr>
<td>Mrs Yew-Kwan M S Mei</td>
<td>2000</td>
</tr>
<tr>
<td>Mr Tan Ju Seng</td>
<td>2010</td>
</tr>
<tr>
<td>Ms Janet Fong</td>
<td>2013</td>
</tr>
<tr>
<td>Mr Lee Chuan Bee</td>
<td>2014</td>
</tr>
<tr>
<td>Keppel Corporation</td>
<td>2014</td>
</tr>
<tr>
<td>SPARKZ Pte Ltd</td>
<td>2014</td>
</tr>
<tr>
<td>Republic of Singapore Air Force</td>
<td>2014</td>
</tr>
</tbody>
</table>

### EXCELLENT SERVICE AWARD (SILVER)

<table>
<thead>
<tr>
<th>Name</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Republic of Singapore Air Force</td>
<td>1993</td>
</tr>
<tr>
<td>Singapore Armed Forces</td>
<td>1993</td>
</tr>
<tr>
<td>Mrs Janet Fong</td>
<td>1995</td>
</tr>
<tr>
<td>Ms Rosalind Loh</td>
<td>1998</td>
</tr>
<tr>
<td>Mrs Patricia Cheng</td>
<td>1999</td>
</tr>
<tr>
<td>Nee Soon Camp 1 (AFPN 1503)</td>
<td>1999</td>
</tr>
<tr>
<td>Mr Henry R. Proctor</td>
<td>2000</td>
</tr>
<tr>
<td>Mrs Polly Lu</td>
<td>2000</td>
</tr>
<tr>
<td>Outward Bound Singapore</td>
<td>2000</td>
</tr>
<tr>
<td>Mdm Chai Chee Meng</td>
<td>2001</td>
</tr>
<tr>
<td>Mdm Lam Lee Fong</td>
<td>2003</td>
</tr>
<tr>
<td>Singapore Japanese Women’s Association</td>
<td>2005</td>
</tr>
<tr>
<td>Mdm Siti Aisha Bte Yusop</td>
<td>2005</td>
</tr>
<tr>
<td>Mrs Sibyl Ong</td>
<td>2005</td>
</tr>
<tr>
<td>YMCA of Singapore</td>
<td>2007</td>
</tr>
<tr>
<td>Republic of Singapore Navy 182/189 SQN</td>
<td>2007</td>
</tr>
<tr>
<td>Keppel Corporation Ltd</td>
<td>2008</td>
</tr>
<tr>
<td>SPARKZ Pte Ltd</td>
<td>2008</td>
</tr>
<tr>
<td>Mr Chan Chee Keong PBM</td>
<td>2010</td>
</tr>
<tr>
<td>Mr Lee Chuan Bee</td>
<td>2010</td>
</tr>
<tr>
<td>Singapore Airlines</td>
<td>2010</td>
</tr>
<tr>
<td>Community Service Club</td>
<td>2010</td>
</tr>
<tr>
<td>Urban Redevelopment Authority</td>
<td>2010</td>
</tr>
<tr>
<td>Mrs Ruby Cheah</td>
<td>2012</td>
</tr>
<tr>
<td>Raffles Girls’ Primary School</td>
<td>2014</td>
</tr>
<tr>
<td>Singapore Airlines – Cabin Crew ‘5Cs’</td>
<td>2014</td>
</tr>
</tbody>
</table>

### APPRECIATION SERVICE AWARD (BRONZE)

<table>
<thead>
<tr>
<th>Name</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mdm Fatimah Bte Ali</td>
<td>1992</td>
</tr>
<tr>
<td>Mrs Josephine Seow</td>
<td>1992</td>
</tr>
<tr>
<td>Mr Abdul Karim Bin A Satta</td>
<td>1993</td>
</tr>
<tr>
<td>Mrs Christine Chew</td>
<td>1993</td>
</tr>
<tr>
<td>Mrs Chua Lai Ngor</td>
<td>1993</td>
</tr>
<tr>
<td>Mrs Jenny How Yew Chen</td>
<td>1993</td>
</tr>
<tr>
<td>Mrs Polly Lu</td>
<td>1993</td>
</tr>
<tr>
<td>Lta Goh Chung Wei</td>
<td>1994</td>
</tr>
<tr>
<td>Mrs Heinser Matilde</td>
<td>1994</td>
</tr>
<tr>
<td>Mrs Delia Oh</td>
<td>1994</td>
</tr>
<tr>
<td>Mdm Teo Siew Nai</td>
<td>1994</td>
</tr>
<tr>
<td>Mrs Inger Weiss</td>
<td>1994</td>
</tr>
<tr>
<td>Mdm Amidah Bte Mansur</td>
<td>1995</td>
</tr>
<tr>
<td>Mrs Irene Teo Soon Neo</td>
<td>1995</td>
</tr>
<tr>
<td>Mrs Florence Wong</td>
<td>1995</td>
</tr>
<tr>
<td>Lions Club of Serangoon Gardens</td>
<td>1995</td>
</tr>
<tr>
<td>Townsville Institute</td>
<td>1995</td>
</tr>
<tr>
<td>Community Service Club</td>
<td>1995</td>
</tr>
<tr>
<td>Mr Chan Chee Keong</td>
<td>1996</td>
</tr>
<tr>
<td>Mrs Chu Joon Meng</td>
<td>1996</td>
</tr>
<tr>
<td>Mrs Toh Fong Lang</td>
<td>1996</td>
</tr>
<tr>
<td>Mdm Chai Chee Meng</td>
<td>1997</td>
</tr>
<tr>
<td>Mrs Suda Choo</td>
<td>1997</td>
</tr>
<tr>
<td>Mr Lee Chuan Bee</td>
<td>1997</td>
</tr>
<tr>
<td>Mr Henry Proctor</td>
<td>1997</td>
</tr>
<tr>
<td>Mdm Margaret Wong</td>
<td>1997</td>
</tr>
<tr>
<td>Victoria School</td>
<td>1997</td>
</tr>
<tr>
<td>Ms Devinder Kaur Thakral</td>
<td>1998</td>
</tr>
<tr>
<td>Ms Sibyl Ong</td>
<td>1998</td>
</tr>
<tr>
<td>Ms Danapakiam Jayabalan</td>
<td>1998</td>
</tr>
<tr>
<td>Ms Dora Wee</td>
<td>1998</td>
</tr>
<tr>
<td>Tanjong Katong Girls’ School</td>
<td>1998</td>
</tr>
<tr>
<td>Very Special Arts, LaSelle-SIA</td>
<td>1999</td>
</tr>
<tr>
<td>College of the Arts</td>
<td>1999</td>
</tr>
<tr>
<td>SP Care, Singapore Polytechnic</td>
<td>1999</td>
</tr>
<tr>
<td>Raffles Interact Club</td>
<td>1999</td>
</tr>
<tr>
<td>Raffles Junior College</td>
<td>1999</td>
</tr>
<tr>
<td>Compaq Asia Pte Ltd</td>
<td>1999</td>
</tr>
<tr>
<td>Mrs Muffie Hoffman</td>
<td>1999</td>
</tr>
<tr>
<td>1st Signal BN</td>
<td>2000</td>
</tr>
<tr>
<td>Mr Yeoh Eng Teik</td>
<td>2000</td>
</tr>
<tr>
<td>7-Eleven Singapore</td>
<td>2000</td>
</tr>
<tr>
<td>Thomson Shin Min Foundation</td>
<td>2000</td>
</tr>
<tr>
<td>Touch Ministries</td>
<td>2000</td>
</tr>
<tr>
<td>American’s Women Association</td>
<td>2001</td>
</tr>
<tr>
<td>Mr Chan King Fook</td>
<td>2001</td>
</tr>
<tr>
<td>Dr Chong Yeh Woei</td>
<td>2001</td>
</tr>
<tr>
<td>Mr Ho Sum Lim</td>
<td>2001</td>
</tr>
<tr>
<td>Mdm Joan Lee Chooi Ngoh</td>
<td>2001</td>
</tr>
<tr>
<td>Mdm Siti Aisha Bte Yusop</td>
<td>2001</td>
</tr>
<tr>
<td>The Japanese Association – Singapore</td>
<td>2002</td>
</tr>
<tr>
<td>Women’s Committee</td>
<td>2002</td>
</tr>
<tr>
<td>Mr Goh Kim Seng</td>
<td>2002</td>
</tr>
<tr>
<td>Mr Khor Mee Kek</td>
<td>2002</td>
</tr>
<tr>
<td>Ms Gan Poh Sin Yvonne</td>
<td>2002</td>
</tr>
</tbody>
</table>
Ms Tiffany Choo Yong Li 2003
Ms Kan See Mun 2003
Singapore Airlines
– Cabin Crew ‘5CS’ 2004
Indian Women’s Association 2005
SIA Community Service Club 2 2005
Mr Nayson s/o Kandasamy 2005
YMCA of Singapore 2005
Interact Club, Central College
(Bishan Campus) 2005
Mr Teo Lip Kuang 2006
Ms Eileen Lee 2006
Mr Seah Cheng Lian Garry 2006
ITE Simei 2006
Singapore Police Force 2006
Energy Market Company Pte Ltd 2007
Urban Redevelopment Authority 2007
Celebrities Sports Club 2008
Tan Chay Bing Education Fund 2008
Mdm Siti Alawiyah Bte Md Eunos 2008
New Creation Church 2008
Oh Chin Huat Hydroponics
Farm Pte Ltd 2010
Organizing Committee, 2010
Fundraising - Golf Tournament
in aid of Delta Senior School
Building Fund Prince’s Landscape
& Construction Pte Ltd 2010
Raffles Girls’ Primary School 2010
Xilinx Asia Pte Ltd 2012
Yuhua Primary School 2012
Sentosa Leisure Group 2012
Running Hour Club 2012
Dr Victor Tay 2013
Ms Kristin van Burm 2013
Assoc Prof Mohan Menon 2014
Mr Royce Seah 2014
Mr Quek Keng Oei 2014
Australia and New Zealand Banking Group Limited 2014
Marina Bay Sands Pte Ltd 2014
Lend Lease Singapore 2014
Mr Aw Siow Siong 2014
Ms Loh Hui Ling 2014
Mr Chua Weng Foo & Ms Yu Chin 2014
Urban Redevelopment Authority 2014
Shangri-La’s Rasa Sentosa Resort & Spa (Singapore) 2014
Pizza Hut Singapore Pte Ltd 2014
Concorde Hotel Singapore 2014
HEADQUATERS Staff Members

CHIEF EXECUTIVE OFFICER
Mr Kenneth Tham

HEAD, FINANCE
Mr Alex Shiu

HEAD, HR & ADMIN
Ms Alice Tan

HEAD, INFOCOMM & PROJECTS
Mr Rick Lim

HEAD, INTERNAL AUDIT
Ms Jennifer Chow

SENIOR FINANCE EXECUTIVE
Mr Melvin Pang

SENIOR ACCOUNTS EXECUTIVE
Ms Abbie Cheng

SENIOR HR & ADMIN EXECUTIVE
Ms Kadey Wong

SENIOR HR EXECUTIVE
Ms Evelyn Lo

COMMUNITY PROJECT MANAGER
Mr Roger Tan

COMMUNITY PARTNERSHIPS MANAGER
Ms Karen Tan

CORPORATE COMMUNICATIONS MANAGER
Ms Ufairah Akram

SENIOR INFOCOMM & PROJECTS EXECUTIVE
Mr Dennis She Tu

ACCOUNTS EXECUTIVE
Ms Nely Tjondro
Ms Tan Wei Min

ACCOUNTS EXECUTIVE (PART-TIME)
Ms Jessie Lee

ACCOUNTS ASSISTANT
Ms Costales Rebecca Sillarez

HR EXECUTIVE
Ms Susanna Teo

ADMINISTRATIVE EXECUTIVE
Ms Paige Lim

INFOCOMM & PROJECTS EXECUTIVE
Mr Khong Jin Xian
Mr Kong Yew Kee
Ms Nur Astrini Binte Abdul Rahim
Mr Pei Boon Seng
Ms Wong Hui Bing

(L-R) Front Row (Sitting):
Ms Ufairah Akram, Ms Paige Lim, Ms Karen Tan, Ms Jennifer Chow, Ms Alice Tan, Mr Kenneth Tham (CEO), Mr Alex Shiu, Mr Rick Lim, Mr Roger Tan, Ms Wong Hui Bing, Mr Melvin Pang

(L-R) Second Row (Standing):
Mr Dennis She Tu, Mr Pei Boon Seng, Ms Susanna Teo, Ms Nely Tjondro, Mr Kong Yew Kee, Ms Jessie Lee, Ms Kadey Wong, Ms Costales Rebecca Sillarez, Ms Abbie Cheng, Ms Tan Wei Min, Ms Evelyn Lo, Ms Nur Astrini Binte Abdul Rahim, Mr Khong Jin Xian

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Principal
Mdm Yazilah Bte Amir

Vice-Principal
Mdm Siti Anita Bte Rahmat

Operation Manager
Mr Ho Lap Fatt

Assistant Administrative Manager
Ms Leong Yun Har

Accounts Assistant
Ms Rebecca Costales Sillarez

Clerical Officer
Ms Wee Leong Yim Casseina

Professional Support Staff Asst.
Ms Low Kam Fong Doris

Head of Department
Mr Aw Leong Yen Patrick
Mdm Norlida Bte Raseah
Ms Lam Bing Ling
Ms Huzaima B Hamid

Senior Teacher
Mrs Sulekha Suresh Nair

Teachrs
Ms Kalah d/o Ramasamy
Ms Goh Irene
Mr Muhammad Yusoff Bin Mohd Yatim
Ms Koh Sok Huang Angela
Ms Siti Zalifah Bte Abdul Kahar
Ms Loh Shi Yun Queenie
Mdm Adibah Liyana Bte Him Pon
Mdm Fazillah Bte Hashim
Ms Nur Rasyidah Bte Andi Satria
Mdm Khatijah B Mohamed Jonid
Ms S Nirmala
Ms Ng Xuan Yi Prisca
Ms Williams Edith Gertrude
Ms Nur Rasyiqin Bte Andi Satria
Ms Fiona Goh Hui Ling
Ms Shahleeni Devi Elangovan
Ms Tang Tse Chin
Ms Nur Hidayah Bte Othman
Ms Tan Bee Bee Sharon
Ms Siti Nadiah Bte Rahmat

Mrs Wendy Solis Reyes
Ms Yeo Hong Har Ellen
Mr Novo Erwin Dela Torre
Ms Sim Xin Yan Melody
Mdm Lim Poh Hoon
Ms Siti Adibah Bte Jaafar
Ms Sam Pei Li

Teacher Aides
Ms Christine Komathi Velu
Ms Saffiah Bte Othman
Ms Malathi d/o Ramalingam
Ms Ng Chwee Gek Melissa
Ms Nur Hijannah Bti Alias
Ms Seah Kar Hoong Joanne
Ms Sithi Farhana Bte Abdul Aaleem

PROFESSIONAL SUPPORT SERVICES (PSS) STAFF

Admin & Facilities Assistant
Mr Giam Zhisheng Terence

Senior Occupational Therapist
Ms Ivy Dulu Badilla

Psychologist
Mr Lum Kok Leong Andy
Mr Wong Ying Kin

Occupational Therapist
Ms Arisse Gozon
Virginia Itchon

Social Worker
Ms Lena Lim Siew Cheng
Ms Prema Gopal

Senior Speech Language Therapist
Mr Koushik Ghosh

Computer/Therapy Aide
Ms Muntashbagum d/o Maideen

Cleaner
Ms Jamilah Bte Chan Khan
Mdm Tumenun Bte Kimin

Gardener
Mr Yeo Yoke Sai

General Worker
Mr Chum Hock Chan

(L-R) Front Row:
Mrs Norlida Shahrin (Bte Raseah), Ms Huzaima Binte Hamid, Ms Leong Yun Har, Mrs Woon Lam Bing Ling, Mdm Yazilah Bte Amir, Mrs Anita Suwandi (Siti Anita Bte Rahmat), Ms Ivy Dulu Badilla, Mrs Sulekha Suresh Nair, Ms Nur Rasyidah Binte Andi Satria, Mr Patrick Aw Leong Yen.

(L-R) Second Row:
Mrs Sharon Ng (Tan Bee Bee), Ms Siti Zalifah Binte Abdul Kahar, Ms Tay Chu Yi, Mdm Adibah Liyana Bte Him Pon, Ms Christine Komathi Velu, Ms Lena Lim, Mr Wong Ying Kin, Mr Andy Lum Kok Leong, Ms Prema Gopal, Ms Arisse Virginia Itchon Gozon, Mrs Angela Chong (Koh Sok Huang), Ms Ernie Suriani Bte Sudira, Mrs Fazillah Yusoff (Bte Hashim), Ms Nur Hijannah Alias, Mrs Casseina Wong (Wee Leong Yim), Mrs Fauzie (Siti Nadiah Binte Rahmat), Ms Doris Low Kam Fong, Ms Melody Sim Xin Yan, Mrs Wendy Solis Reyes

(L-R) Third Row:
Mdm Khatijah Binte Mohamed Jonid, Mr Ho Lap Fatt, Mr Koushik Ghosh, Mr Terence Giam Zhisheng, Mrs Prisca Phua, Ms Melissa Ng Chwee Gek, Mrs Kalah Rajesh (D/O Ramasamy), Ms S. Nirmala, Ms Joanne Seah Kar Hoong, Mr Jude Ng Yao De, Mr Wayne Quek.

(L-R) Forth Row:
Ms Saffiah Binte Othman, Ms Queenie Loh, Mrs Lynn Tan (Koh Hun Ngori), Ms Muntashbagum D/O Haji Maideen, Mrs Ellen Leong (Yeo Hong Har), Mrs Rebecca Sillarez Costales, Mr Erwin Dela Torre Novo, Mr Muhammad Yusoff Bin Mohd Yatim, Ms Irene Goh, Ms Tang Tse Chin, Mdm Lim Poh Hoon, Mrs Edith Lau (Williams Edith Gertrude), Ms Nur Rasyiqin Bte Andi Satria.

Absent with Apologies:
Ms Shahleeni Devi Elangovan, Mrs Zarie (Nur Hidayah Binte Othman), Mrs Malathi Novo (D/O Ramalingam)
**Principal**  
Mdm Lim Cheng Liew

**Vice Principal**  
Vacant

**Administration Manager**  
Ms Yvonne Tan Yen Ling

**Operations Manager**  
Mr John Thangaraj

**Accounts Executive (HQ)**  
Ms Jessie Lee Poh Sim

**Admin Support**  
Mdm Melia Wee Peck Har  
Mdm Cindy Chiam Hui Ming (Mrs Cindy Wan)

**Professional Support Staff Asst**  
Mdm Amizah Bte Othman

**Head of Departments**  
Mdm Choo Pee Ling  
Mdm Gomez Lynette Hanah (Mrs Lynette Yeo)  
Mrs Sumathy Kalai  
Mr Hairul Anuar B  
Mohd Haron  
Ms Tay Wan Ting

**Teachers**  
Ms Nur Haliza Bte Halik  
Mrs Sarah De Castro Sacro  
Mr Sam Lee Tian Yu  
Ms Nur Suhaidah Bte Yusup  
Ms Sharmala Risiya Sangar  
Ms Suhaili Bte Ahmad Salbah  
Ms Joyce Lin Mingli  
Mrs Rani Day  
Ms Bhuvaneswari d/o Govindasamy  
Mr Ravin Kumar S/O Serpojan Singh  
Mdm Stella Yong Lee Fong (Mrs Stella Ho)  
Ms Nur Hazirah Bte Yaziz  
Ms Looi En-Lin  
Ms Tay Gwen Ling  
Ms Kalyani Yathavan  
Ms Ong Yean Peng  
Ms Huang Yin  
Ms Sheryll Gavino Eduria  
Mr Jose Manuel Baron Samar  
Ms Lim Yu Ting  
Mr William Tan Wi Shen  
Ms Kharissa Seath Lay Keng  
Ms Gowree Nagathan  
Ms Korinn Peh En Jia  
Ms Janice Tan Pei Zhen  
Mr Sangeet Teo Boon Kheng  
Mdm Nurshahisdah Bte Mokhtar  
Mr Mohamed Isa Bin Kassim

**Teacher Aides**  
Mdm Han Boon Jong (Mrs Pang)  
Mdm Pakiam Mary Agnes Priscilda (Mrs da Silva)  
Mdm Wang Shio Li  
Mdm Wee May  
Mrs Helen Wong  
Ms Lee Deanna Teresa  
Ms Patricia P. Paramanandham  
Ms Siti Radiah Binte Mohamed Hussien  
Mdm Lim Hwee Ngoh  
Ms Shankari d/o Nagathanar

**Instructors**  
Mr Benjamin Tan Yew Jin  
Ms Angel Diong Huey Sy  
Ms Nur Dalila Binte Jumaat  
Ms Poh Jie Ying  
Mr Han Xuan Chou

**Hotel & Accommodation**  
Mdm Suelyn Yoon  
Der Beek Ruth

**Occupational Therapist**  
Mr Raimond Lasao  
Barrinuevo

**Psychologist Associate**  
Ms Germaine Tan Jie Ling  
Ms Amber Tan Pei Bao  
Ms Yolanda Ong Hui Ying (NPL)

**Social Worker**  
Ms Chong Yee May

**Social Worker (Professional Support Executive)**  
Ms Gan Hui Hoon

**Speech Language Therapist**  
Ms Agarwal Ruchi

**Cleaners**  
Mdm Kamisah Bte Said  
Mobaruk  
Mdm Yeo Yoke Soi

---

### (L-R) Front Row:
Mdm Wee May, Mrs Helen Wong, Mdm Han Boon Jong, Mdm Choo Pee Ling, Ms Yvonne Tan Yen Ling, Mr Hairul Anuar B Mohd Haron, Mr John Thangaraj, Mdm Lim Cheng Liew, Mrs Sumathy Kalai, Ms Tay Wan Ting, Mrs Lynette Yeo

### (L-R) Second Row:
Ms Lim Yu Ting, Ms Huang Yin, Ms Ong Yean Peng, Ms Patricia P. Paramanandham, Mr Teo Boon Kheng Sangeet, Mr Jose Manuel Baron Samar, Mr Mohd Isa Bin Kassim, Ms Ruchi Agarwal, Ms Nur Hazirah Bte Yaziz, Ms Gan Hui Hoon, Ms Chong Yeong May, Ms Nur Haliza Bte Halik

### (L-R) Third Row:
Mr Sam Lee Tian Yu, Ms Poh Jie Ying, Mrs Sarah De Castro Sacro, Ms Suhaili Bte Ahmad Salbah, Ms Sharmala Risiya Sangar, Mdm Melia Wee Peck Har, Mrs Stella Ho, Ms Cinday Wan, Ms Kalyani Yathavan, Mdm Nurshahisdah Bte Mokhtar, Ms Nur Suhaidah Bte Yusup, Mdm Pakiam Mary Agnes Priscilda, Ms Lim Hwee Ngoh, Mdm Kamisah Bte Said Mobaruk, Ms Sheryll Gavino Edura

### (L-R) Forth Row:
Mr Ravin Kumar, Mr Han Xuan Chou, Mdm Amizah Bte Othman, Mr William Tan Wi Shen, Ms Nur Dalila Bte Jumaat, Ms Shankari Nagathanar, Ms Looi En-Lin, Ms Tay Gwen Ling, Ms Lee Deanna Teresa, Ms Kharissa Seath, Ms Joyce Lin, Ms Bhuvaneswari d/O Govindasamy, Ms Janice Tan Pei Zhen, Ms Gowree Nagathanar, Mdm Yeo Yoke Soi, Mdm Wang Shio Li, Ms Siti Radiah Binte Mohamed Hussien, Ms Korinn Peh En Jia, Ms Angel Diong Huey Sy
Staff Members

Principal
Mrs Liza Ow

Administrative Manager
Mr Wee Kok Poh Winston

Operations Manager
Mr Bay Lee Meng Philip

Senior Admin Executive
Ms Wong Foong Ling Tracy

Resource Management Executive
Mdm Zuliyah Bee Bte Lalkhan

Professional Support Staff Assistant
Ms Zheng Liping

Head Professional Support Staff
Mr Alcira Arnel Cabreira

Clerical Officer
Mdm Maria Bti Sukaimi

Employer Relationship Officer
Ms Natalie Peters

Heads of Department
Mdm Asmah Binte Abdul Khamid
Ms Ho Lai Mem
Mr Lai Chen Ning Kenneth
Ms Martina Kueh Bee Hua
Ms Ng Fanny
Ms Teo Lay Heong Jennifer

Senior Subject Head
Ms Azlia Irmie Bte Amin Iskak
Mdm Bibi Halimah D/O Abdul Kader

Senior Teacher
Mdm Radziah Binti Abdul Rahman

Teachers
Ms Abayata Rexsheila Sesaldo
Ms Ang Kai Lee Araxes
Ms Aznita Binte Md Amin
Mdm Anna Selvarani D/O Paul Raju
Ms Basangan Tetchie De Los Santos
Ms Chua Wei Xian Chermaine
Ms Desiree Tay Sirui
Ms Chia Hui San Vivian
Ms Chia Chee Nee
Ms Diana Sari Bte Jafar
Mr Kuo Cheng Choy Mark
Ms Jerene Yeo An-Ching
Ms Lim Lead Ching
Ms Low Liwen Eunice
Ms Loke Hsin Yi Melissa
Ms Mardiana Binte Mohamed Ithnin
Ms Ng Siew Ling
Ms Noridah Binte Khalil
Ms Nur Aisah Binte Jaffar
Ms Nazrith Begum d/o Shaik Alawiudeen
Ms Pooja Devi Pandey d/o Shiwsaakar
Ms Priyaloshini d/o Subramaniam
Ms Shalimar Binte Amanullah
Ms Siti Nurani Binte Adnan
Ms Soh Teng Teng Doreen
Mdm Suhaidah Sulaiman
Mdm Suhaini Bte Mohd Salleh
Ms Sukanya Elangovan
Ms Syafiqah Binte Mohamed Salleh
Mr Tan Poh Heng Anthony
Ms Wong Wai Sian
Ms Yeo Wei Yu Jade

Teacher Aides
Ms Adornie Schaeffer De La Rosa Remocaldo
Ms Verna Koh Sock Juen
Ms Kong Pui Kuen, Evelyn
Ms Lim Siew Tin Esther
Ms Nur Shahirah Binte Saharan
Ms Jen Yeo An-Rui
Ms Rupa Ravishankar Athreya

Head Instructor
Mr Ang Hock Seng
Mr Lim Thiam Teck

Instructors
Ms Loo Jing Min Elizabeth
Ms Norlina Bte Mohamad
Mr Pei Boon Seng
Ms Tan Chew Chian
Ms Nur Jannah Binte Ahmad Safi’ee

Instructor Aide
Mr Hay Qing Hui
Ms Goh Yu Xiang

Job Coach
Mr Kwah Peng Siong

Occupational Therapist
Mr Edgardo Feljohn Jr Reveche Acogido

Speech & Language Therapist
Ms Mui Yee Yen Elizabeth

Psychologists
Ms Teo Hui Ru Jovial
Mr Poh Yong Chew Stanislaus

Social Workers
Mr Abdul Halim Bin Muhamat Yusof

Cleaners
Mr Chua Hoo Ward
Mdm Ng Wah Eng
Mdm Phua Sweo Eng

Cleaner/Gardener
Mr Stanley Neo Pei Qiang
(L-R) Front Row:
Mdm Radziah Binti Abdul Rahman, Mdm Bibi Halimah D/O Abdul Kader, Mdm Asmah Binti Abdul Khamid, Ms Ng Fanny, Ms Teo Lay Heong, Ms Jeyashini d/o Kanagarajah, Mrs Liza Leong Lai Peng, Mr Lai Chen-Ning, Mr Bay Lee Meng, Ang Hock Seng, Alcira Arnel Cabreira, Azlia Irmie Binti Amin Iskak, Martina Kueh Bee Hua

(L-R) Second Row:
Ms Mardiana Binte Mohamed Ithnin, Mdm Maria Bt. Sukaimi, Ms Nur Shahirah Binte Saharan, Ms Basangan Tetchie De Los Santos, Ms Lim Siew Tin, Mdm Norlina Bte Mohamad, Ms Kong Pui Kuen, Ms Zuliyah Bee Bte Lalkhan, Ms Aznita Binte Md Amin, Yeo Wei Yu, Ms Priyaloshini D/O Subramaniam, Ms Low Liwen, Ms Tay Sirui, Ms Chua Wei Xian, Ms Yeo An-Ching, Ms Noridah Binte Khalil, Ms Suhaini Bte Mohd Salleh

(L-R) Third Row:
Mr Tan Poh Heng, Ms Shalimar Binte Amanullah, Ms Wong Foong Ling, Ms Loke Hsin Yi, Ms Tan Chew Chian, Ms Goh Yu Xiang, Ms Ang Kai Lee, Ms Nur Jannah Binte Ahmad Safiee, Ms Siti Nuranis Binte Adnan, Ms Soh Teng Teng, Ms Nur Aisah Binte Jaffar, Ms Nazreth Begum D/O Shair Alawooddeen, Ms Chia Hui San, Ms Adornie Schaeffer, Ms Syafiqah Binte Mohamed Salleh, Ms Lim Lead Ching, Ms Jen Yeo An-Rui

(L-R) Fourth Row:
Ms Ng Siew Ling, Ms Rupa Ravishankar, Ms Wong Wai Sian, Ms Teo Hui Ru, Ms Zheng Liping, Ms Mui Yee Yen, Mdm Ng Wah Eng, Ms Loo Jing Min, Mr Hay Qing Hui

(L-R) Back Row:
Ms Koh Sock Juen, Ms Diana Sari Bte Jafar, Ms Phua Jia Hui, Ms Sukanya Elangovan, Ms Pooja Devi Pandey D/O Shiwsaakar, Mdm Phua Sweo Eng, Mr Neo Pei Qiang, Mr Lim Thiam Teck, Mr Kuo Cheng Choy, Mr Kwah Peng Siong, Mr Poh Wen Jian, Mr Edgardo Feljohn Jr, Mr Poh Yong Chew, Mr Chua Hoo Ward, Mr Abdul Halim Bin Muhamat Yusof
DELTA SENIOR SCHOOL

Staff Members

Principal
Mdm Aslinah Ahmad

Vice Principal
Mrs Alice Teo

Acting Administrative Manager
Ms Amy Lim Bee Hoon

Clerical Officer
Ms Norjahan Vapumarican

Accounts Assistant
Ms Nursuhaidah Binte Mohamed Salleh

Admin Assistant
Ms Nabihah Bte Abdullah

Head, Operations
Mr Chua Hock Kee

Operations Executive
Mr Chew Boon Leong Ronnie

Facilities Assistant
Mr Ang Tiam Chuan

Support Services Assistant
Ms Rosalind Lee Gek Tian

Quality Assurance Manager
Mr Alex Ng Hwee Swee

Data & Resource Management Officer
Mr Chan Zi Jun

Learning & Development Coordinator
Ms Chan Yee Seen Wanda

Pm Co-Ordinator
Ms Lim Jia Jing Valerie

Employer Relations Officer
Ms Kalaivani D/O Arjunan

HEAD OF DEPARTMENTS

Head (F&B) & (Jsu)
Ms Ng Caroline

Head Of Department
Ms Michelle Tan Mei Sze

Head Of Department
Ms Yong Chwee Yun Angela

Head, Literacy
Ms Deivanai Surendran

Head Of Department
Ms Shanthi D/O Govindan

Head, Retail Operations
Mr Khairul Iqram Bin Mohamed Ahad

ACTING HEAD OF DEPARTMENTS

Teacher, Acting Head, Cce
Mr Wee Yijie

Acting Head, Horticulture
Mdm Joanora Ng Siew Lan

Teachers
Mdm Siti Masrina Binte Mahmod
Ms Tahmina Huq
Mdm Chong Mai Chen
Ms Dindi Rose Delos Santos
Mr Dinesh S/O Loganadhan
Ms Gayatri D/O Mnomokan
Ms Jayanthi D/O V Vathalingam
Ms Jumati Binte Johari
Mr Lim Sze Wei Desmond
Mr Nino Mark Leswe Gala
Ms Nor Farhani Bte Mohd Hamzah
Ms Nur Raihanah Binte Rahmat
Ms Nurul Alifah Bt Zainal
Mr Ramon Joseph Raflores De Villa
Ms Sushma Nair Achnath
Ms Asmita
Ms Cher Boon Mei Jasmine
Ms Estella Mah Hui Yi
Ms Gurvinder Kaur Gill
Ms Huang Weiwei
Mdm Khairunishah Binte Kassim
Mr Muhammad Hafiz Bin Mohamed Osman
Ms Nur Diyana Binte Zakariah
Mr Peok Jian Hui
Ms Subashini D/O Sandakumar
Mr Tan Hong Min

Teacher Aide
Mr Sunil Rai

Trainers
Ms Khalijah Shakireen Binte Abdullah
Mr Koh Chaik Chuan
Mr Liew Jianxiong
Ms Lim Wei Yen Samantha
Mr Liong Yew Chong Max
Ms Ponce De Leon Fides Taylo
Ms Soo Poh Geok
Mr Tham Kah Thong Thomas
Mr Yan Wei Qiang
Mr Yong Yew Yong Melvyn
Mr Mohd Farid Bin Batim
Mdm Doreen Chia Choy Soon
Mdm Doris Lai Choy Yit
Ms Lee Geok Hong
Mr Lim Teck Chye
Mr Lim Yew Piao Bobby
Ms Saadiah Binte Mohamed Diah

Ms Tan Soon Wah Margaret
Mr Yap Kok Feng Ken
Mr Chay Wing Kid Paul
Ms Chua Hwee Keng
Ms Khairiah Binti Jaafar
Ms Ortilla Aubrey Laaong

Industrial Trainer
Mr Jalbuena Edwin Santos

Job Coaches
Mdm Koh Kim Neo Sabrina
Ms Goh Wei Ti
Ms Guo Jiaqin
Mr Roger Lim Soon Huat
Ms Lisa Loi Lai San
Ms Nisarat Chailaphoe
Ms Nur Atiqah Binte Ab Rahman
Mr Prasad Changuarth
Ms Rosnaih Bte Jumat
Ms Siow Wei Qi
Ms Tay Hsu Li
Ms June Teh Hooi Joo
Mr Zuriat Bin Rashid

Instructors
Ms Aline Calpatura Orpilla
Mr Foo Kin Seng
Ms Ong Jiehui
Mr Tham Boon Kit
Ms Vellore Anantharaman Hema
Ms Romero Nova Dimarucot

Psychologist
Mr Chin Kok Yeang
Ms Julyn Ng

Social Worker
Ms Hew Mun Moi Moon
Mr Seah Sin Chye

Social Worker Assistant
Mr Muhammad Faris Bin Batim

Senior Occupational Therapist
Mr Bryan Vega Saez

Occupational Therapist
Ms Repol Cherly Radin
Ms Bacalso Jo Anne Mendoza

Speech & Language Therapist
Ms Yeo Su Fen

Cleaner
Ms Kum Wai Ying
Mdm Mary Ann Lerio Moraga
Administrative & Management Staff

(L-R) Seated Front Row:
Mr Bryan Vega Saez (Senior OT), Mr Khairul Iqram Bin Mohamad Ahad (HOD, RO), Mr Chua Hock Kee (Head, Ops), Mr Ng Hwee Swee Alex (QAM), Mr Adron Wee Yijie (Acting HOD, CCE), Mrs Alice Teo (Vice Principal), Mdm Aslinah Ahmad (Principal), Ms Amy Lim Bee Hoon (Acting AM), Ms Devanai Surenzhand (HOD, LIT), Ms Joanaor Ng Siew Lan (Acting HOD, HR), Mr Shanthi D/O Govindan (HOD, NUM), Ms Michelle Tan Mei Sze (HOD, FH)

(L-R) Standing Front Row:
Ms Nursuhaidah Bte Mohamed Salleh, Ms Norjahan Vapumarican, Ms Nabihah Bte Abdullah, Ms Vellore Anantharaman Hema, Ms Siow Wei Qi, Ms Aline Calpatura Orpilla, Ms Bacalso Jo Anne Mendoza, Ms Hew Mun Moi Moon, Ms Julyn Ng, Ms Yeou Su Fen, Ms Repol Cherly Radin, Ms Tahlmina Hjuq, Ms Siti Mastina Bte Mahmmod, Ms Lim Jia Jing Valerie, Ms Mary Ann Leno Moraga

(L-R) Standing Second Row:
Ms Nisarat Chailaphoe, Ms Teh Hooi Joo June, Ms Guo Jiaqin, Ms Lisa Lai Lai San, Ms Tay Hsu Li, Mr Chin Kok Yeang, Mr Seah Sin Chye, Ms Nur Atiqah Bte Abid Rahim, Ms Rosnah Bte Jumat, Ms Goh Wei Tin, Mr Ang Tiam Chuan, Ms Ong Jiehui, Mr Tham Boon Kit, Mr Chew Boon Leong Ronnie, Ms Chan Yee Seen Wanda, Ms Kum Wat Ying, Ms Lee Gek Tian Rosalind

(L-R) Standing Third Row:
Mr Zuriat Bin Rashid, Mr Prasad Changarath, Mr Lim Soon Huat Roger, Mr Foo Kin Seng
Absent: Ms Ng Caroline (HOD, JSU & F&B), Ms Yong Chwee Yun Angela (HOD, HS), Ms Kalaivani D/O Arjunan, Mr Chan Zi Jun, Mr Muhammad Faris Bin Batim

Teaching & Vocational Training Staff

(L-R) Seated Front Row:
Mr Mohd Farid Bin Batim, Ms Asmita, Ms Saadiah Bte Mohamed Diah, Ms Jayanthi D/O Vathalingam, Mrs Alice Teo (Vice Principal), Mdm Aslinah Ahmad (Principal), Ms Chia Choy Soon Doreen, Ms Dindi Rose Delos Santos, Ms Romero Nova Dimarucot, Ms Khairiah Binti Jaafar, Ms Ponce De Leon Fides Taylo, Mr Yong Yew Yong Melvyn

(L-R) Standing Front Row:
Ms Subashini D/O Sandakumar, Ms Nur Rahanah Bte Rahmat, Ms Tan Soon Wah Margaret, Ms Gayatri D/O Mnomokan, Ms Tan Wee Shoon Vivian, Ms Estella Mah Hui Yi, Ms Huang Weiwei, Ms Jumati Bte Johari, Ms Sushma Naar Achnath, Ms Nurin Alifah Bt Zainal, Ms Ortilia Aubrey Laoang, Ms Chua Hwee Keat, Ms Khajiah Shakireen Bte Abdullah, Ms Soo Poh Geok, Ms Lim Wei Yen Samantha, Mr Ramon Joseph Raflores De Villa

(L-R) Standing Second Row:
Mr Lim Sze Wei Desmond, Ms Nur Diyana Bte Zakariah, Ms Cher Boon Mei Jasmine, Mr Sunil Rai, Mr Muhammad Hafiz Bin Mohamed Osman, Mr Peok Jian Hui, Mr Tan Hong Min, Ms Gurvinder Kaur Gill, Mr Tham Boon Kit, Mr Yap Kok Feng Ken, Mr Chay Wing Kid Paul, Mr Yan Wei Qiang, Mr Liew Jianxiong, Mr Liang Yew Chong Max, Mr Lim Teck Chye, Mr Jalbuena Edwin Santos

(L-R) Standing Third Row:
Mr Tham Kah Thong Thomas, Mr Koh Chaik Chuan, Mr Dinesh S/O Loganadhan, Mr Lim Yew Piao Bobby

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CENTRE FOR ADULTS

Staff Members

Centre Director
Mr William Tng

Head (Curriculum Development & Project)
Ms Lily Yip

Manager, Social Enterprise
Ms Ng Run Qian

Programme Head
Mr Li Chia Hui Philip

Administrative Executive
Ms Safagaton Dirman

Professional Support Officer
Ms Yap Chui Hoon

Job Coach
Ms Lee Siew Cheng
Mr Seah Eng Siong

Occupational Therapist
Mr Jerome Anto Prakash

Psychologist Associate
Ms Chang Wei Ling

Programme Executive
Ms Norrashikin Abdul Refaiie

Community Project Executive
Mr Ho Jia Sheng Nicholas

Alumni Coordinator
Ms Lau Peck Li Emilia

Senior Instructor
Ms Janice Fung Soo Ling
Mr Kang Kok Peng Nelson

Bakery Instructor
Mr Max Liong Yew Chong

Instructor
Mdm Anthony Theresa
Mr Teo Bin Yong
Mr Goh Boon Seng Thomas
Mr Tan Johnny
Ms Tan Sze Sze
Mr Yee Hung Pak

Mr Lee Zheng En Joel
Ms Sim Lee See
Mr Pang Chong Tong
Mr Ng Teck Keng Albert

Cook
Mr Choo Lee Ming Eric

Clerical Officer
Ms Lim Chor Lee May

Instructor Assistant
Mr Tan Wai Loon
Ms Gan Siew Hoon

APSN STUDENT CARE CENTRE

Centre Co-ordinator
Ms Philifia Yee Lai Han

Programme Co-ordinator
Ms Jayamalar d/o Ponniah
Ms Stephanie Reloo

Cleaner
Ms Teo Mei Zi Germaine

(L-R) Front Row:
(Mdm Anthony Theresa(Instructor), Safagaton Binte Dirman(Administrative Executive), Ng Run Qian(Manager, Bakery Social Enterprise), William Tng(Centre Director), Lily Yip Mui Kheng(Head, Curriculum Development & Projects), Philip Li(Head of Programme), Philifia Yee Lai Han (Centre Co-ordinator, Student Care Centre)

(L-R) Second Row: Sim Lee See(Instructor), Emilia Lau Peck Li(Alumni Co-ordinator), Chang Wei Ling(Psychologist Associate), Norrashikin A Refaiie(Programme Executive), Tan Sze Sze(Instructor), May Lim(Clerical Officer), Gan Siew Hoon Sharon (Instructor Assistant)

(L-R) Third Row: Yap Chui Hoon(Professional Support Officer), Lee Siew Cheng(Job Coach), Albert Ng(Instructor), Joel Lee Zheng En(Instructor), Nelson Kang(Senior Instructor), Janis Fung(Senior Instructor), Pang Chong Tong(Instructor)

Back Row: Jerome Anto Prakash(Occupational Therapist), Ho Jia Sheng Nicholas(Community Project Executive), Tan Wai Loon(Instructor Assistant), Teo Bin Yong(Instructor), Eric Choo Lee Ming (Instructor), Seah Eng Siong(Job Coach), Johnny Tan(Instructor), Yee Hung Pak(Instructor), Thomas Goh Boon Seng(Instructor)

Absent: Jayamalar D/O Ponniah(Program Coordinator Assistant, Student Care Centre), Stephanie Reloo(Programme Co-ordinator, Student Care Centre), Germaine Teo Mei Zi(Cleaner, Student Care Centre)
LIFE MEMBERS

1. Mr Ang Wei Neng
2. Mrs Anita Gupta
3. Mr Antonio Martinez Marroquin
4. Dr Balbir Singh
5. Mr Bill Bowman
6. Mr Chan Chee Keong
7. Ms Chang Su Hoong
8. Mrs Cheah Ruby
9. Dr Chelliah Jazmyn
10. Dr Chen Francis C.
11. Mrs Chen Lian Eng
12. Ms Chia Boi San Jobina
13. Mr Dilip Kumar
14. Mr Erick Vledder
15. Mrs Fong Janet
16. Mr Foo Suan Hoe Anthony
17. Mrs Goh Margaret
18. Ms Ho Magdalina
19. Mr Hoo Chun Hee Joseph
20. Mdm Kristin Van Burm
21. Dr Lau Wai Har
22. Mr Lee Bon Kwe
23. Mr Lee Chiang Huat
24. Ms Lim Buay Eng Pauline
25. Mrs Ng Rose
26. Mr Ong Chin Wah
27. Mr Ong Hean Beng
28. Mdm Phua Lay Peng Denise
29. Mrs Poon C W nee Tan Guek Kee
30. Mr Puh Neoh Peng Chiew
31. Ms Seet Chor Hoon
32. Mr Snehkant Gupta
33. Mr Tai Pee Tah Peter
34. Mrs Tan Elizabeth
35. Mr Tan Kang Uei Anthony
36. Mr Tan Kim Joo
37. Mr Tan S C Peter
38. Mr Tan Yang Howe Alex
39. Mr Thanapathy Ulaganathan Naidu
40. Mrs Wong Joan
41. Mr Wong M K
42. Mr Woo Wee Meng Alwin
43. Dr Woon Fong Choi Frances
44. Mr Yong Soo Cheng

ORDINARY MEMBERS

1. Mr Arun Poojari
2. Dr ChaCha P B
3. Mrs Chandini Jain
4. Mr Chinnu Palanivelu
5. Mr Choo Wee Ee Eugene
6. Mr Chris Ng Chee Khiang
7. Ms Donna Canestra
8. Mr Dahril Hidayat
9. Mr Goh Peng Soon
10. Mr Gwee Sze Chuan
11. Mdm Kan Yuet Mei Amy
12. Ms Khoo Kwee Lan Sharon
13. Mr Koh Hock Soon
14. Mr Koh Lian Chye Chris
15. Mr Kwok Yan Hoe
16. Mr Lakshmi Narayanan
17. Mdm Lau Kiing Leh
18. Mr Leonard Lim
19. Mrs Lilian Chew Ee Leng
20. Mr Lim Ewe Huat
21. Dr Lim Hoili C.
22. Mr Low Choong Huat
23. Ms Molly Ang
24. Mrs Moore Annabel Claire
25. Mr Quek Keng Oei
26. Mdm Rosmawati Bte Rusli
27. Mr Samy Sangaravelu
28. Mr Seah Chang Kai Royce
29. Mrs Siu Lan Ong Sibyl
30. Mr Srikumar Ramachandran
31. Mrs Tan Aileen
32. Mr Tan Cheen Chong
33. Mr Tan Ju Seng
34. Mr Tan Peng Chye
35. Dr Tay Kah Soon Victor
36. Mr Wong Winston
Acknowledgements

ACTIVE EMPLOYERS

1. ABR Holdings Pte Ltd
2. Aero Laundry & Linen Services Pte Ltd
3. AMK Veterinary Surgery
4. Amozonia Landscape Pte Ltd
5. ASL Solutions Pte Ltd
6. Aston Food & Beverage Specialties PL
7. Bliss Restaurant
8. Candylicious
9. Cheers Holdings Pte Ltd
10. Chop Ching Hin Pte Ltd
11. Concorde Hotel Singapore
12. Conrad Centennial Singapore
13. Dairy Farm Singapore (Cold Storage & Giant)
14. DHL Service centre
15. Dignity Kitchen Pte Ltd
16. Equestrian Federation of Singapore
17. Esso Fair Price Express
18. F&B Equipment(S) Pte Ltd
19. Flash Laundry Pte Ltd
20. Fortune Food Manufacturing Pte Ltd
21. Gardenia Foods (S) Pte Ltd
22. Giant Hypermart
23. Gill Capital (S) Pte Ltd
24. Giordano Original (S) Pte Ltd
25. Han’s F&B Pte Ltd
26. Hewlett-Packard Singapore
27. Holiday Inn Spore
28. Hubers Butchery & Bistro
29. InterContinental Hotels Group
30. itrade Marketing
31. Katong Flower Shop
32. Kentucky Fried Chicken Management Pte Ltd
33. Kopitiam Investment Pte Ltd
34. Kow Loon Hong Kong Tim Sum
35. Kumpulan Development (S) Pte Ltd
36. Laundry Lobby Pte Ltd
37. Leo Caterers – SOTA
38. Macdonald’s Pte Ltd
39. Mandarin Orchard Singapore
40. Manna 360 Pte Ltd
41. Movenpick Heritage Hotel Sentosa
42. National Parks Board
43. Orchid Laundry
44. Pac Alliance Pte Ltd
45. Pan Pacific Singapore
46. Park Hotel Group
47. Parkroyal Hotels
48. Penang Culture
49. Pizza Hut Singapore Pte Ltd
50. Popeyes Louisiana Kitchen
51. Prince’s Landscape & Construction Pte Ltd
52. Resorts World At Singapore Pte Ltd
53. SATS LTD
54. Schwan-STABILO Singapore Pte Ltd
55. Shangri-La Rasa Sentosa Resort and Spa Singapore
56. Shatec
57. Smoothies stall at MGS, Blackmore
58. Subway
59. Sun City Maintenance P/L
60. The Chicken Rice Stall (TCRS)
61. The Coffee Bean & Tea Leaf (Singapore)Pte Ltd
62. The Wok People Pte Ltd
63. Wah Onn Marine Pte Ltd
64. Wendy’s Singapore
65. Woon Leng Nursery Pte Ltd
66. Yakult (S)
67. Yumen Hut
68. Zero Spot Laundry Services Pte ltd

LIST OF INSTITUTIONS/AGENCIES/COMMUNITY SERVICE PARTNERS

1. Adval Brand Group Pte Ltd
2. American Express (AMEX)
3. Anglo Chinese Junior College
4. Anglo Chinese School (Barker)
5. Bartley Secondary School
6. Beary Best Hostel
7. Bedok View Secondary School
8. Bishan Community Club (Youth Executive Committee)
9. Canadian International School
10. Cedar Girls School
11. Central Singapore Community Development Council
12. Centre for Urban Greenery and Ecology (CUGE)
13. CHIJ St. Nicholas Girls’ School (Secondary)
14. Chua Chu Kang Community Club
15. Chung Cheng High School (Yishun)
16. Clementi Public Library
17. Committ System Pte Ltd
18. Community Chest
19. Compassvale Secondary School
20. Delta Sports Complex
21. Deyi Secondary School
22. Duman High School
23. Dyslexia Association of Singapore
24. East Spring Secondary School
25. EMC
27. FIS Institute
28. Gan Eng Seng Secondary School
29. Health Promotion Board
30. Home United, The Protectors
31. Hougang Secondary School
32. Ikea Singapore
33. Institute of Technical Education College Central
34. Institute of Technical Education College East
35. Institute of Technical Education College West
36. Jones Lang LaSalle Singapore
37. Jurong Public Library
38. Jurong Spring Youth Club
39. Keppel Land International
40. Keppel Volunteers
41. Kiwanis Careheart Centre, Johor Bahru, Malaysia
42. Lend Lease Asia Holdings Pte Ltd
43. Lions Chorale (Lions Clubs of Singapore)
44. Lions Club of Singapore (Compassvale)
45. Lions International Stamp Club Chapter 12 (Singapore)
46. Majlis Ugama Islam Singapura – South East Mosque Cluster (SEMC)
47. Microsoft Operations Pte Ltd
48. Mindef-NEXUS (Total Defence Day)
49. Mint Museum Singapore
50. Missionaries of Charities
51. Nan Chiau High School
52. Nan Hua High School
53. National Arts Council
54. National Environmental Agency
55. National Geographic Singapore
56. National Junior College
57. National University of Singapore
58. New Town Secondary School
59. Novelsys
60. NYAA Council of Singapore
61. Oh Chin Huat Hydroponics Farms Pte Ltd
62. Pei Hwa Secondary School
63. People’s Association
64. People’s Association Youth Movement
65. Presbyterian High School
66. President Challenge
67. Queenstown Multiple Service Centre
68. Queenstown Public Library
69. Raffles Girls Primary School
70. Raffles Girls’ School
71. Raffles Institution
72. Redeafination
73. Republic of Singapore Air Force
74. Republic Polytechnic
75. Rucksack Inn
76. Runninghour Co-operative Limited
77. SAF 1st Signals Battalion
78. SASCO Elderly Home (Hong San Walk)
79. School of the Arts Singapore
80. Seagate Technology International
81. Sentosa Leisure group
82. Serangoon Junior College
83. SIA 5Cs
84. SIA Community Service Club
85. Singapore Armed Forces-Engineer Training Institute
86. Singapore Bowling Federation
87. Singapore Children’s Society
88. Singapore Discovery Centre
89. Singapore Environment Council
90. Singapore Institutes of Retail Studies
91. Singapore Kindness Movement
92. Singapore Management University
93. Singapore Police Force
94. Singapore Police Logistic
95. Singapore Polytechnic (Business)
96. Singapore Totalisator Board
97. Singapore Workforce Development Agency (WDA)
98. Singapore Zoological Gardens
99. SingTel
100. SMG Training Systems (S) Pte Ltd
101. Songkhla Rajabhat University
102. Soup Restaurant
103. South East Community Development Centre
104. South West CDC
105. Sparkz Pte Ltd
106. St Andrew Junior College
107. Swee Heng Bakery Pte Ltd
108. Swiss Cottage Secondary School
109. Tag Team Inc. Pte Ltd
110. Tanjong Katong Girls School
111. Tanjong Katong Primary School
112. Tanjong Katong Secondary School
113. Teck Whye Secondary School
114. Temasek Care Foundation
115. Temasek Polytechnic
116. The Boys’ Brigade Association
117. The Esplanade Co. Ltd
118. The Japanese Association Singapore
119. TOTE Board and Singapore Pools
120. UBS Singapore
121. United World College of South East Asia – East Campus
122. Urban Redevelopment Authority
123. Very Special Arts
124. Victoria Junior College
125. Warriors Football Club
126. West Spring Secondary School
127. YMCA of Singapore

CORPORATE VOLUNTEERS

1. 3E Accounting Pte. Ltd.
2. Australia and New Zealand Banking Group Limited
3. Barclays Singapore
4. Bridgestone Tyre Sales Singapore Pte Ltd
5. Canon Singapore Pte Ltd
6. Dennis Wee Group (GTA United)
7. Football Association of Singapore
8. Geylang International Football Club
9. Global Tax Free Pte Ltd
10. Health Science Authority
11. Keppel Corporation Limited
12. Marina Bay Sands Pte Ltd
13. Mediacorp
14. ODE Consulting Pte. Ltd.
15. Prince’s Landscape & Construction Pte Ltd
16. Republic of S’pore Navy
17. SIA Cabin crew
18. The Giving Treehouse
19. Tuas Power
20. United Overseas Bank
21. Wood Mackenzie
22. Xilinx Asia Pacific Pte Ltd

SPECIAL THANKS

SG Enable
Children’s Charities Association
Ministry of Education
Ministry of Social and Family Development
National Council of Social Service
National Institute of Education
Singapore Disability Sports Council
Special Olympics Singapore
### Donations

#### $50,000 and above

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#### $1,000 and above

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### Autism Resource Centre (Singapore)
- 1,636.96

### Family Leisure Pte Ltd
- 1,636.60

### Fundraising Sales @ JEM
- 1,577.10

### Heng Siang Thiam
- 1,500.00

### Tanjong Katong Secondary School
- 1,500.00

### Kelvin Ang Kah Eng
- 1,208.00

### Chan Chek Chee
- 1,200.00

### Pang Yun Yong
- 1,200.00

### Seah Chang Kai
- 1,200.00

### Tan Ee Seng
- 1,200.00

### ST Fundraising Sales
- 1,084.30

### Canadian International School
- 1,039.10

### Sia Seng Poo
- 1,020.00

### Aspiah Binte Basman
- 1,000.00

### Cheo Seng Jin
- 1,000.00

### Chong Ngee Chong
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### Chua Siong Kiat
- 1,000.00

### Clydesbuilt Pte Ltd
- 1,000.00

### David Lee Eng Thong
- 1,000.00

### Doreen Lim Tiam Hiong
- 1,000.00

### Edith Elizabeth & Paul Pte Ltd
- 1,000.00

### Edith Lee Mun Quin
- 1,000.00

### Eugene Lee Ming
- 1,000.00

### Geylang International Football Club
- 1,000.00

### Interlocal Exim Pte Ltd
- 1,000.00

### Joel Goh (Jason Goh)
- 1,000.00

### Kendo Services
- 1,000.00

### Leck Wah Li Lindi
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### Lim Kwee Choo
- 1,000.00

### Loh Qiu Li
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### Mr. Sat Pal Khattar
- 1,000.00

### Nicolas Ian Travis
- 1,000.00

### Pang Ai Chee, Felicia
- 1,000.00

### Quantisys Pte Ltd
- 1,000.00

### Roselle Mont-Clair Furnishing Pte Ltd
- 1,000.00

### Shangri-La’s Rasa Sentosa Resort & Spa
- 1,000.00

### Sia Chin Seng
- 1,000.00

### Singapore Residential Properties Pte Ltd
- 1,000.00

### Tan Hong Beng
- 1,000.00

### Tan Yiwen
- 1,000.00

### Teng Chee Hock
- 1,000.00

### Teo Ser Luck
- 1,000.00

### Toh Swee Seng
- 1,000.00

### Trident Electronics Technologies Pte Ltd
- 1,000.00

### Veronica Ng
- 1,000.00

### VIP Hotel
- 1,000.00

### Wee Woon Khiam
- 1,000.00

### Zero Spot Laundry Service Pte Ltd
- 1,000.00

### Zheng Keng Engineering & Construction Pte Ltd
- 1,000.00

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#### $500 and above

- **Sentosa Development Corporation**: 900.00
- **Eiko Tan**: 800.00
- **Eng Sin-Lan Sibly**: 800.00
- **Fong Siew Wei Matilda**: 800.00
- **Koh Lip Siong**: 750.00
- **Google - Benevity Donation**: 706.97

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