

Nurturing Learners, Connecting Pathways



association for persons with special needs

Annual Report FY2017/18
For Financial Year ended 31 March 2018



Nurturing Learners, Connecting Pathways

At APSN, our beneficiaries journey from academic learning, to vocational expertise, and into the workplace. It matters to us that we are here with these learners every step of the way. As one Association, we prepare students by paving their way into society through constantly revised specialised programmes for persons with mild intellectual disability. Every learner passing through the APSN Pathway is encouraged to forge ahead, and learn for life.

Preparation for their success tomorrow, begins today.



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bout Us



Established in 1976, Association for Persons with Special Needs (APSN) is a social service organisation providing special education for persons with mild intellectual disability (IQ 50-70). Today, APSN operates four Special Education (SPED) Schools (APSN Chaoyang School, APSN Katong School, APSN Tanglin School and APSN Delta Senior School), including a Student Care Centre, for students aged 7 to 18 and an APSN Centre for Adults for persons aged 17 and older, benefiting over 1,200 beneficiaries each year.

The APSN Schools and Centre adopt a holistic approach in its curriculum, comprising academic, vocational and social skills which are important for open employment and lifelong learning. APSN seeks to enable individuals with special needs to become active contributors of society, and is committed to inspire and build capabilities of its partners and community to lead and advocate an inclusive society.

To date, APSN's growing database has more than 5,000 alumni members. The Association is constantly expanding its network to reach out to and understand the needs of its members to better support them.

Our ision

Empowered Lives for An Engaged Community and Inclusive Society

ur Mission

Enabling Persons with Special Needs to be Active Contributors of Society

Inspiring and Building Capabilities of Partners and the Community

Leading and Advocating towards an Inclusive Society

Our Value

Integrity

Doing what is right and upholding corporate values with accountability

Resilience

Ability to withstand setbacks with determination to persevere and adapt positively to challenges

Commitment

Focus and dedication to undertake responsibilities in our work towards APSN's vision and mission

Respect

Consideration and regard for the rights of different stakeholders in the best interest of the organisation



President's Message



Working Together to Stay the Course

Dedication needed to see Our Vision through

“Empowered Lives for An Engaged Community and Inclusive Society” – Vision, APSN

The Board of the Association for Persons with Special Needs (APSN) steered its most recent strategic planning and review process in 2016. A more concise and updated vision statement (above) emerged from that endeavour, as well as four strategic thrusts. The Board and Management would like to take this opportunity to update its members and stakeholders on the important strides we have made so far.

Thought Leadership & Advocacy

In spreading awareness and advocating for persons with special needs, APSN has adopted a focused and service-oriented approach to be increasingly open to engagement with the wider public. Our fundraising events have progressed with this stance; one newly-introduced event is the APSN Charity Virtual Run 2018 which had six National Athletes pledge their support by publicising our cause on their social media platforms. In the upcoming year, we will do better to engage the community and create greater ripples of impact.

APSN also offers training to share our expertise, and to deepen the understanding of professionals who encounter persons with special needs in their line of work. Some of such agencies we have worked with are in the Medical, Legal and Law enforcement sectors such as the Law Society Pro Bono Services and Singapore Prison Service. These trainings seek to enhance decision-making capabilities of key individuals that cater to the specified deficiencies of special persons.

Research & Curriculum Enhancement

APSN set up a Curriculum, Research and Innovation Development (CRID) Unit in December 2017 to review the eight-year-old curriculum, ensuring curriculum alignment across the four Schools and one adult Centre. This Unit enhances the Association's position as a thought leader by engaging in research projects, and collectively raising the competencies of staff in research practices.

The Unit will also be creating a Specialist Development Framework in 2018, to develop specialists amongst the teaching staff. These identified staff will undergo courses to become in-house trainers and facilitators in support of curriculum work and to raise staff competencies.

To share research and cultivate new ideas with specialist practitioners in the field, APSN has participated in various international conferences and presented a total of 11 papers in topics ranging from employment to higher order thinking skills for persons with Intellectual Disabilities.

Enhancing Alumni Engagement

The Association engages our alumni via re-training, employment and meeting their social needs. Taking a leaf from last year, 87% of students from APSN Delta Senior School advanced from the APSN Pathway as they graduated with a Workforce Skills Qualification and found employment.

We continue to support these alumni, welcoming others who fall through the cracks of the system on a needs basis. We provide re-training for these individuals through workshops carried out in conjunction with partners in the community such as SG Enable and offer job counselling to enhance their employability. Examples of successfully-matched alumni include those who have found jobs in industries such as Commercial cleaning, Hospitality, Retail operations and more.

Alumni who still require extended intervention also receive support from several other volunteer groups. These groups spearhead a variety of programmes ranging from outings, interest groups

and skills-embedded training. As APSN alumni receive additional help, many of them step up to being advocates of their situation as well.

There is a growing need to digitise alumni and student records for ease of access to information, and to further analyse and deliver services to meet the needs of this population. An estimate of over 5,000 alumni have walked the halls of its classrooms since inception. To assist APSN, a group of volunteers dutifully meets up every weekend to digitise the records of our members.

Enhancing & Developing new Job Capabilities

Even for mainstream students, there is a common refrain of preparing them for jobs that do not exist yet. APSN is thus kept on its toes to ensure that our special needs trainees continue to stay industry relevant with the right skillsets. It constantly motivates us to re-examine what job roles are available for our beneficiaries. In logistics support in the burgeoning e-commerce segment, APSN started fresh collaborations with partners such as Mapped SG, a Human Resource recruitment firm. With their endorsement, our trainees and alumni members found jobs with their clients in companies such as American diner OverEasy. Mapped SG also trains employers in handling persons with special needs.

APSN also charted a new approach in reaching out to employers. Through our Job Coaches, they are now active agents in acquiring new partnerships with employers and ensuring students, trainees and alumni are ensured a minimum wage.

All these we have achieved as part of ONE Community.

While all these sound like a lot of exciting initiatives are under way, we are also attuned to the need for stability. Our four Schools continue to provide foundational education and life skills to over 1,000 students with ages 7 to 21-year olds. Our adult Centre is currently preparing almost 170 trainees for open employment. Since April 2017, we have collected \$1,074,951 in cash donations. It has been a busy year. With the four key thrusts as our compass, and partners as winds in our sails, we look forward to charting new grounds for our beneficiaries with special needs.

MR TAN CHEEN CHONG

President and Chairperson of the Board
Association for Persons with Special Needs



Chief Executive Officer's Message



Setting our Mind to Achieve

Building from the Ground up to an all-Inclusive Pathway

APSN has defined her three to five-year plan going forward. Organisation-wide, we want to cement the APSN Pathway such that it propels beneficiaries to achieve a higher level of learning, broadens the range of learning opportunities, and promotes a culture of lifelong learning and care to our alumni and community with special needs.

To achieve these objectives, we constantly rethink and revise our current practices, both internally and externally.

Within the organisation, we look towards harnessing the diverse strengths of every individual. The APSN Family is a growing network, which will be intently nurtured in the following years through training and talent development.

By optimising the overall structure and talents we have – comprising of staff, key management and the board, we seek to consistently conquer new heights. In recent years, there has been renewed focus on Learning & Development, all to foster a culture of lifelong learning which will be strengthened moving forward.

Main policies have been reshaped, as we delve into opportunities such as developing a holistic Pathway. More will be revealed in the upcoming year about the actual implementation, but we promise it will be exciting. The new plan will include a comprehensive programme, starting with pre-schools to college and community engagement, a one-stop advisory centre which will include basic healthcare and legal advice and related alumni services and activities in the pipeline, with a

widened range of pre-employment training and job opportunities.

Only with internal buy-in and support from the ground up at each level, can such policies and goals be executed smoothly.

External stakeholders matter. This includes caregivers, corporate partners and the public – they all play an irreplaceable role in advocating for APSN and special needs. Only with sustained acceptance can maximum impact be made and effected at diverse levels of society.

To connect the dots, we hope to achieve a relevant and specialised educational structure for those we serve. This would be a system ahead of the curve in services that can better prepare individuals with mild intellectual disability for the everchanging diverse workforce.

We also seek to integrate our vision in our processes – to empower special individuals towards independence, and through our campaigns and efforts, shape a more inclusive society. We ask for different stakeholders to stay tuned, as we continue to craft a new compelling chapter for APSN.

The outcome of our vision is in plain sight, and we are well poised to follow through when we put in the due diligence required.

DR CHRISTOPHER TAY
Chief Executive Officer

Association for Persons with Special Needs



PSN Pathway - My APSN Journey

"Maximising my potential to lead a full and independent life"

Primary Schools
7-12 Years Old



Primary Education
Building core literacy and numeracy skills

APSN Chaoyang School APSN Katong School*

APSN Student Care Centre

Student Care Services
Provision of before and after school child care services for students

Secondary Schools
13-16 Years Old



Secondary Education
Providing holistic vocational education and life skills

APSN Katong School* APSN Tanglin School

APSN Delta Senior School
17-21 Years Old



WSQ Work Experience Programme
4-5 Years

LEAD Programme^A
2 Years

^AProviding life-skills development through Vocational Learning, Literacy, Numeracy, Fitness & Health, Personal Management and Computer Skills programme.

APSN Centre for Adults
17 Years and Above



Supported Employment

Sheltered Enterprise

Training & Continuing Education

Higher Education

Open Employment

APSN Alumni Support Services

- ✔ Financial Advice
- ✔ Medical Care
- ✔ Dental Care
- ✔ Allied Professionals
- ✔ Caregiver Support
- ✔ Legal Aid
- ✔ Job / Employer Relationship
- ✔ Social & Recreation

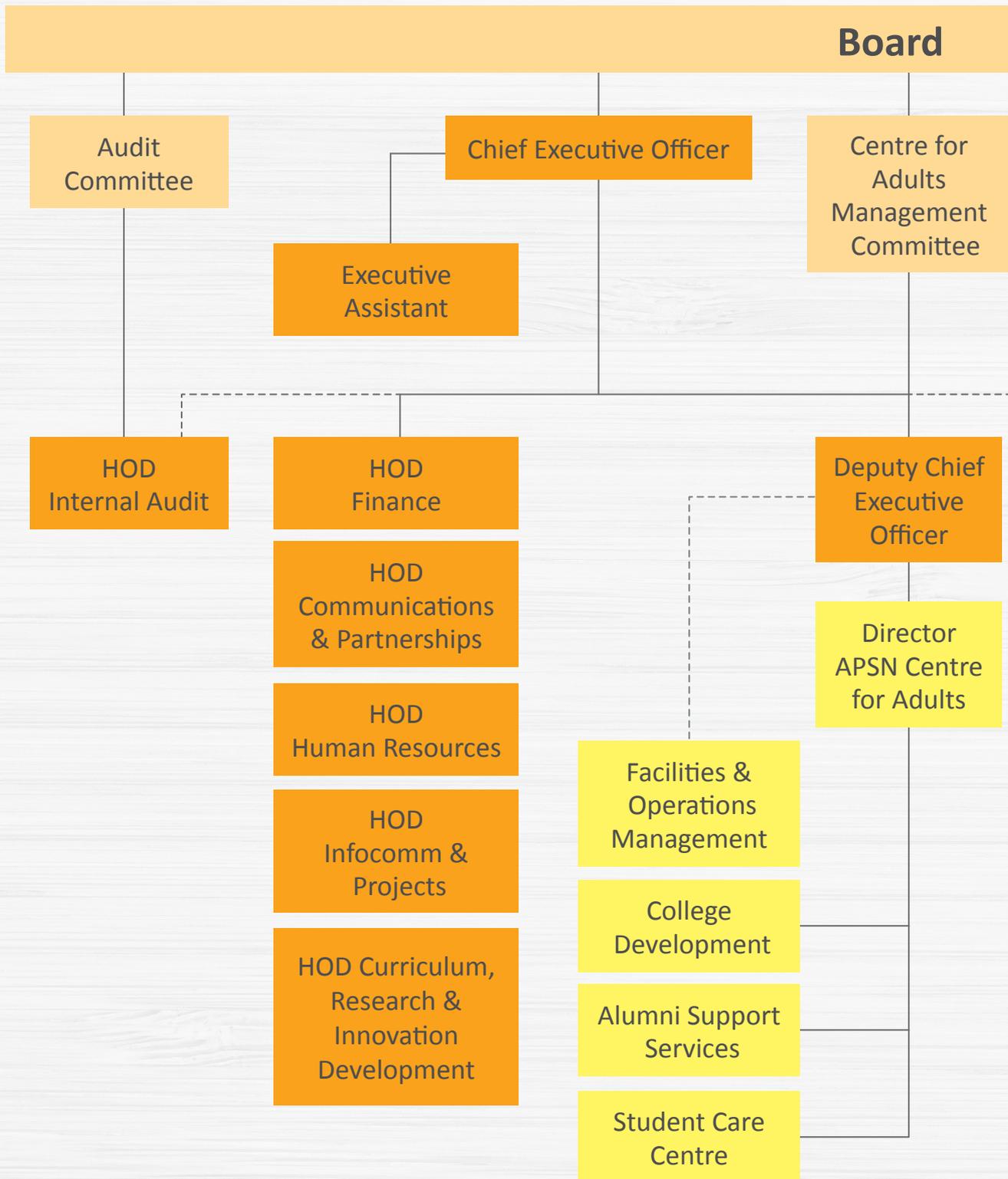


*APSN Katong School is a full-fledged school offering both primary (7 to 12 years old) and secondary (13 to 16 years old) programmes. Students from APSN Schools and trainees from APSN Centre for Adults who have been de-registered, graduated or referred out for employment will continue to be supported by APSN Alumni Support Services.



rganisation Structure

As at 31 March 2018





School Management Committee

Human Capital Committee

Infocomm Committee

Finance Committee

Nominations Committee

Community and Industry Partnership Committee
(until 30 September 2017)

Principal APSN Chaoyang School

Principal APSN Delta Senior School

Principal APSN Katong School

Principal APSN Tanglin School

Vice-Principals

Administrative Services

Subject Heads

Allied Professional Services

Transition Planning

Curriculum

LEGEND

 Volunteers	 Direct Reporting Line
 HQ	 Informal Reporting Line
 Schools & Centre	

Board Members



MR TAN CHEEN CHONG
President



MRS RUBY CHEAH
Vice-President



MS SEET CHOR HOON
Vice-President



MR GWEE SZE CHUAN
Honorary Secretary



MR ROYCE SEAH
Honorary Treasurer



MR CHAN CHEE KEONG
Member



MS MOLLY ANG
Member



MR LEONARD LIM
Member



MR JAMES NG
Member



MR BILL BOWMAN
Member



MR LEE CHUAN BEE
Member

All board members were appointed from September 2017 for the financial year ended 31 March 2018.

Key Management

HEADQUARTERS



1. **DR CHRISTOPHER TAY***
Chief Executive Officer
2. **MR GARY LIM***
Deputy Chief Executive Officer
3. **MR ALAN KOH**
Head, Internal Audit
4. **MR ALEX SHIU**
Head, Finance
5. **MRS LYNETTE YEO**
Head, Curriculum, Research & Innovation
6. **MR RICK LIM**
Head, Infocomm & Projects
7. **MS KAREN TAN**
Manager, Communications and Partnerships

Not pictured:
MS ELLEANA HO
Head, HR/Admin

SCHOOLS AND CENTRE MANAGEMENT



1. **MRS ANGELA LEE***
Principal, APSN Chaoyang School
2. **MRS ANITA SUWANDI**
Vice-Principal, APSN Chaoyang School
3. **MDM YAZILAH AMIR***
Principal, APSN Katong School
4. **MRS ALICE TEO**
Vice-Principal, APSN Katong School

1. **MR GARY LIM***
Director, APSN Centre for Adults
2. **MR RICK LIM**
Deputy Director, APSN Centre for Adults
3. **MR PHILIP LI**
Assistant Director, APSN Centre for Adults
4. **MDM ASLINAH AHMAD***
Principal, APSN Delta Senior School
5. **MS JEYASHINI KANAGARAJAH**
Vice-Principal, APSN Delta Senior School
6. **MRS LIZA OW**
Principal, APSN Tanglin School

Not pictured:
MS LILY YIP
Vice-Principal, APSN Tanglin School



*Seconded staff from National Council of Social Service/Ministry Of Education

Key Highlights



3,077
existing alumni in
our database*

1,709
Beneficiaries served
in FY2017/18

1,044
students educated
in 4 SPED schools

419
Total Staff Strength

401 alumni actively supported
*via programmes, case management, referral service
and job placement*

164 trained
under the sheltered
enterprises in APSN
Centre for Adults

96 persons
with special needs
found employment
*(both supported and
open employment)*

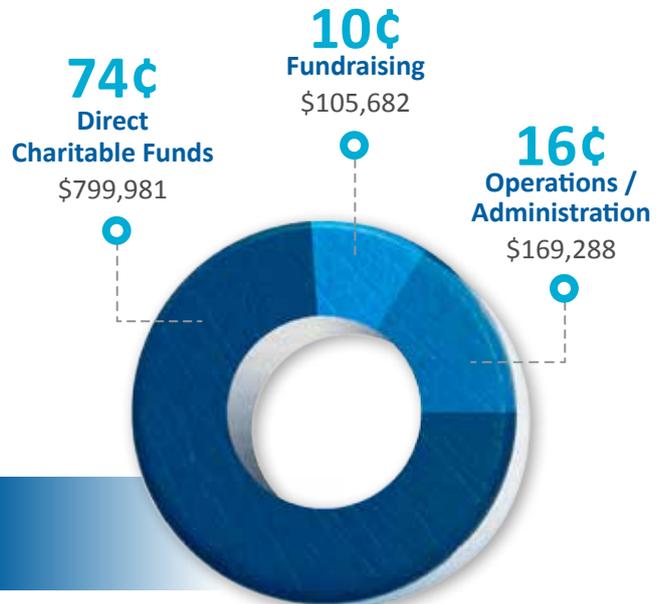
25 children were
provided before and
after school services

*The actual number is higher, with over 2,000 more alumni profiles pending initial digitisation

How Your Donations Were Used

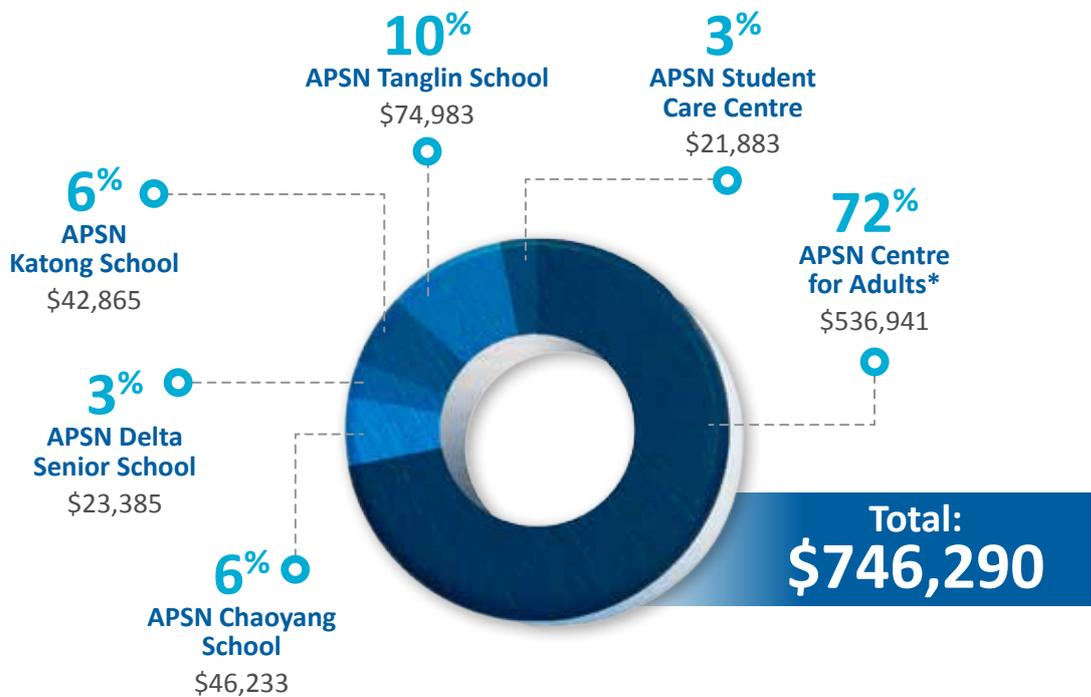
Breakdown of Charity Dollar

APSN received \$1,074,951 of cash donations and sponsorships. Out of every \$1.00 spent, 74¢ went directly to fund programmes and services of APSN that improve the lives of our beneficiaries. The fundraising expenditure fell below the 30% ceiling guideline set by the Charity Council.



Total Donations Received: \$1,074,951

Where Donations Were Spent



Donations spent excludes fundraising expenditure.
 The amount of donations spent will not equal donations received due to timing. Projects may extend beyond the FY, or may be cross-referenced from the prior FY.
 *Expenditure by APSN Alumni Support Services is collapsed under 'APSN CFA'. Costs are nominal, with most of the programmes being volunteer-led and funded by sponsorships.



Developing Abilities in Children

Early Learning Opportunities



At the starting point of an APSN education, children with Mild Intellectual Disability (MID), i.e. IQ range 50-70, from age 7 to 12 are given access to the MID General Programme. For children with mild Autism Spectrum Disorder (ASD), the ASD Structured Programme is integrated into the curriculum.

Preparing the Runway

Building Core Literacy and Numeracy Skills

In these critical formative years, APSN caters to bridge their significant deficits in adaptive behaviour as expressed in conceptual, social, and practical adaptive skills. Students attend classes in Literacy, Numeracy, Life Skills in the form of social emotional and daily living activities, Aesthetics and more.

● APSN Chaoyang School (CYS)

New spaces have been designed to enhance the learning experience, in an environment where safety is a priority. APSN CYS has relocated to a brand-new campus in 2018, with several new features in store for staff and students.

A few examples of the new facilities include a Living Room for students to practise daily living skills such as personal grooming and personal hygiene, an Art Studio for young and budding artists, as well as new safe rooms to serve students undergoing a meltdown.

Meticulous and well-thought lesson planning are the hallmarks of the lessons at APSN CYS. In 2017, APSN CYS has included Universal Design of Learning (UDL) into the literacy and life skills syllabus, after first incorporating it into Mathematics in 2016. UDL is an educational framework based on research in the learning sciences and cognitive neuroscience.

This framework is extended to concepts such as budgeting for the pupils and provides teachers with pedagogy options which accommodate to individual learning differences.



Admission of students with Autism Spectrum Disorder increased



87 (3.3%)
Total number of
students aged 7-12

90 students in FY2016/17

○ **APSN Katong School (KS)**

Serving children between 7 and 16 years old, APSN Katong School (KS) is the only APSN school providing a complete suite of primary and secondary education.

Dedicated attention is given to students, and class sizes kept smaller with an average teacher-student ratio of 1:7. For classes taught to only students with Autism Spectrum Disorder, they require increased care and the teacher-student ratio stands at 1:4.

Apart from the classroom, APSN KS sees the importance of engaging caregivers to be effective in intervention. Initiated in January 2018, Breakfast @ KS enables parents and guardians to gather and discuss how to apply strategies to teach their child daily living activities such as nutrition, taking transport independently and leisure activities. Held two or three times annually on weekends, these sessions proved beneficial as caregivers highlighted common issues faced in parenting, forming a strong guiding network.

○ **APSN Student Care Centre**

APSN Student Care Centre (SCC) provides before and after school care programmes for students with special needs aged 7 to 18. Located in APSN CYS since 1992, services are available to students from APSN and students from other SPED schools to provide a secure and nurturing environment for children with working parents.

APSN SCC was also relocated along with APSN CYS. The facilities were renovated to provide an increased range of services to suit the students' needs. Presently, the new premises sport a proper dining area, sick bay, calming corner, a rock climbing wall, indoor sandpit, pet corner and its own garden space (the previous garden area was a shared corner). The renovations were funded by Ministry of Social and Family Development and Marina Bay Sands.



96%
of students
are on Student
Care Fee
Assistance

25 (38.9%)
Total number
of students

18 students in
FY2016/17

Finding his Voice



It was a tedious task for Melvin Kwek to speak to his classmates and teachers when he first joined APSN Katong School (KS) in 2012. This was because whatever he said, had to be repeated many times before he was finally understood

At times, not being able to pronounce words succinctly was distressing for Melvin as this led to several misunderstandings with his peers.

Furthermore, being brought up by Mandarin-speaking parents, they were at a loss when he was unable to talk about incidents that had happened to him in school. As a result, they had to contact his teachers for more details.

Realising early on that he had trouble articulating his words, his form teacher placed him in Speech Language Therapy (SLT). Conducted individually by a therapist once a week, these sessions aim to correct speech deficits in students who require more support.

As a hardworking student, Melvin worked earnestly with APSN KS Speech and Language Therapist, Ms Agarwal Ruchi to improve on his articulation. Word by word, they tackled phonetics and combining sounds. He also learnt

new techniques like slowing down his speech to string sentences together for better enunciation of his words.

Presently Melvin is 12 years old, and has made much progress. His form teacher, Ms Yeo Choon Ling said "After five years of undergoing SLT, he is more confident and articulate. Speaking up in front of the class comes almost naturally to him."

Looking back, he has progressed steadily over time, and has overcome his speech impediment. Melvin even initiates conversations with his peers and teachers when he wishes to, something he would not have done in his earlier years at school.

Despite Mandarin being the main mode of language around the house, he can be found occasionally conversing in English with his sister and father. He shares about his homework and school life with his family.

Currently, Melvin is still undergoing SLT and working on combining two different sounds together to form words. He will continue therapy until he graduates from APSN KS, to ensure he is ready for the next stage of his life.

Learning from Zero



At seven, when most children would have been able to read, Irfan Iskandar could not even recognise a single alphabet, much less spell his own name. That was two years ago, when he first started at APSN Chaoyang School (CYS).

As the only child in his family, he stays with his parents in a one-room rental apartment. Irfan attended a childcare at five years of age but was unable to learn much successfully as he could not even begin to form distinct words such as “Papa” or “Mama”.

Irfan’s mother holds a job doing shift work, thus Irfan was also enrolled into before and after school care at APSN Student Care Centre (SCC).

APSN SCC primarily focuses on character development over academic work. However, upon witnessing how Irfan struggled with his homework, our staff stepped in to reinforce what he had learnt in the classroom. Picture cards were used to help him memorise letters of the alphabet, and a volunteer was specially assigned to revise with him on a weekly basis.



“Irfan has shown improvement in his writing and is now more responsive to questions. His form teacher Mr Ng has also been very helpful and updates me on his learning and behaviour in school.”

Madam Suriyati, 33, mother of Irfan

Irfan also had to begin with the very basics in Mathematics. Starting off from the Foundation curriculum at APSN CYS, his teacher covered lessons in recognising numbers, and then progressed to counting.

The nine-year-old has since advanced to a new level module and does addition and subtraction with greater ease. Irfan can even do simple budgeting within the amount of 10 dollars. And he can now read simple words.

Knowing how it feels to be left behind in class, Irfan occasionally lends a hand to classmates who are academically weaker than him. As a result, he is a service leader, the equivalent of a junior school prefect.

To reinforce our notion of lifelong learning, our journey together with Irfan goes beyond his time with us. Despite withdrawing from APSN SCC at the end of 2017, Irfan continues his studies in APSN CYS. An Individualised Educational Plan¹ has been developed by APSN CYS to plan targeted intervention for Irfan, which is reviewed every six months.

1 The Individualized Educational Plan (IEP) is a plan or program developed to ensure that a child who has a disability identified under the law and is attending an elementary or secondary educational institution receives specialized instruction and related services.

● — ● — ● — ● — ●

Cultivating Youth Potential

New Discoveries



Children mature into adolescents, and from ages 13 to 21, they engage in both secondary and post-secondary training to further develop their potential. In an APSN Secondary Education, vocational education is introduced amidst the continuing academic curriculum. By the time they enter APSN Post-Secondary Education, they have the necessary skillsets to specialise in a field of vocational study.

Carving a Niche

Forming Competence in Academics and Work

Students with special needs from ages 13 to 16 receive focused secondary education through APSN Katong School and APSN Tanglin School. The curriculum spans core Literacy, Numeracy and Science domains, and presents holistic Vocational Education and Life Skills which are relevant to their learning. On top of which, students receive exposure in Social Emotional Learning, Physical Education and Sports, and the Arts.

APSN Katong School (KS)

To ensure a smooth transition into the secondary curriculum, Transition Planning was introduced in 2017 to facilitate APSN KS students to plan post-secondary goals early on in Secondary One such that a sufficient runway is created to achieve their aims. Suitable pathways are specifically matched to each student's interests, preferences and strengths.

In another 2017 initiative after a pilot run in 2016, students passionate about Visual Arts took part in 'KS Arts Biz', where they made curious trinkets by hand and turned entrepreneurs to sell them to other students or public events. Art pieces such as terracotta jewellery, photo frames, bookmarks, Chinese brush paintings and coasters were sold by the 10 students themselves, reinforcing values of money management techniques.



107 (-)
Total number of students aged 13-16

107 students in FY2016/17



APSN Tanglin School (TS)

It has long been known of APSN TS' fervent support for the Arts. The Creative Arts programme takes shape in various channels – via events such as organising the debut 'TS Artistry - Talents Revealed!' in November 2017 as an inclusive arts festival, and also actively identifying children who have potential to develop their flair further. Through the Arts, students generally show improvement in social skills, fine and gross motor coordination, as well as speech and language abilities.

To enhance the technological skills of students from the Multi-Media Club, Let's Fly Drones! was started in 2017. These students with passion in Information & Communication Technology learnt to build and pilot drones, learning the basic functions of drone coding and operations. 60 participants have gone through the programme, learning through a creative approach as they explore strategies and overcome challenging obstacles to fly their drones.

241 (0.8%)
Total number of students

239 students in FY2016/17

Admission of students with Autism Spectrum Disorder increased

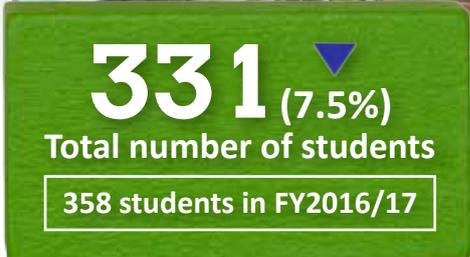


Newly-introduced in July 2017 was also the Lego Therapy Programme which targets students with Autism Spectrum Disorder. Students build and create structures with Lego bricks and work in collaborative play therapy sessions with a Psychologist and Speech & Language Therapist. To date, a total of five upper secondary students have benefitted, and all have shown improvement in their ability to engage in social interactions with others in group settings. Programme scores were measured in areas such as verbalising instructions and turn-taking skills.

APSN Delta Senior School (DSS)

Graduates from secondary schools may continue on the APSN Pathway to enrol in APSN Post-Secondary Education. They undergo vocational training at APSN Delta Senior School from ages 17 to 21 to attain a Singapore Workforce Skills Qualifications (WSQ) Certification, provided by Workforce Singapore and SkillsFuture Singapore (SSG).

In lieu of increasing job attachment opportunities for students, 'The National Library Board (NLB) Externship' programme was launched in 2018. A group of 10 youths with special needs acquired skillsets in proper shelving, shelf-reading and developing their social communication skills when attending to library goers. The APSN DSS students practiced their work and interpersonal skills for an hour every Tuesday. This first step may bring about more opportunities for training in partnership with NLB.



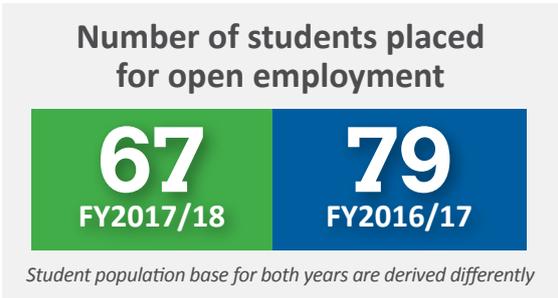
More students gained employment earlier in Year 3 or 4

quizzes conducted for students to participate. Complex life skills have been simplified and woven into the curriculum.

To nurture students on the importance of going green, The Smart Food Recycling Project was started. Food waste, such as leftover vegetables and fruit peels, were placed into the Smart Cara machine by the students from the Food Services programme. Students from the Horticulture programme collected the compost which was then used to cultivate the school garden. Through this project launched in Term 4 2017, a total of 25 students learnt the importance of conserving natural resources and reducing the amount of waste sent to landfills and incinerators.



A thematic approach has been introduced for all Year 1 to 3 students during their numeracy lessons to keep the students cognizant of the focus theme for each term. Termed the 'I'm Ready For Life' Project, it was officially launched in January 2018. For instance in Term 1, the focus was on Personal Management: Healthy Living. Posters were placed up around the school and music related to healthy living was played, with practical activities and



Through the Lens of Art



Those meeting Beatrice Goh for the first time would probably find it hard to believe that she has been diagnosed with mild intellectual disability and autism. The 14-year-old talks excitedly about art, with a fascination of different world cultures that she details vividly in her art pieces.

Beatrice grew to love visual art since the age of 10, after joining the Art Club in APSN Chaoyang School. Before which, her mother described her as a very shy person, who did not talk much to others and preferred to keep to herself.

Currently in APSN Tanglin School (TS), Beatrice is now able to pursue her talent further. Encouraged by the teachers in the APSN TS Art Club, Beatrice has been exposed to a wider range of art mediums, which include watercolour and acrylic painting.

Her form teacher Mrs Desiree Chen, also an APSN TS Art Club teacher, is heartened to see that she continues to hone her skill with zest. She said "Through art, Beatrice is able to connect with others and this helps her make new friends easily. She is less shy because of art and can speak about her art pieces freely to her peers. Art helps her to express herself and communicate better with others."

Beatrice even conducted a live art demonstration during 'TS Artistry - Talents Revealed!' last year, a debut event culminating arts at APSN TS. Many of her artworks were also exhibited during the inspiring occasion.

One of her drawings was selected to be printed on the Singapore National Day Parade 2018 Funpack by an external committee. Citing her inspiration from Singapore's own landmarks of Marina Bay Sands and Gardens by the Bay, Beatrice said, "I hope that other Singaporeans will get to enjoy my drawings of Singapore."

Drawing is therapeutic for Beatrice, and she has built up a calm composure through art which has enhanced her problem-solving skills. Academically, she was awarded the Functional Numeracy Award as one of the top 10% students with outstanding Numeracy results in 2017.

Spending one to two hours drawing every day, she aspires to be an artist in the future. Annually, APSN TS will send her for at least two art competitions, of which recently she was the finalist for The Embassies of the World M.Y. Bridge of Peace Art Competition.



Motivated to Pursue

Fresh out of APSN Tanglin School (TS), Evelyn Lim was enrolled in APSN Delta Senior School (DSS) as a student. She was placed in a transition programme (known as the LEAD Programme) where she was faced with many challenges.

During her time in APSN DSS, Evelyn started to observe how both her parents struggled financially to support their family of six, including her grandparents. Her mother works seven days a week for at least 10 hours per day in a coffee shop, and her father works in a store selling personal-care products. She realised how she needed to contribute to household expenses, and the prospect of finding work started to motivate her to be more serious in pursuing her studies.

Under the guidance of Ms Nor Farhani, her Personal Development Mentor (also known as form teacher), Evelyn strived to work harder in school. Ms Nor Farhani met up with her regularly after school to give her pep talks and advice on how she could improve her interactions with others.

Evelyn started to put in more effort in improving her behaviour and work ethics by preparing for class assessments.

She used to also involve herself in several arguments with her peers and would make inappropriate remarks in the heat of the moment. After constant encouragement and emotional guidance from her teachers, Evelyn

“APSN has helped Evelyn to improve in her academic studies, and she has become more independent. She now shows more initiative in doing family chores, and makes more positive choices.”

Madam Quek, 48, mother of Evelyn

learnt to better control her emotions when faced with conflicts.

All her efforts finally paid off, when Evelyn was successfully promoted to a WSQ track in her field of interest – Food Services, at the end of the first year.

While developing her culinary flair, Evelyn continued to work on improving her sports game. She has represented Singapore at the Asian Youth Para Games last year for shot put and is training for the National Inclusive Athletics Championships 2018 for shot put, 400m and 800m run.

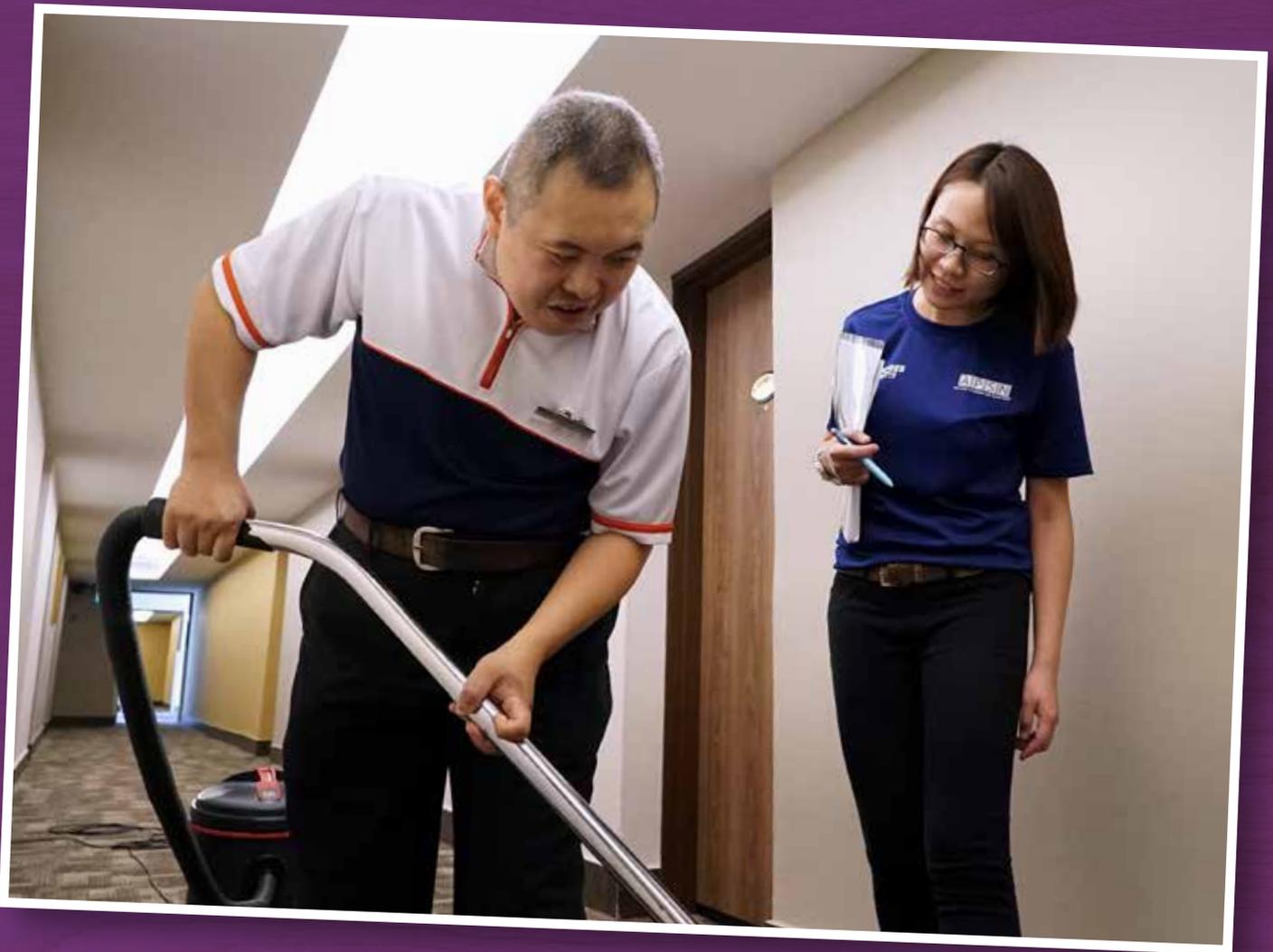
Students generally take an average of three years to finish the WSQ programme at APSN DSS, with 87%¹ of students finding employment after graduating.

¹ This figure is based on 2017's graduating cohort for WSQ certification track. The number excludes students who transitioned to CFA for sheltered employment and students pursuing further studies.



Sharpening Skills of Adults

Kept Engaged at Work



After the age of 21, most APSN students would have been trained and placed into open employment. Yet every learner is different, and for those aged 17 and up who need an even longer runway, they proceed on to APSN Centre for Adults (CFA). APSN CFA serves as an alternative for APSN Post-Secondary Education and caters to adults with special needs. It is here that they receive further training to better equip them with skills for open employment.



arrowing the Gap

Further vocational preparation

When it comes to finding jobs for adults with mild intellectual disability, the work often has to fit the worker which can be achieved through job re-design. At APSN Centre for Adults, trainees receive realistic on-the-job training before they are ready for the workforce. The enterprises allow a realistic work training in five domains of Bakery, Café, Catering, Contract Work and Design & Upcycling.

○ *APSN Centre for Adults (CFA)*

In FY2017/18, APSN CFA has innovated its list of programmes to train, place and support persons with special needs. A new training curriculum was developed and consists of four phases: Phase 1 - Training Programme, Phase 2 - Sheltered Enterprise Programme, Phase 3 - Supported Employment and Phase 4 - Open Employment.

Transformed 4-Phased Programme

In the first phase of training at APSN CFA, the trainees rotate and attempt each area of work training before the second phase of specialising in a selected sheltered enterprise. In FY2017/18, the scope of Design & Upcycling has evolved to increase the range of skill sets acquired by trainees.

Design & Upcycling

Previously known as Upcycling, Retail and Logistics, the enterprise has been renamed and offerings updated to include digital art. Trainees have the option of using technology to draw, on top of drawing by hand. Newly-designed creations are adapted to the production of tote bags and T-shirts and showcased in APSN Mystical Café for All available for purchase.



With the support of APSN CFA Job Coaches and employer partners, trainees gradually advance into Phase 3 - Supported Employment. Over a one-year period, consistent engagement and monitoring of performance are in place throughout the placement process to assure the fair and equitable treatment of these trainees with special needs.

Finally, they progress to the fourth and final phase of Employment where reliance on APSN Job Coaches will be removed gradually. Over the years, APSN CFA has successfully placed its trainees in both private and public sectors. Many of its trainees and alumni are now working in fast food restaurants, in the kitchens, serving at counter or dining areas and more.



Working with the Community

Industry-Grade Equipment

As trainees learn applicable industry-specific skills, deep insightful collaborations are key to keep pace with the different industries. Through the IHG Foundation Grant, the APSN Bakery and APSN Kitchen underwent renovations, completed in January 2018. The premises now adhere to industry requirements and provide F&B training to 75 trainees.

Financial Planning for Caregivers

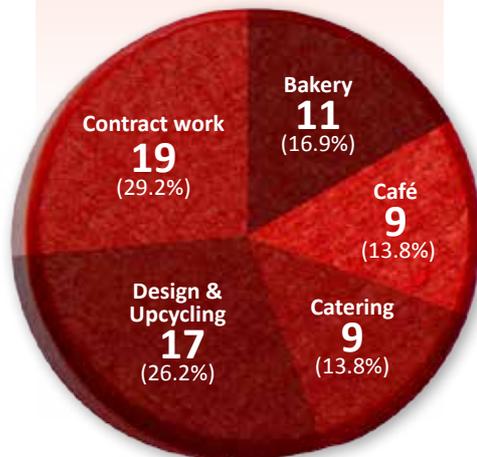
For the first time, APSN CFA kick-started a financial planning workshop to benefit caregivers in March 2018, in collaboration with Institute for Financial Literacy and Special Needs Trust Company Ltd. Steps to plan toward one's retirement, the Central Provident Fund (CPF) and CPF LIFE schemes and estate planning were topics covered.



Higher awareness due to publicity efforts e.g. roadshows and open houses, and revamped programmes



Breakdown of Trainees in PHASE 2 Sheltered Enterprise Programme



From Aggressive to Disciplined



Looking at how Ooi Leong Pin is well-liked by his peers at APSN Centre for Adults (CFA), it might be hard to imagine how they used to be afraid to approach him.

When he first entered APSN CFA, he could not say a word to any of his classmates or instructors. This is due to an anxiety disorder called selective mutism¹ which he suffered from since entering the training premises.

Occasionally in anger, he would throw punches or kick them without warning. At least twice a week during lessons or breaks, he would exhibit disruptive behaviour. This caused his fellow trainees to shun contact with him as they did not wish to be the victim of his next blow.

Being diagnosed with mild intellectual disability and autism spectrum disorder, he is sometimes unable to express what he is going through. This pent up frustration resulted in him resorting to channeling his feelings through acts of aggression.

His instructors in APSN CFA noticed his outbursts, and started asking him specific questions, over pen and paper. Slowly but surely, Leong Pin wrote back in reply to convey his thoughts.

From his responses, his instructors could better understand what triggered his fits of anger. Very soon, this became an effective outlet of communication for him. They found that he lashed out at his peers for a variety of reasons; one such situation was because he felt stressed by the noise they created.

After four months of working with his instructors, Leong Pin began to open up verbally with them and his fellow classmates. Speaking in a soft voice, he can now express his views, and as a result share any disagreements amicably.

Coming to his first year at APSN CFA in July 2018, the 25-year-old said, "I like to go to the centre and attend lessons. And now, no more fighting." He has even pulled his weight in the Bakery Sheltered Enterprise during the Chinese New Year festive season by pulling overtime until late to help with the orders, all on his own accord.

Leong Pin has earned a Workforce Skills Qualifications (WSQ) certificate in Culinary Arts after graduating from APSN Delta Senior School. He has since moved on to undergo the APSN CFA Training Programmes and will enter a vocation of his interest in the latter half of 2018.

1 Persons suffering from selective mutism do not intentionally choose not to speak, but rather cannot speak under anxiety-ridden circumstances.





Out Into the Workplace

After 10 years of dedicated training in APSN's sheltered workshop since 2007, Li Peilin has begun a job as an Operation Assistant in a firm providing business services. With this new position, she had to adapt to her new role under the Supported Employment programme at APSN Centre for Adults (CFA).

Her current main task includes filing documents, and to minimally complete 100 files daily. Peilin's Job Coach, Mr Seah Eng Siong, assists to supervise and monitors her learning to quickly iron out difficulties that may arise.

While Peilin was generally competent in carrying out her assigned tasks, she soon found herself needing to stand up to the challenge of managing her emotions and adapting to the new environment.

Diagnosed with mild intellectual disability and autism spectrum disorder, certain triggers may potentially ensue a meltdown in her daily life. During which, she might begin to hit her head relentlessly, when she hears certain trigger words which cause her to lose control over her actions.

Mr Seah advised her work supervisor to avoid using particular words when interacting with Peilin. He also regularly devises different strategies to motivate her to persevere and improve her behaviour to comply with her co-workers.

Some of these methods include filling out cards with different volume levels from 1 to 5,

to remind Peilin not to speak above a certain volume. As one of her hobbies include singing, she knows now to sing at a lowered volume during her time at work.

This is the second time her employers at Resources Management and Advisory (RMA) Group has had an APSN trainee join their team. Aware of how she is helping her breadwinner mother to support the family of four, her supervisor at RMA Group said "Peilin is able to deliver what is required of her, so we are very proud! As much as we can, we would like to help as she is a good employee."

Peilin now earns a dignified income and is able to support her family's expenses. For the first time in a few years, she was able to buy new clothes to usher in the Chinese New Year celebrations with her family.

Her supported employment will come to one year in November 2018. Thereafter, APSN CFA plans for Peilin to transit into Open Employment in her current workplace, where she will rely less on her Job Coach and eventually depend fully on her colleagues for any training needed.



● — ● — ● — ●

Bridging Alumni for Life

Staying on Track



Once an individual has been through any APSN School or Centre, they are considered an APSN alumnus. When students from APSN Schools and trainees from APSN Centre for Adults are de-registered, graduated or referred out for employment or to other charitable services, they will continue to be supported by APSN Alumni Support Services to ensure that their quality of life continues to be enhanced and supported. At the same time, students from other Special Education (SPED) Schools are welcomed to be a part of the APSN alumni network.

Creating a Community of Hope

Follow-up Services

What happens to alumni when they move on from an APSN education? Life for these individuals still carries on, with many of whom have the necessary skillset to enter the workforce, coming face to face with the larger community and earning a living. There will also be those that slip through the cracks, deviating from the mainstream system. Regardless of what life stage our alumni are at, APSN is there to identify and render help wherever needed.



APSN Alumni Support Services

Since 2005, APSN has been providing services to alumni in the form of job referrals, retraining and recreational programmes. Our services have gradually expanded over the years to provide targeted and timely intervention to those who have progressed on from an APSN Pathway. Currently, our suite of programmes include skills-embedded social and recreational activities, job placement & support services, legal and medical referrals, and more.

3,077  (3.3%)

Total number of alumni

2,979 Alumni in FY2016/17

In FY2017/18, the alumni services were expressly developed in the following areas:

1. *Getting in touch with alumni who have deviated from mainstream*

After leaving the APSN Pathway, many alumni members can integrate into society with some assistance. However, there will be some who are at risk of slipping through the fissures of society, and need specialised support to disengage from deviancy. Working in collaboration with community stakeholders, Alumni Support Services has begun to trace the network of such individuals, and formulated care plans to decrease the prevalence of such problem behaviours.

2. *Outreach and advocacy work*

In line with building an inclusive society, APSN Alumni Support Services engages in advocacy with the community. Through workshops and training conducted for stakeholders, there will be increased awareness and understanding of working with persons with special needs. Such training gives insight into how best to impact this group, and is held for Doctors, Lawyers, Police and Prison officers, and more.

3. Expanded training and skills-embedded recreational programmes

In continuing to strengthen the skills and abilities of APSN alumni, a few new workshops and programmes are introduced.

Retail Training

This introductory five-day course in Retail was organised by APSN in 2018 with funding from SG Enable, and specifically caters to persons with Mild Intellectual Disability. APSN has sent 11 alumni participants in preparation of their employment in Retail operations. Covering a range of topics such as handling money, replenishing inventory and store maintenance, this has helped learners to provide the desired services and values in the Retail industry.



Best Buddies Ambassador Programme

Best Buddies offers accredited international programmes in over 50 countries worldwide and APSN is accredited to run the programme in Singapore. Best Buddies Ambassadors is a programme that provides training for participants with and without intellectual and developmental disabilities (IDD) in areas of speech writing, public speaking, and self-advocacy. Ambassadors develop the skills to share their life stories, promote alumni and Best Buddies programmes, network, and most importantly, become engaging advocates for the disability rights movement. 18 APSN alumni members have undergone the programme since its trial run in December 2017.

Project Empowerment Food of Love

A total of 20 APSN alumni and trainees are in partnership with YMCA of Singapore volunteers to contribute monthly, in the preparation and distribution of pastries to the less privileged elderly living in rental flats. Part of an initiative to give back to the community, the volunteers befriended the elderly and spring-cleaned their homes.

Total number of alumni engaged through programmes

401

313 Alumni

Training and skills-embedded recreational programmes

66 Programmes Run

(12 types of programmes e.g. Outings, Sports, Workshops and more)

32 Alumni

Case Management

31 Alumni

Referral service

(medical, legal and financial aid, etc.)

25 Alumni

Job placement and support

Total number of public outreach

2,283
Members

46 Workshops Run

Attendees consisted of Corporates, Healthcare workers, Lawyers, Ministry of Social and Family Development Probation officers, Police officers, Prisons officers, Psychologists, and the Public

1,423 Volunteers Engaged





A Second Chance to Give

After spending less than a year in APSN Delta Senior School (DSS), Muhammad Zakaria Bin Roslan pulled out of school in 2016. He has been attending APSN schools since 2011, and after receiving vocational education, he believed he was ready for anything and wanted to start working.

When left to his own devices, he did not stick to his original plan of finding employment. Instead, he began socialising with boys his age around his neighbourhood that gradually had a negative and growing influence on his lifestyle.

Living with his mother and stepfamily in a 3-room flat, he was at times unhappy with disputes that arose at home. These conflicts resulted in him staying away from home for days and months, impeding attempts by his parents to stop him from erring.

He began to commit a slew of vice-related activities with his peers, which included theft and absenteeism. Working as a team, they targeted the belongings of the unsuspecting public such as wallets and unattended items.

Zakaria and his group were able to get by on what they looted, but only for as long as they continued to break the law. However, in 2017, they were caught at last, and he was placed in prison remand for the first time.

At this juncture, the Ministry of Social and Family Development referred his case to APSN Alumni Support Services. Mr Shasikaran

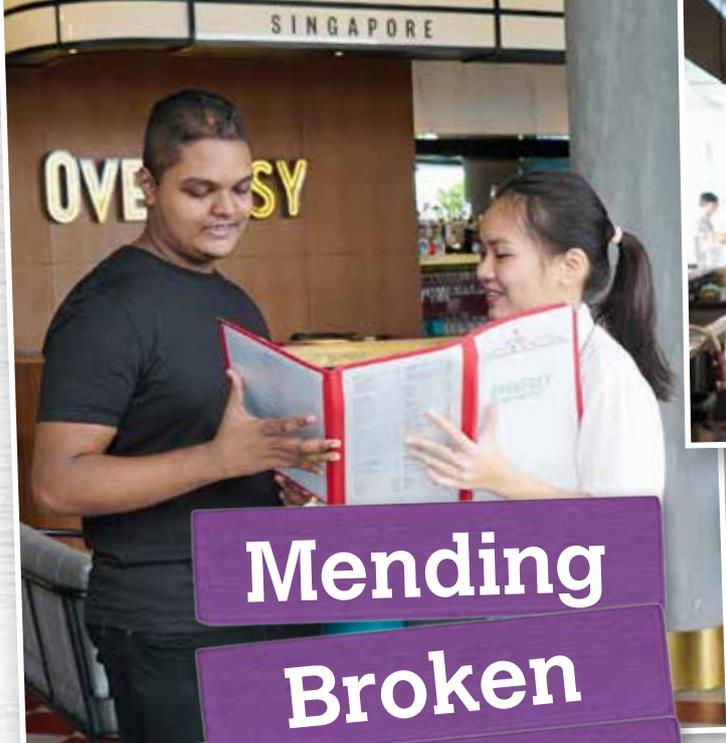
Kalimuthu, APSN Senior Alumni Executive, immediately started assessing his case and planned for his rehabilitation.

Now 18 years old, Zakaria has undergone Retail training with APSN, and will work with a Job Coach as he actively seeks full-time employment. Mr Shasikaran also advised his mother on how to adopt a healthier parenting style, such as taking on a more authoritative tone.

He has also agreed to stay away from the youth-at-risk he used to interact with. Zakaria said “I really regret what I did and want to put things right. For me, I hope to give back to the community because at my lowest point, I was lucky to get help.”

With his mother’s full approval, Zakaria has taken on a leadership role in alumni programmes over the weekends. He attends the activities weekly and has gotten to know other alumni members who share similar challenges.

Mr Shasikaran says, “We have worked with his family, developing his competence and confidence required for employment. I’ve witnessed first-hand how Zakaria has emerged stronger through our intervention. Now he has subscribed to the idea of giving back to his community instead of merely being a recipient, in line with the alumni programme’s mission of changing their outlook.”



Mending Broken Ties



“APSN has done a lot for our family and provided tailored support for Saktheesh such as steering him out of unemployment.”

Nayabal, 55, mother of Saktheeswaran

From an excited graduate, eager to start work, Saktheeswaran S/o Mathialaku became a terminated employee in the span of nine months. After graduating from APSN Delta Senior School (DSS) with a Workforce Skills Qualification (WSQ) in F&B, Saktheeswaran found a job in a hotel café.

His enthusiasm for work quickly deteriorated as he followed-up with a customer’s complaint and was in turn accused of threatening his supervisor when no action was taken.

Saktheeswaran was unemployed for close to eight months after the episode. Coming from a single parent family, his father had passed away a few years ago, and his breadwinner mother raised the family by working as a cleaner.

Saktheeswaran started to spend more time with his family during this period, and realised how much they cared for him. He then decided to get back on his feet with the help of APSN Alumni Support Services after a referral by his Job Coach at APSN DSS.

In 2017, alumni services guided him to do strengths matching. And to help Saktheeswaran understand where he had messed up in his former job, eventual role enactments and justifications of de-escalation processes were done. This process was time consuming, but he came to realise that though his intentions were in the right place, his actions left much to be desired.

With the recommendation from a recruitment partner, he went down for two interviews at F&B

establishments. After a successful discussion, he was gainfully employed with American diner OverEasy in March 2018.

Saktheeswaran said, “I am happy to be given an opportunity with F&B services again. This is my second chance and I want to give it my best shot.”

Continuous weekly engagement with Saktheeswaran and his family continued as he underwent job counselling, giving him tips to prepare for work, up to the day he started work.

To date, the 21-year-old enjoys working eight-hour shifts at OverEasy, and he is kept busy with tasks are such as clearing tables.

He is occasionally engaged through home visits and counselling on how to overcome his anger and attends APSN alumni programmes & outings over the weekends. Alumni services also referred his family to Social Service Offices for financial assistance to help ease the strain on their pockets.

His mother Nayabal, 55, said, “APSN has done a lot for our family and provided tailored support for Saktheesh such as steering him out of unemployment.”

The future is endless, as Saktheeswaran aspires to run his own F&B business. A fitness enthusiast, he also hopes to start his involvement with a gym business. He said, “One day, I want to be financially independent, and support my family to fulfil my duty as a son.”



nurturing Others by Gifting Time

4,272

**Volunteer
Contributions**

*Across all
Schools and Centre*



despite the travelling. It was a role that involved reconstructing the history of APSN by capturing all beneficiaries since the start.

Another volunteer, Mr Trung Ta, 45, said “Some of the old personal records of alumni date all the way back to the 1960s! We still need more people to volunteer and dedicate a small amount of their time to continue this work as we have a long way to go.”

Digitising Records of PWID

Scanning and sorting through thousands of documents at one go may seem mundane to most, yet that is exactly what this group of volunteers gather to do during their leisure time. Started by husband and wife pair Mr Ian and Mrs Silke Seghal, they are usually intensely-engaged at work as Directors of their own respective companies, and yet they choose to kick back over the weekends in the unlikeliest manner of piloting a team of friends to digitise the records of APSN alumni.

The couple and four other friends can be seen every weekend at the APSN Centre for Adults (CFA), arranging and scanning files to transfer hardcopy alumni profiles to softcopies. In the process, they also managed to set up a standard operating procedure for the digitisation, and this made it easier for other parties to chip in and volunteer.

One of the volunteers, Ms Jessie Yip, 32, said “I am glad to contribute my time and help such a passionate team. The scanning and sorting helps them to access the information faster to provide faster assistance.”

The couple commutes weekly across the Johor Causeway just to volunteer. This routine gives them satisfaction to help in any way they can

Reading to Teens Her Age

Volunteering was a means for 19-year-old Arabelle Ilankovan to make a tangible difference where it truly mattered.

She said, “I wanted to gain a new experience by getting involved with anything that was impactful, to change someone’s life.”

To realise this goal, the student at Millennia Institute joined the Read with Me (RWM) Programme as a buddy reader to coach students who require higher support in reading. The after-school programme runs weekly for two school terms at APSN Delta Senior School (DSS) to prepare students for their Workplace Literacy (WPL) assessment.



Though Arabelle does not consider reading to be one of her hobbies, she has already been volunteering on RWM for two years and counting. She said, "It is important for the students to learn to read. Since reading is crucial to many tasks, having competent reading skills will help them in their daily activities."

At the start, she felt uncomfortable reading to youths who were close to her age. "Previously I was more used to reading with children, so it was a first for me. This became more natural after the first time, and I've grown to be comfortable in reading to other teens."

Over the one-hour sessions, she has witnessed students improve in their reading abilities. One student she has taught is 18-year-old Idil, who has trouble recalling the words he has learnt. To improve, she worked with him in linking up words to relatable objects and his vocation in horticulture to help in his understanding.

Meeting youths who have special needs was an eye-opener for Arabelle. Through the programme, she has met other APSN students, one of whom is Aisyah, 17. Arabelle said, "She was telling me about certain difficulties she faced in her life, yet she still comes to school every day to try and achieve some results – no matter how tired she feels."

"This made me appreciate the things which I am able to do and make the most of what I have."

There are 25 volunteers for RWM, all of whom are students from Millennia Institute. Each week the volunteers go through a series of words with their APSN DSS reading buddies, with exercises in vocabulary, cloze passages, reading fluency and word search. Progress monitoring was done at the end of each session.

○ **APSN: Her Second Home**

When Ms Alice Chew ferries her daughter Kelly Wong to APSN CFA, she is usually mistaken as staff. She taps in with an access card, makes her way around the training facilities and sheltered enterprises easily, and is recognised by staff and trainees.

Unlike many other caregivers, Ms Chew stays at APSN CFA for the day, and goes back with her daughter when her training at the Centre has finished. Kelly, 28, joined APSN CFA as a trainee in February 2017. One month later, Ms Chew stepped up to volunteer at the centre.

For the past one year, she has volunteered her time in various enterprises such as the Bakery, Café and Contract Work. From whipping up meals with trainees in the APSN Mystical Café for All, to helping them meet their packing orders, she has done it all.

She takes the initiative to volunteer as much as possible. Ms Chew said, "Wherever support is needed, I will go. Any enterprise that needs help, I can try – except for horticulture training!"

The 55 year old retired from her full-time job as a travel consultant at the end of 2016. This is her first shot at long-term volunteering.

She said, "I feel very happy just by interacting with them, to understand their different personalities and needs. At the same time, I feel



their joy when someone pays attention to them, as if they are glad to be here in APSN."

Ms Chew embraces this opportunity to interact with other trainees with special needs, which she claims keeps her mind active. Occasionally, she recommends her group of friends to give back at APSN or even come on board as staff.

She says that life has more meaning when time is spent in this manner, since she did not have such chances to volunteer while she was working full-time. Aside from assisting trainees from the sheltered enterprises, she also contributes towards the digitisation project.

"I treat this place (APSN CFA) as my second home, and the staff here are like family to me."

Events & Fundraising Highlights

With the kind generosity and wholehearted support from donors and partners, APSN raised a total of **\$1,074,951** in FY2017/18. The funds raised create change in the day to day lives of our beneficiaries in support of training programmes and education services, which empower them to be independent members of the community.

SIGNIFICANT EVENTS

The Social Fairground

15 July 2017 | 25 Patterson Road

In partnership with The Local People (TLP) and Singapore Land Authority, this event marked a special edition of the TLP Art Market. With curated stalls selling merchandise, game booths and performances by local artistes, the event aimed to promote a culture of diversity, inclusion and attitudes of acceptance towards persons with special needs through a social platform. The carnival raised a total of \$99,006.96 through ticket sales and donations.

Charity Dinner 2017

7 September 2017 | Sands Expo & Convention Centre

This inaugural event was hosted by official event sponsor Marina Bay Sands, and graced by Mr Ng Chee Meng, Minister for Education (Schools). As a sign of support, corporate partners and volunteers of APSN attended the event themed 'Empowering Lives, Enabling Communities towards an Inclusive Society'. They were also commended for their efforts in empowering persons with special needs to achieve their fullest potential. It was a night to remember as the programme consisted of gravity-defying circus stunts pulled off by beneficiaries, delicious entrées prepared by trainees, and tunes by performers that serenaded the crowd. A total of \$273,422.05 was raised through the dinner.



Music Gives Back 2!

11 December 2017 | Esplanade Recital Studio

Music Gives Back 2! was a concert performed by professional musicians, pupils & APSN beneficiaries, organised by Ms Dawn Marie Toh and friends. On the playlist was a wide repertoire of evergreen hits, Romantic era music and more. Concert proceeds came up to \$78,457.01. Gracing this occasion was Ms Sim Ann, Senior Minister of State for Culture, Community and Youth and Trade and Industry.



APSN Charity Virtual Run 2018

1 February - 15 March 2018 | Various locations

The APSN Charity Virtual Run 2018 was organised for the public to impact the lives of persons with special needs, via running. Themed 'Feat Beat', this was an opportunity for participants to push the boundaries of their abilities and step out of their comfort zone. By entering into one of the three categories, participants stood a chance to win lucky draw prizes. Funds were raised via registration fees and corporate sponsorships. Over the 6 weeks, 193 participants ran a distance of over 2,281km for persons with special needs. A subcategory 'APSN Charity Virtual Run 2018 – Corporate Challenge' held from 5 February to 11 February saw the support of many organisations, including Siemens Pte Ltd and Aegis Building & Engineering Pte Ltd. In total, \$73,197.95 was raised from this event.

Donors Contributions - Donation Box

At various F&B establishments across the island, APSN donation boxes can be spotted easily. These are some of the outlets that support APSN through the placement of donation boxes at their outlets. Notable eateries such as KFC, Pizza Hut, Swensen's are our great supporters and a sum of \$149,909.48 has been collected in the FY.

Looking Forward

For the year ahead, APSN has embarked on several upcoming initiatives and plans. Here are a few of them below.



● CFA Campus 2

In the later half of 2017, APSN Chief Executive Officer, Dr Christopher Tay, shared a vision of building an APSN Community and College (ACC). Ever since, the Management has been engaging key stakeholders on the ground such as the Community Chest, Ministry of Education, Ministry of Social and Family Development, National Council of Social Service, SG Enable, Singapore Land Authority, caregivers and staff.

Canvassing has commenced to lay the building blocks of this preliminary initiative – titled 'CFA Campus 2', which enriches APSN's existing Alumni Support Services. CFA Campus 2 is a prelude to the ACC, kick-starting operations by providing short courses for alumni. A five-day Retail training course has been successfully piloted in 2018, with funding from SG Enable. More developments are in progress for the year ahead.

The ACC aims to be a Continuing Education and Training (CET) Centre, which provides accessibility

to lifelong learning and higher education to persons with special needs. This one-stop advisory Centre will serve the public as well, by providing caregivers, volunteers and employers a trusted environment to learn more about persons with special needs and how to support them. Staff development is also a major focus of the ACC, where its members can undergo subspecialty training throughout the course of their work.

The new premise is slated to operate in the west or north region of Singapore to serve the community at large, with facilities catering to those with intellectual and developmental disability. Marina Bay Sands remains one of our strongest corporate supporters through their donation towards ACC. We are also honoured to have onboard DP Architects' design expertise to realise the creative vision of ACC.

Pre-School Initiatives

An integral part of the ACC development plan involves extending APSN's foray into early childhood intervention and learning. In December 2017, APSN started on its pre-school initiatives in driving progress for inclusive education within the early childhood sector. These efforts aim to expand networks and galvanise support across regions, in the areas of funding and resource collaborations.

APSN has also designed a unique **inclusive** education model, tailored for Singapore's education system which elaborates on how inclusion responds to student diversity, improves accessibility and quality of early education. To create public awareness on this inclusive blueprint, we have conducted ongoing conversations with corporate and community leaders such as SingTel Group, National University Health System, Ministry of Education, National Arts Council, Temasek Foundation Cares, National Institute of Education, The Education University of Hong Kong and the wider pre-school communities. These are APSN's key partners in shaping the blueprint for nationwide school inclusion.

Into the next two years, one significant project is to pilot an inclusive early childhood curriculum. This preliminary study aims to evaluate how school readiness is defined in the light of inclusive practices and establishes what is missing from current research and literature on what an inclusive approach to school means for children, families and educators. Yet another milestone is the launch of the future-ready, purpose-built inclusive school, Whiz Kidz My Pre-school in 2019.

Digital Transformation

In line with Singapore's Smart Nation vision to improve the quality of lives of those we serve through digital technology, APSN has engineered an Infocomm Strategic Plan. This drives the implementation of cashless technologies organisation-wide, enabling APSN students and trainees to come into close contact with new technologies via their curriculum and daily activities.

By offering smart experiences as part of the APSN Pathway, it breeds a culture of learning and inclusiveness, bridging learning gaps which beneficiaries may face. These are some areas which APSN is putting forth to align with the Living, Learning and Working model as follows:

- Assistive Devices
- Augmented Reality Technology
- Cashless Technology
- Data Analysis
- Gamification
- Robotics Lessons/Co-curricular Activity
- 3D Printing Lessons

APSN aims to be a leader in the Special Education (SPED) sector via deployment of pioneer and creative educational technology to all staff and beneficiaries, thereby empowering them to contribute to society.



Corporate Governance Report



*Mazla'idah Bte Mazelan
Earth and Planets, 2018*

Mazla'idah, 14, is from APSN Tanglin School and depicts her fascination of outer space in this artwork after watching a cartoon with astronauts. Though the vacuum of space may seem dark and frightening, light reflected off the many planets can be beautiful.

A. APSN BOARD

The Board Members (“Board”), Committees and Management of APSN are committed to maintaining high standards of governance, in line with the principles stated in the Code of Governance for Charities and Institutions of Public Character.

The Board’s conduct of its affairs is set out in the Delegation of Authority Policy (“DOA”) which was approved by the Board on 18 April 2018. The Board works with the Chief Executive Officer (“CEO”) to lead and manage the Association, and delegates the formulation of policies and the day to day management to the CEO and the staff members. The CEO and staff members remain-accountable to the Board. The Board reviews the items in the DOA on a periodic basis to ensure that they remain appropriate to the needs of the Association.

Board members are elected and serve for a period of two years. There is a maximum term limit of four consecutive years for the Honorary Treasurer position, and the office bearer may be re-elected to the position after a lapse of at least one year.

The Board meets at least six times a year with a quorum of at least half of the members. The number of meetings attended by the Board during the financial year are as follows:

APSN Board

Members	Designation	Date of First Appointment	Occupation	Attendance
Mr Tan Cheen Chong <i>(re-elected on 30 September 2017)</i>	President	27 September 2014	Director, Genii Group Pte Ltd	8/10
Mrs Ruby Cheah <i>(re-elected on 30 September 2017)</i>	Vice-President	31 August 2002	Fellow Chartered Accountant of Singapore (Life member)	10/10
Ms Seet Chor Hoon <i>(re-elected on 30 September 2017)</i>	Vice-President	1 October 2015	Non-Executive, Independent Director, Magnus Energy Group Ltd	10/10
Mr Gwee Sze Chuan <i>(re-elected on 30 September 2017)</i>	Honorary Secretary	22 October 2013	Finance Director - APAC, JDSU Solutions	6/10
Mr Royce Seah <i>(re-elected on 30 September 2017)</i>	Honorary Treasurer	29 August 2009	Regional Managing Auditor, NSE Asia Products Pte Ltd	6/10
Mr Chan Chee Keong <i>(re-elected on 30 September 2017)</i>	Member	30 August 2008	Retired Business Owner	10/10
Ms Molly Ang <i>(re-elected on 30 September 2017)</i>	Member	27 August 2016	Executive Director, Compensation & Benefits, Seagate Technology International	7/10
Mr Leonard Lim <i>(re-elected on 30 September 2017)</i>	Member	5 October 2015	Retired Managing Director	10/10
Mr James Ng <i>(re-elected on 30 September 2017)</i>	Member	27 August 2016	Director, Insights Associates Pte Ltd	7/10
Mr Lee Chuan Bee <i>(Elected on 30 September 2017)</i>	Member	30 September 2017	Architect cum Landscape Architect, Chiu Teng Construction Co. Pte Ltd	1/ 5
Mr Bill Bowman <i>(Elected on 30 September 2017, up to 16 May 2018)</i>	Member	4 October 2011	Senior Director, Risk Management and Internal Control, Infineon	5/5
Mr Arun Poojari <i>(Co-opted on 27 August 2016 to 30 September 2017. Resigned on 21 February 2018.)</i>	Member	9 October 2015	General Manager, Asia Pacific, Sparkbeyond Pte Ltd	3/9
Mr Winston Yeo <i>(Co-opted on 27 August 2016. Resigned on 23 September 2017.)</i>	Member	27 August 2016	Independent Consultant	5/5

Long-Serving Board members

Vice President, Mrs Ruby Cheah has served the Board since 2002. She is the School Treasurer in the School Management Committee and serves on the Finance and Nominations Committees. She advises the Board and management on financial management, operations, policies, risk management and investments. She is a Fellow Chartered Accountant, Singapore (Life member). Her professional work experience included a US MNC, a Big Four Accounting firm, and a Singapore Statutory Board.

Board Member, Mr Chan Chee Keong was past President up to FY2015/16 and has seen APSN through many milestones since 1993. Mr Chan is in the Schools Management, Centre for Adult Management and Nominations Committees. Mr Chan is immersed in his understanding of special education. Mr Chan gives recommendations to the Board and Committees on school operations and curriculum. A believer of giving and serving, Mr Chan is also a Lions Club member.

Both Mrs Cheah and Mr Chan have imparted industry and professional knowledge during their tenure, and are valued for their passion, connections, experience and expertise. The Association is grateful for their continuous contributions to the Board.

Roles and Responsibilities

The Board's primary role is to oversee decisions and operations within the Association relating to the governance of APSN in the following matters:

- Strategizes goals, standards and values to meet APSN's obligations to its stakeholders
- Annual plan and budget
- Steers research and development efforts
- Actively develops or assists in seeking out advisors, donors, financial resources and partners
- Oversees an effective risk management framework of prudent and effective controls
- Corporate and service strategies and restructuring
- Policies, standard operating procedures and manuals
- Any material and significant matter

The Board members are encouraged to attend training programmes and workshops organised by professional bodies as and when necessary, to keep abreast of relevant new laws, regulations and changes in the charity landscape.

Board Selection

The Association aims to maintain diversity on the Board. The range of diversity perspectives may include a consideration of several factors, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service.

The Board works with governmental agencies regularly to seek council and identify suitable new Board members to enable succession and renewal of the Board.

Board Performance

There is formal assessment of the effectiveness of the Board as a whole and the contribution by each Member. The Board undertakes self-assessments every two years, which includes an evaluation of individual Members. The President may counsel members based on the outcome of the evaluation.

Board Remuneration and Benefits

Board members are not remunerated for their services. Transportation costs incurred for official meetings are reimbursed in accordance with the Association's policy.



B. COMMITTEES

To assist the Board in the execution of its duties, the Board has delegated specific functions to the Committees. Each of these Committees operates within the Terms of Reference approved by the Board.

The Committees meet at least one time a year.

Schools Management Committee

The School Management Committee (“SMC”) exercises power and authority over the Management, operational policies and directions for the APSN Schools in accordance with policies set by the Ministry of Education and the National Council of Social Service for the purposes of:

- The effective management of the Schools, including but not limited to all aspects pertaining to the financial matters, human resource management matters and property matters involving all existing and new buildings, facilities and infrastructure of the Schools.
- The education and well-being of the students of the Schools.

The SMC determines the policy for the admission of students to the Schools consistent with such guidelines as may be set by the Ministry of Education and the National Council of Social Service from time to time.

And finally, the SMC provides supervision of educational facilities and other amenities for the students of the Schools, and to manage and operate the School’s facilities including the construction of such facilities and infrastructure, as may be required by the School from time to time.

SMC Members	Designation	Attendance
Mr Chan Chee Keong	Chairperson	5/6
Mr Tan Cheen Chong	School Supervisor	2/3
Mrs Ruby Cheah	School Treasurer	6/6
Ms Seet Chor Hoon	Member	5/6
Mr Leonard Lim	Member	3/3
Ms Wong Geok Mei Veron (MOE Representative)	Member	2/2
Mr Khoo Tse Horng (MOE Representative)	Member	2/6
Mr Victor Tay	Chairperson <i>(up to 30 September 2017)</i>	3/3
Mr Arun Poojari	Member <i>(up to 30 September 2017)</i>	2/3
Dr Christopher Tay (APSN Staff)	Member	5/5
Mdm Aslinah Ahmad (APSN Staff)	Member	6 /6
Mdm Yazilah Bte Amir (APSN Staff)	Secretary	4/6
Mrs Angela Lee (APSN Staff)	Member	6/6
Mrs Liza Ow (APSN Staff)	Member	6/6

Centre for Adults Management Committee

The Centre for Adults (“CFA”) Management Committee oversees the strategy and development of the Training and Enterprise programmes offered by APSN CFA. The CFA Management Committee provides advice on realistic training environment for employment with sustainable allowance, where possible, through Training and Enterprise programmes in APSN to upskill trainees and improve employability and also to strategise with external business partners to support in the Training and Enterprise programmes. This objective is achieved via a dual-pronged approach by considering the Direct Social impact (number of trainees trained and prepared, number of people impacted outside of our trainees, for example their families, general public) and Sustainability impact (balancing revenue generation with the provision of dignified remuneration and cost of consumables).

CFA Management Committee Members	Designation	Attendance
Mr Chan Chee Keong	Chairperson	3/3
Mr Chris Koh	Vice Chairperson	5/6
Mr Leonard Lim	CFA Management Committee Treasurer	3/6
Mr James Ng	Member	6/6
Mrs Lilian Chew	Member	5/6
Ms Janet Fong	Member	6/6
Mr Bill Bowman	Member (up to 16 May 2018)	4/6
Mr Victor Tay	Chairperson (up to 30 September 2017)	3/3
Ms Chandni Jain	Member (up to 30 September 2017)	2/3
Mr Anthony Fok	Member (up to 30 September 2017)	1/3
Mr Rick Lim (APSN Staff)	Secretary	5/6

Audit Committee

The Audit Committee advises the Board on APSN’s audit strategy and policies. The Audit Committee’s responsibilities include assisting the Board in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the company’s process for monitoring compliance with laws and regulations and the code of governance for Charities and IPCs.

Audit Committee Members	Designation	Attendance
Mr Royce Seah	Chairperson (up to 30 September 2017)	1/1
Mr Bill Bowman	Chairperson (from 30 September 2017 up to 16 May 2018)	3/3
Ms Sujati Sastro	Member (Chairperson from 22 May 2018)	1/4
Mr Jerome Song	Member (up to 30 September 2017)	1/1
Ms Joyce Tay Wei Foong	Member (up to 30 September 2017)	3/3
Mr Alan Koh (APSN Staff)	Secretary	4/4

Community & Industry Partnership Committee

The Community & Industry Partnership Committee focuses on building strategic relationships with business and community partners, implementing strategies and programmes that foster and sustain such relationships, in order to optimise opportunities for advocacy, funding, volunteerism, employment, socialising, collaboration and learning. The Community & Industry Partnership Committee develops, coordinates, aligns and strengthens community and industry partnerships across all APSN - headquarters, schools and CFA – to foster an engaged corporate, community and special needs-friendly ecosystem.

Community & Industry Partnership Committee	Designation	Attendance (until 30 September 2017)
Mr Tan Cheen Chong	Chairperson	1/1
Mr Chan Chee Keong	Member	1/1
Ms Seet Chor Hoon	Member	1/1
Mr Tan Teik Guan	Member	1/1
Mr James Ng	Member	0/1
Mr Chris Koh	Member	0/1
Ms Joanora Ng (APSN Staff)	Member	1/1
Ms Norrashikin Abdul Refaiie (APSN Staff)	Member	1/1
Ms Wong Wai Sian (APSN Staff)	Member	1/1
Ms Constance Yeo (APSN Staff)	Member	1/1
Ms Ivy Badilla (APSN Staff)	Member	0/1
Ms Tay Wan Ting (APSN Staff)	Member	0/1
Ms Karen Tan (APSN Staff)	Secretary	1/1

Human Capital Committee

The Human Capital Committee provides direction, guidance and support to the Board in human resource matters to ensure governance and legislative compliance of APSN's HR practices as well as enabling that her human capital supports the achievement of its strategic goals. The Human Capital Committee is responsible for:

- Ensuring that APSN has effective human resource strategies that supports fair and equitable human resource processes and practices aimed at positioning itself as a competitive employer of choice.
- Ensuring the responsiveness and timeliness of human resource decisions without compromising the core values of meritocracy, impartiality and incorruptibility.

Human Capital Committee Members	Designation	Attendance
Ms Molly Ang	Chairperson <i>(from 30 September 2017)</i>	3/3
Ms Seet Chor Hoon	Member <i>(Chairperson up to 30 September 2017)</i>	3/3
Ms Amanda Chuan	Member	2/3
Mr Lakshmi Narayanan	Member	3/3
Mr Paul O' Malley	Member	3/3
Mr Tan Kwang Cheak	Member	3/3
Ms Elleana Ho (APSN Staff)	Secretary <i>(up to 2 May 2018)</i>	3/3

Infocomm Committee

The Infocomm Committee develops and deploys Infocomm Technology ("ICT") strategies, policies and resources in order to effectively support and improve the learning experience of APSN students and staff. Specifically, the Infocomm Committee provides guidance, know-how and support to the Board, other committees, and heads of various APSN operating units, to fulfil their obligations and strategic goals through the optimal and integrated adoption of ICT.

Infocomm Committee Members	Designation	Attendance
Mr Tan Teik Guan	Chairperson	3/4
Mr Quek Keng Oei	Member	2/4
Mr Tan Cheen Chong	Chairperson (up to 30 September 2017)	2/2
Mr Arun Poojari	Chairperson (from 30 September 2017 to 21 February 2018)	1/3
Mr Rick Lim (APSN Staff)	Secretary	1/1

Finance Committee

The Finance Committee advises the Board on its responsibilities relating to finance and investments in the operations of APSN, in particular to assist the Board in the following areas of:

- Developing and maintaining a strong and effective finance team for APSN, including employment, training and development, and identifying and nurturing finance leadership.
- The financial management of APSN in compliance with applicable Singapore legislation, regulations and directives governing APSN, including the Singapore Financial Reporting, Standards governing charities, the Constitution of APSN and the Constitution of the SMC.
- The formulation, establishment and updates of financial policies, systems, procedures, processes and best practices, including financial risk management policies; and matters requiring financial and investment decisions.

Finance Committee Members	Designation	Attendance
Mr Royce Seah	Chairperson (from 30 September 2017)	2/2
Mrs Ruby Cheah	Member	4/4
Mr Lee Chiang Huat	Member	4/4
Mr Gwee Sze Chuan	Chairperson (up to 30 September 2017)	2/2
Mr Winston Yeo	Member (up to 23 September 2017)	1/2
Mr Alex Shiu (APSN Staff)	Secretary	4/4

Nominations Committee

The Nominations Committee is responsible for the areas below:

- Ensures that APSN has effective self-renewal strategies at both the Board and Committees level.
- Provides direction, guidance, and support to the Board in matters concerning Board composition to ensure a high standard of governance and legislative compliance, as well as to support the APSN Management in achieving its strategic vision and goals.
- Positions APSN as a preferred organisation by volunteers seeking to serve in a social service organisation.

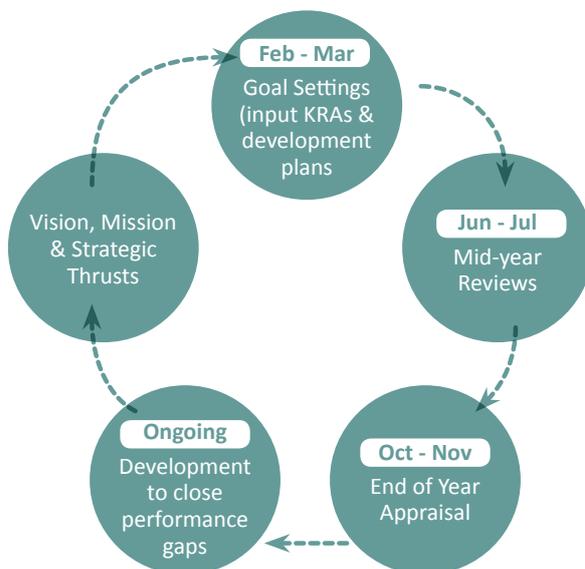
Nominations Committee Members	Designation	Attendance
Mr James Ng	Chairperson	2/2
Mr Tan Cheen Chong	Member	2/2
Mrs Ruby Cheah	Member	2/2
Ms Seet Chor Hoon	Member	2/2
Mr Chan Chee Keong	Member	2/2

C. HUMAN RESOURCE MANAGEMENT

Staff Appraisal System

Performance management in APSN is a continuous process whereby all employees across the Schools, Centre for Adults and HQ participate in goals alignment setting and individual development plan. APSN Management have taken one step further to align core attributes and behaviour to organisation's values in the appraisal process.

The appraisal system is online to promote accountability between Job Holders ("JH") and Reporting Officers ("RO"). New hires are communicated with department goals and objectives for him/ her to plan and input his/her work plans into the system. Staff and Management leverage the system for probation confirmation, development and annual reward.



Performance management is a continuous process. APSN strategic objectives provide the starting point for schools/department goals:

- 1) Start of the year: Agreement on goals and input Key Result Areas (KRAs)
- 2) Mid-year: JH review progress jointly with RO
- 3) End of year: JH self evaluate and review progress with RO / Counter signing officer (CO)
- 4) JH and RO to jointly discuss development plan

While formal review is twice a year, good performance review is constant

Compensation and Benefits Policy

The Compensation principle in APSN is to pay competitively at market rate, with guidelines to pay for performance.

- APSN benchmarks compensation to be competitive with the market and general industry for general management, operation and administrative staff, SPED teachers, with the Ministry of Social and Family Development and National Council of Social Service as a salary guide.
- APSN has structured salary grades tied to job level derived from job evaluation, reviewed and done with Compensation Consultant Aon Hewitt to determine the worth of each job.
- During the Annual Increase ("AI") review, the Human Resource team obtains market economic data for review with Human Capital Committee and for endorsement by the APSN Board. Employees will be awarded AI based on performance and salary within the range.
- APSN is committed to review total compensation and benefits with market benchmarking every two years to remain competitive, to attract and retain talent.

Annual Remuneration of 3 Highest Paid Staff

Salary Bands (\$)	Number of Staff	Board Member? (Y/N)
150,000 – 200,000	1	N
100,000 – 149,999	2	N

Senior Management personnel involved in setting staff remuneration are the Chief Executive Officer, Deputy Chief Executive Officer, Principals, Vice-Principals and Heads of Department of APSN and respective schools. No member of the Management is involved in setting their own remuneration.

In addition, there are no paid staff who are close members of the family of the Executive Head or Board members, who receive more than \$50,000 during the year.

Key Management

1. Dr Christopher Tay, Chief Executive Officer

Dr Tay started his career as a Military Officer before joining the private sector in Bintan Resort between 1997 and 2001 in various senior management appointments. Subsequently, he joined Tan Tock Seng Hospital as its COO from 2001 to 2005 and NTUC Healthcare Cooperative Limited as its CEO from 2005 to 2007. He went on to join the logistic industry before co-found businesses in medical aesthetics and life science in the last ten years.

He had served on various boards including NTUC Eldercare Cooperatives, Johns-Hopkins Singapore IMC venture at Tan Tock Seng Hospital, Punggol South Citizens' Consultative Management Committee (Chairman), Hougang Primary School and North Vista Primary School. He is currently a Resource Member of the Singapore Group Parliamentary Committee for Health and also Member of the KL Pemandu MOH for Aged Care.

Prior to this appointment on 7 June 2017, he was the Global Head Medical Services & Life Sciences of the Cyrus Global Group.

2. Mr Gary Lim, Deputy Chief Executive Officer

Mr Lim began his work career as a business development executive with Insight Vacations from 1998 to 2000. He joined the Ministry of Education from 2004 to 2009 where he kick-started the CCA programme (Programme for Active Learning) including pioneering a developmental programme for more than 2,000 participants.

Prior to this appointment on 11 July 2016, he was the Unit Director for Genesis Education Holdings.

D. POLICY STATEMENTS AND PRACTICES

Budget Planning and Financial Information

The Board reviews and approves the annual budget prepared by Management.

Procurement is governed by the Purchasing & Requisition process. All purchase requests are reviewed by designated persons according to the procurement approval matrix. The Tender Committee is formed on an ad-hoc basis to review any purchase with an amount more than \$70,000. Any unbudgeted item is reviewed and approved by the Finance Committee and the Board.

Internal Control System

The APSN Internal Auditor reviews and checks on the internal controls and reports directly to the Audit Committee.

Conflict of Interest Policy

All Board members and staff are required to comply with APSN's conflict of interest policy which stipulates that, when dealing in matters concerning APSN, they are to make full disclosure of interests, relationships and dealings that could potentially result in a conflict of interest. Written processes are in place for Board members and staff to declare actual or potential conflicts of interest at the start of their term of office, and on a regular and need-to basis. In addition, Board members and staff are to be excluded from discussions and approvals of transactions to which they have a conflict of interest. APSN's conflict of interest policy is based on guidelines provided by National Council of Social Service. The full guidelines are available for download here: <http://www.apsn.org.sg/about-us/coi/>.

Data Compliance

APSN respects data privacy, transparency, accountability and confidentiality in the organisation's relationship with its all stakeholders (employees, sponsors, volunteers, donors, government and the community). APSN will continue to emphasise and reinforce our commitment and adherence to the Personal Data Protection Act 2012 ("PDPA") and the Do Not Call ("DNC") framework.

Donation Policy

APSN does not make donations to any external party.

Investment Policy

The Board approves Investment decisions which are made based on the following factors:

1. Liquidity for operations
2. Protection of capital
3. Diversification of risk
4. Maximisation of yield

The approved investment and allocation limits are stipulated below:

Asset Type	Institution	Allocation Limit
Term deposits	Any financial institution with “A” rating category in Standard & Poor’s rating, and is approved by the Board.	Holding in each financial institution must not exceed 20% of total investible funds.
Bonds	Singapore Government Statutory Boards.	Total holding in bonds must not exceed 30% of total investible funds.

Investments shall be authorised by Finance Committee, administered by the Finance Department.

Any other form of investment, for example property investment, shall be reviewed and recommended by Finance Committee for approval of the Board.

APSN does not invest in any bonds currently.

Loan Policy

APSN does not make loans to any external party.

Reserve Policy

The reserve of APSN consists of mainly accumulated funds. APSN Board’s objective is to maintain an optimal balance in the accumulated funds to support the continuity of the activities of APSN and for future developments of APSN Schools and Centre. The Board monitors the level of the funds for working capital flexibility, to ensure they are adequate to fulfil the continuing obligations.

Restricted Funds Policy

Restricted Funds are donations or grants received that are set aside for specific projects and expenses, in accordance with donors’ wishes or stipulated by government ministries. The purposes and amounts of the restricted funds are disclosed in the audited report.

Whistleblowing Policy

Objective

APSN is committed to providing an independent Reporting channel to surface complaints concerning misconduct or fraud, which cannot be rectified through contact with Management, or where it may not be appropriate to contact Management concerning the situation.

Scope

All persons interacting with the organisation, including vendors, beneficiaries (students, clients and their parents or caregivers), donors, volunteers, other stakeholders. Also available to staff but Reports should exclude routine matters relating to employment which should be taken up with a superior or if necessary higher levels of Management (unless it is not appropriate to do so in which case a Report should be lodged).

Policy

The Whistleblowing Policy is intended to cover serious concerns that could have a large impact on APSN. Full details are available at <http://www.apsn.org.sg/about-us/whistleblowing-policy/>.



E. PROGRAMMES & SERVICES

The Management team led by the CEO is assisted by the DCEO, who oversees the HQ support functions, and HODs who manage the various services and programmes for our beneficiaries.

i. Developing Abilities in Children (Programmes for persons aged 7 to 12)

For children aged 7-12 years of age, there are two programmes offered in APSN Chaoyang School (“CYS”) and APSN Katong School (“KS”) which are the Mild Intellectual Disability (“MID”) General Programme and the Autism Spectrum Disorders (“ASD”) Structured Programme. The ASD Structured Programme is catered for children with mild autism who function within the MID range of IQ 50-70.

Literacy

The Primary English curriculum focuses on developing the foundations of literacy knowledge and skills, through Reading Mastery, an evidence-based phonics programme and a modified STELLAR programme, to develop language skills for comprehension, speaking and writing. To better prepare pupils to access the curriculum across various subject domains, pupils are taught explicit reading skills such as decoding of letters and sounds and developing their handwriting skills.

Numeracy

The goal of the Numeracy curriculum is to prepare students for the future workplace based on job skillsets required. A modular approach is taught according to the varying levels of difficulty, to facilitate the teaching and learning of students of different abilities. The curriculum comprises the following four performance areas of Counting & Computation, Measurement, Budgeting and Scheduling. The students are taught to perform tasks on data analysis and problem solving skills for their successful daily living.

Science

The Science syllabus seeks to enable pupils to make sense of their world and develop their curiosity. Inquiry-Based Learning is adopted as a key teaching pedagogy in order to create a learning environment that excites and develops their sense of inquiry. The science themes comprise of diversity, cycles, systems, interactions and energy. The topics taught encompass a core body of concepts that develop their knowledge, skills and attitude.

Aesthetics

Aesthetics forms an integral part of a child’s holistic education, which complements the child’s cognitive, moral, and social development. APSN schools offer aesthetic activities for students to showcase their talents both at school and in the larger community. Through practical and creative activities, students build self-confidence, broaden their horizons and develop an appreciation for the arts, enabling them to be well-balanced individuals in life.

Life Skills

Life Skills focuses on daily living skills for students with special needs: independent living skills such as basic self-care, social competencies, work behaviours and social-emotional learning. Social-emotional learning provides opportunities for our students to acquire skills and knowledge which enable them to manage self and relationships effectively.

At APSN, Character and Citizenship Education (“CCE”) sets the foundation for a values-based education to nurture character and citizenship, as well as encourage active contribution to the society.

These skills also enable them to make responsible decisions essential for personal and social well-being, as well as develop their self-determination. Through regular teaching, our students become competent in daily living skills, such as food preparation, personal hygiene and dressing routines. Students also develop skills to adapt and function independently.

ASD Structured Programme

The ASD Structured Programme prepares students in the spectrum for integration into the MID programme. Aside from the regular subjects offered in the MID curriculum, specialised programmes are embedded into the curriculum to help improve the social deficits and sensory needs of our pupils.

These are Sensory Play, Bal-A-Vis-X, and Social Skills Programme. Sensory Play lessons using the 'Inquiry-Based approach' supports language development, cognitive growth, fine and gross motor skills, and social interaction. Bal-A-Vis-X which is a series of Balance, Auditory and Vision exercises provides physical movement which is essential to learning. The Social Skills programme conducted in collaboration with the school's Allied Professionals is implemented through play, direct teaching and repetitive practice.

ii. Cultivating Potential in Youth (Programmes for persons aged ages 13 to 21)

For youth with special needs, secondary and post-secondary training is available to hone their budding skillsets. Secondary education takes place in APSN KS and APSN Tanglin School ("TS"), and the core range of topics in Literacy, Numeracy, Science, Aesthetics and Life Skills continues for those aged 13-16. An added component of Vocational Education is introduced to give students exposure into the workplace.

Vocational Education

Vocational Education facilitates students for preparation into the industries of Food & Beverage, Hospitality, Horticulture and Retail via training. Vocational guidance is taught, along with work attachment programmes, which provides students with a better understanding of the world of work.

For graduates from APSN KS and APSN TS aged 17-21, they may continue on the APSN Pathway to APSN Delta Senior School ("DSS") where they benefit from the following programmes.

Literacy and Numeracy

The Literacy curriculum is designed to equip our students with the appropriate communication and interaction skills for personal and job success. Workplace language and social skills competencies are reinforced by developing students' abilities to use language characteristics of the working world. Students are provided opportunities to listen, read, speak and write texts for a wide range of purposes at work and daily living situations.

The Numeracy curriculum helps to equip students with relevant numeracy skills sets required to perform well at their future workplace and living skills needed to lead dignified lives. The curriculum covers core areas like counting & computation, budgeting, measurement, scheduling, data analysis and living skills. A modular-spiral progression approach is used to customise teaching and learning according to the abilities of the students while still providing flexibility to level up when they are ready.



All students in the certification track are given the opportunity to undertake the following modules (under the Employability Skills - Workforce Skills Qualification programme) that equip them with relevant skills for the 21st century workplace.

Literacy	Numeracy
<ul style="list-style-type: none"> Develop Personal Effectiveness at Operations Level Communicate and Relate Effectively at the Workplace 	<ul style="list-style-type: none"> Solve Problems and Make Decision at Operations Level Perform Word Processing Functions Perform Presentation Functions (for selected students)

WSQ Programme

Since 2008, APSN DSS has been an Approved Training Organisation with SkillsFuture Singapore (“SSG”) and prepares students for open employment after they graduate. The Workforce Skills Qualifications (“WSQ”) programmes are quality-assured by SSG, which awards the WSQ certifications.

Training programmes developed under the WSQ system are based on skills and competencies validated by employers, unions and professional bodies.

Every student who qualifies for the certification track at APSN DSS will have the opportunity to attempt and obtain the Statements of Attainment (“SOA”) for all the modules offered in one of the following four WSQ vocational training programmes provided: Food Services, Hotel & Accommodation Services, Horticulture and Retail Operations.

LEAD Programme

The LEAD Programme provides a progressive competency-based curriculum that covers various aspects of students’ development. This includes life-skills development through vocational training and other key learning areas like numeracy and literacy to develop students to be competent in terms of knowledge, skills and character. The Key Learning Areas and skills of the LEAD Programme are shown below:

Key Learning Areas	Skills Learnt
Vocational Learning	<ul style="list-style-type: none"> Basic Food Hygiene Basic Grooming Basic Landscaping Basic Cleaning Basic Laundry On-Site Training Work Experience Programme (selected students) Work Skills Training
Literacy	<ul style="list-style-type: none"> Oral Expression Listening Comprehension Reading Comprehension Writing
Numeracy	<ul style="list-style-type: none"> Counting & Computation Scheduling Budgeting Measurement
Fitness and Health	<ul style="list-style-type: none"> Health Education General Fitness Education Sports Skills Community based Skills Training
Personal Management	<ul style="list-style-type: none"> Self-Awareness Goal Setting Problem Solving / Decision-Making Self-Regulation
Computer Skills	<ul style="list-style-type: none"> Basic ICT skills training

iii. Keeping Adults Engaged (Programmes for persons aged age 17 onwards)

For adult learners, specialised training is provided in the 4-phased programme provided at the APSN Centre for Adults (“CFA”). Further details are included in the description below.

Phase 1 - Basic Vocational Training

In FY2017/18, 70 trainees underwent basic vocational skills training as a foundation to prepare them for the second phase in sheltered enterprise. Trainees would rotate and be exposed to different training courses in Bakery, F&B Service, Kitchen, Retail, and Horticulture.

The curriculum is enhanced by workplace social skills training, life skills, janitorial lessons as well as physical education. An individualised assessment progress report is also created to keep caregivers updated on the progress of their child/ward. The training outcomes will be reported in the next financial year, after one cycle of training is completed.

Phase 2 - Sheltered Enterprise Programme

In the sheltered enterprise, the trainees have the opportunity to apply vocational skills learned from Phase 1 in a safe and realistic work environment. Training now takes place in five domains of Bakery, Café, Catering, Contract Work and Design & Upcycling. The depth of their learning also increases as the sheltered enterprises caters to the needs of the market.

Phase 3 - Supported Employment

The execution of this phase is supported by APSN CFA Job Coaches. The trainees are placed in employment, and on-the-job training is supported in the workplace jointly by the Job Coaches and their work supervisor.

Phase 4 - Open Employment, Alumni Programmes

Trainees will be deregistered from APSN CFA and continue to be supported by APSN Alumni Support Services team to ensure that their quality of life continues to be enhanced. Services provided includes social and recreational programmes, lifelong learning, job placement and many other support services.

iv. Bridging Alumni (Programmes for persons who leave the direct APSN Pathway)

For those graduating from APSN Schools or Centre, there are several core programmes to engage them provided by the APSN Alumni Support Services. By getting involved, they will stay connected to the alumni network.

Best Buddies Friendship Programme

Under this programme, persons with special needs are paired one-to-one with a volunteer where they meet up monthly and sustain weekly communication over a 1-year period. By participating, our alumni form meaningful connections with their peers, gain self-confidence and self-esteem, share personal interests, experiences and activities. APSN Alumni Support Services has collaborated with NUS Community Service Club since 2007 and have an average of 25 buddy pairs per cycle.



Hand Chimes and Guitar Lessons

The formation of an ensemble for Hand Chimes (started in 2016) and Guitar (started in 2011) was to showcase their capabilities and promote inclusion of people with special needs. The 45 alumni participants are those who have expressed interest in music which APSN is looking to nurture. The Hand Chimes and Guitar ensembles run weekly and monthly respectively, on top of which participants learn additional instruments like Keyboard and Percussions during the sessions as well. As they harness their music capabilities, this gives them a platform to perform and forms a booster to their self-esteem.

Photography Workshop

In collaboration with the community, alumni are given the opportunity to explore and capture the beauty of life through photography. Taught by professional photographers who are volunteers from YMCA of Singapore, equipped with cameras sponsored by Canon Singapore, APSN alumni undergo a year-long workshop which occurs at least once a month. The class of 15-20 pax learn theory and outdoor practical photography, facilitated by volunteers and experienced photographers who are paired one-on-one with each alumnus. As they build their portfolio, and self-esteem via interaction with volunteers, they hope to improve their skills and eventually do freelance events photography.

v. Other Services

Allied Professionals

A team of qualified Allied Professionals (Social Workers, Psychologists, Occupational Therapists and Speech & Language Therapists) support the work at APSN Schools and Centre. The Allied Professionals engage in evidence-based, client-centred practices to provide holistic intervention and services for our students, trainees and alumni. APSN follows the scientist-practitioner model, where the Allied Professionals are not just practitioners; they also engage in creating and disseminating new knowledge on how to work with persons with MID through research and outreach.

APSN Student Care Centre

The APSN Student Care Centre (SCC) provides before and after school care programmes for students with special needs aged 7 to 18. Located in APSN Chaoyang School since 1992, services are available to students from APSN and students from other SPED schools to provide a secure and nurturing environment for children with working parents.

Our young ones are mindfully engaged in a series of activities and taught various daily self-care situations such as recognising traffic signals and observing appropriate behaviours in public and more. Through games and exercises, their fine and gross motor skills come into play, along with learning values of teamwork and sportsmanship.

F. CODE OF GOVERNANCE EVALUATION CHECKLIST FOR FY2017/18

S/N	Description	Code ID	Response	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable.
Board Governance				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there Board members holding staff appointments? (Skip items 2 and 3 if “No”)		No	
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3		
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles .	1.1.5		
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for re-nomination and re-appointment , at least once every three years.	1.1.8	Complied	
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	Complied	
	Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if “No”)		Yes	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years .	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	

S/N	Description	Code ID	Response	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable.
Human Resource and Volunteer Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Not Complied	Volunteer Management Policy will be reviewed in FY2018/19 and updated to include Code of Conduct.
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (Skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Not Complied	Guideline is not applicable as APSN does not provide any loans, donations, grants or financial assistance which are not part of our core charitable programmes.
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks .	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits? (Skip item 21 if "No")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year? (Skip item 23 if "No")		Yes	
23	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	

S/N	Description	Code ID	Response	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable.
Disclosure and Transparency				
24	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance.	8.2	Complied	
	Are Board members remunerated for their Board services? (Skip items 25 and 26 if "No")		No	
25	No Board member is involved in setting his or her own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3		
	Does the charity employ paid staff? (Skip items 27, 28 and 29 if "No")		Yes	
27	No staff is involved in setting his or her own remuneration.	2.2	Complied	
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff , who each receives remuneration exceeding \$100,000 , in bands of \$100,000; and ii) If any of the three highest paid staff also serves on the Board of the charity. OR The charity discloses that none of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied	
29	The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

onor Acknowledgement

\$50,000 and above

Marina Bay Sands Pte Ltd
Singapore Totalisator Board
The Children's Charities Association of Singapore

\$10,000 to \$49,999

ABR Holdings Limited
Australia and New Zealand Banking Group Limited
Barclays Bank PLC
Benevity, Inc.
Cargill TSF Asia Pte Ltd
Chew How Teck Foundation
City Developments Limited
DBS Trustee Limited
Denise Phua Lay Peng
Hilton International Asia Pacific Pte Ltd
Kerr Raymond Alexander
Kuan Im Tng Temple (Joo Chiat)
National Council of Social Service (Donation from Xilinx Asia Pacific Pte Ltd)
NTUC Fairprice Foundation Limited
Orchid Laundry
Tan Ean Kiam Foundation
Tan Teik Guan
Trans Eurokars Pte Ltd
Y S Phua Investment Pte Ltd

\$5,000 to \$9,999

Amber Electronics Pte Ltd
Chiltern House Pte Ltd
Concorde Security Pte Ltd
Energy Market Company Pte Ltd
Eurex Frankfurt Aktiengesellschaft Singapore Branch
Goh Boon Seng Thomas
Isaac Manasseh Meyer Trust Fund

Kentucky Fried Chicken Management Pte Ltd
Lim Kim Seng
Mediacorp TV Singapore Pte Ltd
Mellford Pte Ltd
People's Action Party Women's Wing
Pizza Hut Singapore Pte Ltd
Republic of Singapore Air Force
Republic of Singapore Navy
RSM Chio Lim LLP
Singapore Land Authority
Singapore Tai Guan Ong Clan Education Trust Fund
Singapore Telecommunications Limited
SymAsia Singapore Fund
Tai Sun (Lim Kee) Food Industries Pte Ltd

\$1,000 to \$4,999

Aegis Building & Engineering Pte Ltd
Albirex Singapore Pte Ltd
Alex Neroth Jacob
Anderson Primary School
Ang Hooi Fung
Aw Zhu Jun Leah
Boon Siew Hock
Bridgestone Tyre Sales Singapore Pte Ltd
Chan Gek Suan Yvonne
Chen Yew Nah
Chen Yi Jin
Cheryl Lee Xueling
China Construction (South Pacific) Development Co. Pte Ltd
Chow Min Yi
Chow Yue Jin
Chua Meng Seng
Chua Siew Lay Freda
David Lee Eng Thong
Debbie Leong Suet Yern

Deli Hub Catering Pte Ltd
Five By Five Pte Ltd
Fong Siew Wei Matilda
Foo Suan Hoo Anthony
Foster Electric (S) Pte Ltd
Greenology Pte Ltd
Harry Toh
Health Promotion Board
Hock Tong Bee Pte Ltd
Homeschool Singapore
HSS Enviro Pte Ltd
Huang Shao Ning
Interlocal Exim Pte Ltd
Joel Goh Kwang Soon
K V Vanu Gopala Menon
Kinokuniya Book Stores of Singapore Pte. Ltd.
Koh Henry
Koh Kok Ong
Kwan Im Thong Hood Cho Temple
Lee Foundation
Lee Kim Tah Foundation
Lee Pui Luin Anne
Lim Kwee Choo
Luah Choon Sin
McKinsey & Company Singapore, Pte Ltd
Patel Ryaz Issabhai Ismail
P-Serv Pte Ltd
Ramanathan Balasubramanian
Ramnish Ian Sehgal
Richard Fam Shou Kwang
Samsui Supplies & Services Pte Ltd
Seah Chee Hua
Seet Chor Hoon
Select Group Pte Ltd
Seng Meng Laundry Service
Sentosa Beach Resort Pte Ltd

Sentosa Cove Resort Management Pte Ltd
Shaws CDLC @ Mountbatten Pte Ltd
Silke Sehgal
Sim Hui Fen, Pauline
Sim Hui Ying, Yvonne
SM Laundry & Linen Pte Ltd
South East Community Development Council
Steven Lim Hum Leng
Takako Ozone
Tan Hong Beng
Tan Khuan Seng
Tan Tai Heng
Tang Lee Woon
Tanjong Katong Secondary School
Teo Pheck Hiang, Teresa
Teo Ser Luck
Trident Electronics Technologies Pte Ltd
Wang Max Seng
Watson E.P. Industries Pte Ltd
Wipay Pte Ltd
Wood Mackenzie Asia Pacific Pte Ltd
Zero Spot Laundry Service Pte Ltd



Schools and Centre Listing



● **APSN HEADQUARTERS**

900 New Upper Changi Road
Singapore 467354
TEL: 6479 6252
FAX: 6479 6272
EMAIL: hq@apsn.org.sg

● **APSN CENTRE FOR ADULTS**

11 Jalan Ubi Block 4
#01-31
Singapore 409074
TEL: 6346 2425
FAX: 6346 7518
EMAIL: cfa@apsn.org.sg

● **APSN CHAOYANG SCHOOL**

10 Ang Mo Kio Street 54
Singapore 569184
TEL: 6456 6922
FAX: 6456 2030
EMAIL: cys@apsn.org.sg

● **APSN DELTA SENIOR SCHOOL**

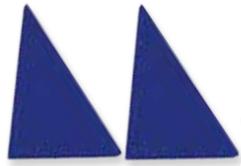
3 Choa Chu Kang Grove
Singapore 688237
TEL: 6276 3818
FAX: 6468 3608
EMAIL: dss@apsn.org.sg

● **APSN KATONG SCHOOL**

900 New Upper Changi Road
Singapore 467354
TEL: 6445 8027
FAX: 6445 6313
EMAIL: ks@apsn.org.sg

● **APSN TANGLIN SCHOOL**

143 Alexandra Road
Singapore 159924
TEL: 6475 1511
FAX: 6472 0408
EMAIL: ts@apsn.org.sg



Make an Impact with Every Dollar you Give



\$12

covers one week of meals
for an adult trainee working in a sheltered enterprise



\$25

supports one full-day social workshop
for an adult alumnus with special needs



\$75

provides an hour of counselling services
for a person with special needs



\$100

provides one week of training support
to prepare a trainee for open employment



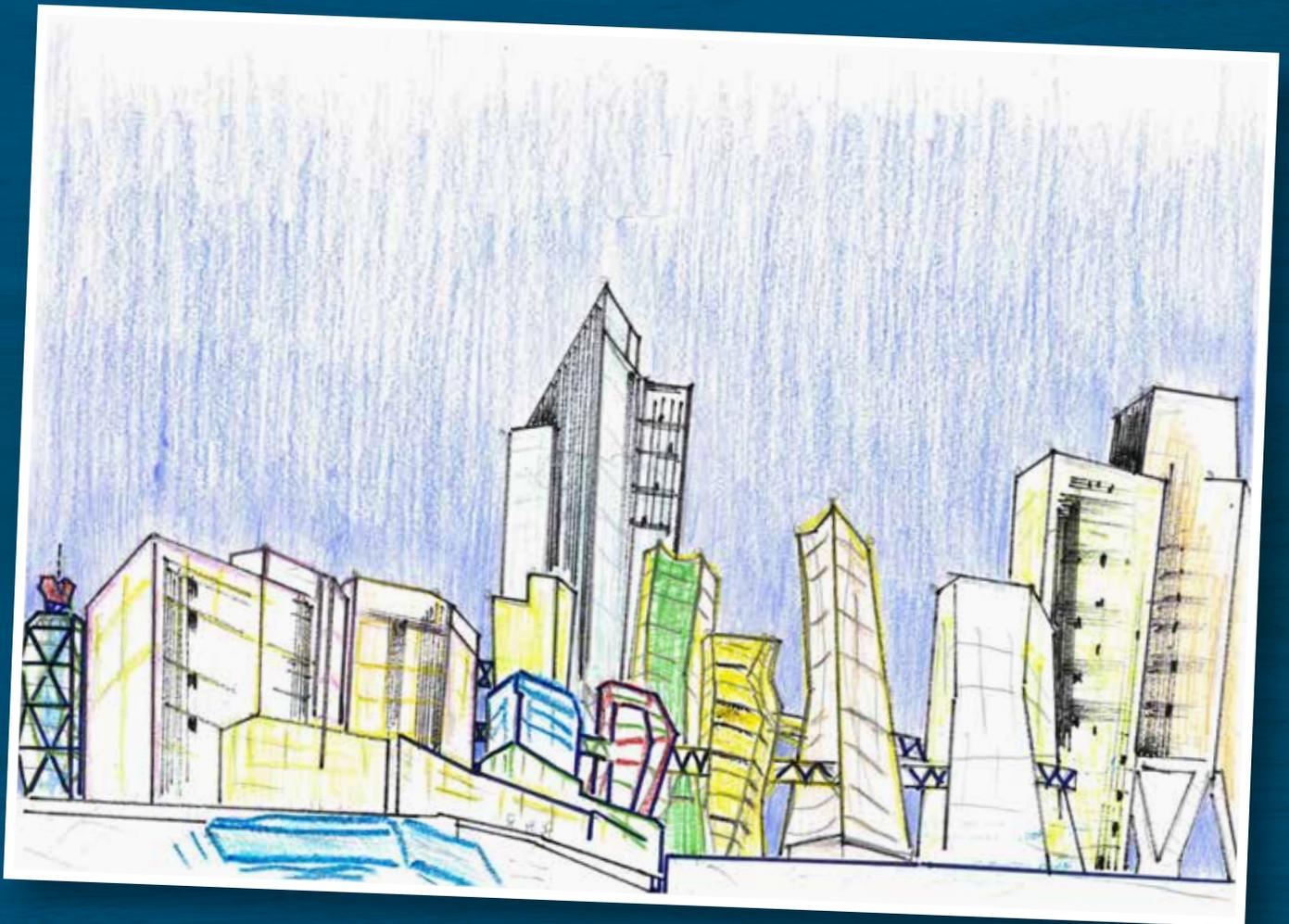
\$200

supports one week of before and after school care services
for a child with special needs

We endeavour to channel your donation to a charitable cause of your interest. In occasions where the total donation received for the selected programme of your choice exceeds what is needed, APSN reserves the right to redirect your donation to other programmes with other critical needs. Thank you for your generosity.



Financial Report



Daeng Muhammad Hadzrin Bin Osman
The Future of The School, 2018

Inspired by the different shapes of buildings, Hadzrin from APSN Delta Senior School sketched a structure of a school with towers, bridge and city. The 18-year-old likes to visualise how the future looks like and uses colour pencils to bring his ideas to life.

Financial Statements

Association For Persons with Special Needs

*(Registered under the Charities Act, Chapter 37
and Societies Act, Chapter 311)*

For the year ended 31 March 2018

Association information

Association registration number	UEN : S75SS0058K
Registered office	900 New Upper Changi Road Singapore 467354
President	Tan Cheen Chong
Honorary Treasurer	Royce Seah
Bankers	DBS Bank Ltd
Independent auditor	Foo Kon Tan LLP Public Accountants and Chartered Accountants 24 Raffles Place, #07-03 Clifford Centre Singapore 048621

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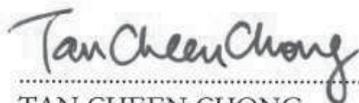
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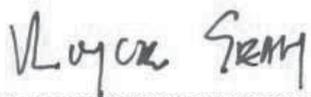


Statement by the Board for the financial year ended 31 March 2018

In the opinion of the Board, the accompanying statement of financial position, statement of comprehensive income, statement of changes in accumulated funds and statement of cash flows, together with the notes thereon, are properly drawn up in accordance with the Societies Act Cap. 311, Charities Act Cap. 37 and Singapore Financial Reporting Standards so as to present fairly, in all material respects, the state of affairs of Association For Persons with Special Needs (“APSN”) as at 31 March 2018, the results, changes in funds and cash flows of APSN for the financial year ended on that date; and at the date of this statement, there are reasonable grounds to believe that APSN will be able to pay its debts as and when they fall due.

On behalf of the Board


.....
TAN CHEEN CHONG
President


.....
ROYCE SEAH
Honorary Treasurer

Dated: 27 August 2018

Independent auditor's report to the members of Association For Persons with Special Needs

Report on the financial statements

Opinion

We have audited the accompanying financial statements of Association For Persons with Special Needs (“APSN”) which comprise the statement of financial position as at 31 March 2018, the statement of comprehensive income, statement of changes in accumulated funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements of APSN are properly drawn up in accordance with the provisions of the Charities Act, Cap. 37 (the Charities Act), the Societies Act, Cap. 311 (the Societies Act), and Singapore Financial Reporting Standards so as to present fairly, in all material respects, the state of affairs of APSN as at 31 March 2018, and the results, changes in funds and cash flows of APSN for the year ended on that date.

Basis for Opinion

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

Other Information

Management is responsible for the other information. The other information comprises all information included in the annual report but does not include the financial statements and our auditor’s report thereon.

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

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



Independent auditor's report to the members of Association For Persons with Special Needs (Cont'd)

Responsibility of the Board for the Financial Statements

The Board is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Charities Act, the Societies Act and Singapore Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing APSN's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of APSN's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on APSN's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause APSN to cease to continue as a going concern.

Independent auditor's report to the members of Association For Persons with Special Needs (Cont'd)

Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within APSN to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the APSN's audit. We remain solely responsible for our audit opinion.

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

Report on Other Legal and Regulatory Requirements

In our opinion:

- (a) the accounting and other records required by the regulations enacted under the Societies Act to be kept by APSN have been properly kept in accordance with those regulations; and
- (b) the fund-raising appeals held during the year ended 31 March 2018 have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

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

- (a) the use of the donation monies was not in accordance with the objectives of APSN as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) APSN has not complied with the requirements of Regulation 15 (fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

Other Matter

The financial statements for the year ended 31 March 2017 were audited by another firm of auditors whose report dated 6 September 2017 expressed an unmodified opinion on those financial statements.

FOUKONTANLLP

Foo Kon Tan LLP
Public Accountants and
Chartered Accountants

Singapore, 27 August 2018

Association For Persons with Special Needs

Statement of financial position as at 31 March 2018

	Note	31 March 2018 \$	31 March 2017 \$ (Restated)	1 April 2016 \$ (Restated)
Assets				
Non-current				
Plant and equipment	3	1,619,010	1,394,897	1,159,493
Investment properties	4	1,819,545	2,080,709	2,117,367
		3,438,555	3,475,606	3,276,860
Current				
Inventories		53,136	47,602	40,724
Other receivables	5	3,526,534	1,956,876	1,676,845
Cash and bank balances	6	35,355,571	35,791,883	33,233,802
		38,935,241	37,796,361	34,951,371
Total assets		42,373,796	41,271,967	38,228,231
Represented by:				
Funds				
Restricted funds				
<u>Restricted accumulated funds for schools & centres</u>				
Katong School		3,882,809	3,697,677	3,205,568
Tanglin School		4,355,675	4,434,186	4,343,222
APSN Student Care Centre		95,461	79,206	45,134
Centre for Adults		772,276	428,504	746,814
Delta Senior School		11,673,885	11,454,062	11,386,357
Chaoyang School		6,130,960	5,697,698	4,533,175
Total restricted accumulated funds for schools & centres		26,911,066	25,791,333	24,260,270
Other restricted funds				
Association building fund	8	204,931	204,931	204,931
Refurbishment fund	9	80,027	80,027	80,027
School building fund	10	3,953	3,953	3,953
Designated donation funds for schools and centres	11	1,337,165	1,355,641	1,461,200
Total other restricted funds		1,626,076	1,644,552	1,750,111
Total restricted funds		28,537,142	27,435,885	26,010,381
Unrestricted funds				
Accumulated funds		1,120,252	1,185,554	930,356
Designated donation funds	11	2,722,420	2,654,779	2,607,265
Total unrestricted funds		3,842,672	3,840,333	3,537,621
Total funds		32,379,814	31,276,218	29,548,002
Liabilities				
Non-current				
Deferred capital grants	12	3,128,082	2,867,031	2,643,476
Deferred grants and trust funds	13	2,722,736	2,625,200	1,962,177
MOE special purpose grants	7	431,010	552,071	590,628
Provision for renovation		-	-	41,588
		6,281,828	6,044,302	5,237,869
Current				
Other payables and accruals	14	3,712,154	3,951,447	3,442,360
		3,712,154	3,951,447	3,442,360
Total liabilities		9,993,982	9,995,749	8,680,229
Total funds and liabilities		42,373,796	41,271,967	38,228,231

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Association For Persons with Special Needs

Statement of comprehensive income
for the financial year ended 31 March 2018

		2018		2017	
	Note	Unrestricted funds \$	Restricted funds \$	Unrestricted funds \$ (Restated)	Restricted funds \$ (Restated)
			Total \$		Total \$ (Restated)
INCOMING RESOURCES					
Donations					
- Designated donations	11	792,611	1,070,425	892,559	1,104,914
- General donations		-	4,526	-	614
- Donation in kind		148,469	216,924	186,449	274,514
Interest income		42,472	263,141	36,932	188,606
Miscellaneous income		340	6,381	1,040	9,882
Programme/school fees		-	512,087	-	500,939
Programme sales and services		-	401,370	6,475	95,648
Programme sales and services (Designated)		-	-	72,500	128,477
Rental income from investment properties	4	72,000	72,000	-	72,500
Total incoming resources		1,055,892	2,546,853	1,195,956	2,376,096
Less: RESOURCES EXPENDED					
Depreciation of plant and equipment and investment properties		(86,740)	(1,176,104)	(195,460)	(1,232,839)
Education and programme expenses		(14,853)	(1,473,179)	(18,586)	(1,148,297)
Impairment loss on investment properties	4	(224,506)	(224,506)	-	-
HQ cost allocation & management fees		1,881,789	(1,881,789)	1,856,762	(1,856,762)
Land and office rental		(3,847)	(2,539,773)	(3,137)	(2,505,930)
Maintenance expenses		(44,494)	(846,753)	(23,460)	(651,890)
Manpower and related expenses		(2,108,518)	(25,353,094)	(2,167,460)	(21,493,606)
Other operating expenses		(79,232)	(901,639)	(84,730)	(784,454)
Utilisation of designated donations		(105,683)	(401,972)	(217,918)	(392,748)
Utilisation of donation in kind		(148,469)	(216,925)	(186,449)	(88,065)
Utilisation of MOE funds		-	(194,097)	-	(178,294)
Utilisation of trust funds		(193,221)	(554,326)	(155,605)	(493,209)
Total resources expended		(1,127,774)	(33,882,368)	(1,196,043)	(30,522,444)
Deficit before grants		(71,882)	(31,335,514)	(300,088)	(29,342,393)
Amortisation of deferred capital grants	12	57,811	678,154	175,789	690,242
Grant from MSF		49,172	49,172	63,557	63,557
- Operating grants		-	826,485	-	627,547
- Land rental/TOL grants		-	171,010	-	159,923
Grant from MOE		-	18,619,076	-	18,329,790
- Operating grants		-	194,097	-	178,294
- MOE funds		-	2,352,348	-	2,332,256
- Land rental/TOL grants		-	7,996,137	-	7,679,552
Grant from NCSS		193,221	1,328,614	155,605	801,599
Trust fund income		228,322	879,579	394,863	1,520,367
Surplus for the year after grants					

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Association For Persons with Special Needs

Statement of changes in accumulated funds
for the financial year ended 31 March 2018

	MOE				Restricted				Unrestricted			
	Accumulated Funds	Special Purpose Grant	MOE Fund	Trust Fund	Association Building Fund	Refurbishment Fund	School Building Fund	Designated Donation Funds	Accumulated Funds	Designated Donation Funds	Total	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
At 1 April 2016, as previously reported	24,260,270	590,628	159,404	1,802,773	204,931	80,027	3,953	1,461,200	930,356	2,607,265	32,100,807	
Effects of prior year adjustments (Note 22)	-	(590,628)	(159,404)	(1,802,773)	-	-	-	-	-	-	(2,552,805)	
At 1 April 2016, as restated	24,260,270	-	-	-	204,931	80,027	3,953	1,461,200	930,356	2,607,265	29,548,002	
Surplus for the year	1,125,504	-	-	-	-	-	-	-	394,863	-	1,520,367	
Transfer (to)/ from unrestricted funds	-	-	-	-	-	-	-	-	(681,116)	681,116	-	
Transfer of donation receipt from HQ to CFA	300,000	-	-	-	-	-	-	-	-	(300,000)	-	
Transfer (from)/ to restricted funds	105,559	-	-	-	-	-	-	(105,559)	-	-	-	
Utilisation of funds for fund-raising expenditure	-	-	-	-	-	-	-	-	333,602	(333,602)	-	
Insource shared services	-	-	-	-	-	-	-	-	207,849	-	207,849	
At 31 March 2017	25,791,333	-	-	-	204,931	80,027	3,953	1,355,641	1,185,554	2,654,779	31,276,218	
At 1 April 2017, as previously reported	26,044,027	552,071	137,116	2,235,391	204,931	80,027	3,953	1,355,641	1,185,554	2,654,779	34,453,490	
Effects of prior year adjustments (Note 22)	(252,694)	(552,071)	(137,116)	(2,235,391)	-	-	-	-	-	-	(3,177,272)	
At 1 April 2017, as restated	25,791,333	-	-	-	204,931	80,027	3,953	1,355,641	1,185,554	2,654,779	31,276,218	
Surplus for the year	651,257	-	-	-	-	-	-	-	228,322	-	879,579	
Transfer (to)/ from unrestricted funds	-	-	-	-	-	-	-	-	(686,929)	686,929	-	
Transfer of donation receipt from HQ to CFA	450,000	-	-	-	-	-	-	-	-	(450,000)	-	
Transfer (from)/ to restricted funds	18,476	-	-	-	-	-	-	(18,476)	-	-	-	
Utilisation of funds for fund-raising expenditure	-	-	-	-	-	-	-	-	169,288	(169,288)	-	
Insource shared services	-	-	-	-	-	-	-	-	224,017	-	224,017	
At 31 March 2018	26,911,066	-	-	-	204,931	80,027	3,953	1,337,165	1,120,252	2,722,420	32,379,814	

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statement of cash flows for the financial year ended 31 March 2018

	Note	Year ended 31 March 2018 \$	Year ended 31 March 2017 \$ (Restated)
Cash Flows from Operating Activities			
Surplus for the year		879,579	1,520,367
Adjustments for:			
Amortisation of deferred capital grants	12	(678,154)	(690,242)
Depreciation of plant and equipment	3	1,139,446	1,196,326
Depreciation of investment properties	4	36,658	36,658
Impairment loss of investment properties	4	224,506	-
Interest income		(263,141)	(188,606)
Loss on disposal of plant and equipment		9,906	12,270
Operating surplus before working capital changes		1,348,800	1,886,773
Changes in inventories		(5,534)	(6,878)
Changes in other receivables		(1,578,454)	(178,865)
Changes in other payables and accruals		(239,293)	467,500
Net cash (used in)/ generated from operating activities		(474,481)	2,168,530
Cash Flows from Investing Activities			
Acquisition of plant and equipment	3	(1,390,519)	(1,444,198)
Proceed from disposal of plant and equipment		17,055	198
Interest received		271,937	87,439
Net cash used in investing activities		(1,101,527)	(1,356,561)
Cash Flows from Financing Activities			
Receipts in deferred capital grants		939,204	913,797
Receipts in MOE special purpose grant		102,956	169,292
Receipts in grants and trust funds		97,536	663,023
Cash restricted in use		158,027	(2,580,682)
Net cash generated from/(used in) investing activities		1,297,723	(834,570)
Net decrease in cash and cash equivalents		(278,285)	(22,601)
Cash and cash equivalents at beginning of the year		4,720,951	4,743,552
Cash and cash equivalents at end of the year	6	4,442,666	4,720,951

Note:

- (A) APSN does not have any cash flow arising from financing activities except for grants and trust funds received from MOE and other grantors. Therefore, the Amendments to FRS 7 Statement of Cash Flows effective on beginning or after 1 January 2017 is not applicable.

Notes to the financial statements

for the financial year ended 31 March 2018

1 General information

The Association For Persons with Special Needs (“APSN” of the “Association”) is registered in Singapore on 12 December 1975 under the Societies Act, Cap 311. APSN 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 Association had been approved as an Institution of a Public Character under the Charities Act (Cap. 37) for five years with effect from 1 December 2015.

APSN is incorporated and domiciled in Singapore with its registered office at 900 New Upper Changi Road, Singapore 467354.

The principal activities of 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 financial statements combine the state of affairs and the results of 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 the Ministry of Education (“MOE”). APSN Student Care Centre is registered under the Ministry of Social and Family Development (“MSF”). Centre for Adults is operated as a division of APSN.

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

The financial statements of APSN for the financial year ended 31 March 2018 were authorised for issue in accordance with a resolution of the Board on the date of Statement by the Board.

2(a) Basis of preparation

The financial statements are prepared in accordance with the Singapore Financial Reporting Standards (“FRS”), including related Interpretations to FRS promulgated by the Accounting Standards Council. The financial statements have been prepared on a historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars (“SGD”) which is APSN’s functional currency. All financial information is presented in Singapore Dollars, unless otherwise stated.

The accounting policies used by APSN have been applied consistently to all periods presented in the financial statements.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

2(a) Basis of preparation (Cont'd)

Significant accounting estimates and judgements

The preparation of the financial statements in conformity with FRS requires the use of judgements, 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 revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

The critical accounting estimates and assumptions used and areas involving a significant judgement are described below.

Significant judgements in applying accounting policies

Investment properties

Significant judgement by management is applied when deciding whether the recognition requirements for developments costs have been met. Judgements are based on the information available at the end of each reporting period. Management is of the view that the investment properties are held for earning rentals. The carrying amounts of APSN's investment properties at the reporting date were \$1,819,545 (2017 - \$2,080,709).

Critical accounting estimates and assumptions used in applying accounting policies

Depreciation of plant and equipment and investment properties

Plant and equipment and investment properties are depreciated on a straight-line basis over their estimated useful lives. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amounts of APSN's plant and equipment and investment properties at the reporting date are disclosed in Note 3 and 4. If depreciation on plant and equipment and investment properties increases/decreases by 10% from management estimate, APSN's surplus for the year will decrease/increase by approximately \$117,610 (2017 - \$123,283).

Impairment of non-financial assets

Plant and equipment and investment properties are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

The recoverable amounts of these assets and, where applicable, cash-generating units, have been determined based on value-in-use calculations. These calculations require the use of estimates. Estimating the value-in-use requires APSN to make an estimate of the expected future cash flows from the cash-generating unit (or group of cash-generating units) and also to use many estimates and assumptions such as future market growth, forecast revenue and costs, useful lives of utilisation of the assets, discount rates and other factors. The carrying amounts of plant and equipment and investment properties at the reporting date are set out in Notes 3 and 4.

A decrease of 5% (2017 - 5%) in the value-in-use of APSN's non-financial assets would have decreased APSN's profit by \$171,928 (2017 - \$173,780).

Impairment of loans and receivables

Impairment of loans and receivables (comprising other receivables) are computed based on an assessment of the recoverability of such assets. Allowances are applied to these assets where events or changes in circumstances indicate that the balances may not be collectible.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

2(a) Basis of preparation (Cont'd)

Critical accounting estimates and assumptions used in applying accounting policies (Cont'd)

Impairment of loans and receivables (Cont'd)

In determining whether a financial asset is impaired, management has used estimates based on historical loss experience for assets with similar credit risk characteristics, default of payments, indications of financial difficulties of the specific customer, and general economic conditions. The carrying amounts of loans and receivables at the reporting date are set out in Note 5. If the present value of estimated future cash flows decrease by 10% from management's estimates, APSN's allowance for impairment will increase by \$349,858 (2017 - increase by \$195,203).

2(b) Interpretations and amendments to published standards effective in 2017/2018

On 1 April 2017, APSN adopted FRSs and INT FRS that are relevant for application from that date.

Reference	Description
FRS 1 Amendments to FRS 7	Amendments to FRS 1: Disclosure Initiative Statement of Cash Flows

FRS 1 Presentation of Financial Statements

The amendments to FRS 1 Presentation of Financial Statements clarify that materiality applies to the whole of financial statements and that the inclusion of immaterial information can inhibit the usefulness of financial disclosures. Furthermore, the amendments clarify that companies should use professional judgement in determining where and in what order information is presented in the financial disclosures. FRS 1 is effective for annual periods beginning on or after 1 January 2017. As this is a disclosure standard, it does not have any impact on the financial position or performance of APSN when implemented in the current year.

Amendments to FRS 7 Statement of Cash Flows

The Amendments to FRS 7 Statement of Cash Flows requires the entity to reconcile cash flows arising from financing activities as reported in the statement of cash flows – excluding contributed funds – to the corresponding liabilities in the opening and closing statements of financial position and to disclose on any restrictions over the decisions of an entity to use cash and cash equivalent balances. These amendments are effective on beginning or after 1 January 2017. As this is a disclosure standard, it will have no impact to the financial position or performance of APSN when implemented in the current year.

2(c) FRS not yet effective

The following are the new or amended FRS and INT FRS issued in 2018:

Reference	Description	Effective date (Annual periods beginning on or after)
FRS 115	Revenue from Contracts with Customers	1 January 2018
Clarifications to FRS 115	Revenue from Contracts with Customers	1 January 2018
FRS 109	Financial Instruments	1 January 2018
FRS 116	Leases	1 January 2019

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

2(c) FRS not yet effective (Cont'd)

FRS 115 Revenue from Contracts with Customers

FRS 115 Revenue from Contracts with Customers establishes a framework for determining when and how to recognise revenue. The objective of the standard is to establish the principles that an entity shall apply to report useful information about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer. It established a new five-step model that will apply to revenue arising from contracts with customers. Under FRS 115, revenue is recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods and services to a customer.

The standard replaces FRS 11 Construction Contracts, FRS 18 Revenue, INT FRS 113 Customer Loyalty Programmes, INT FRS 115 Agreements for Construction of Real Estate, INT FRS 118 Transfer of Assets from Customers and INT FRS 31 Revenue – Barter Transactions involving Advertising Services. The new standard applies to contracts with customers. However, it does not apply to insurance contracts, financial instruments or lease contracts, which fall into the scope of other standards.

The standard is effective on 1 January 2018.

Clarifications to FRS 115 Revenue Contracts with Customers

The amendments clarify how to:

- Identify a performance obligation (the promise to transfer a good or a service to a customer) in a contract;
- Determine whether a company is a principal (the provider of a good or service) or an agent (responsible for arranging for the good or service to be provided); and
- Determine whether the revenue from granting a licence should be recognised at a point in time or over time.

The amendments have the same effective date as the Standard, FRS 115, i.e. on 1 January 2018.

APSN does not expect significant changes to the basis of revenue recognition since the revenues are recognised when the services are rendered. There is unlikely to be any significant financing component arising from the rendering of services since APSN is engaged in a cash service business.

FRS 109 Financial Instruments

FRS 109 Financial Instruments replaces FRS 39 and it is a package of improvements introduced by FRS 109 which include a logical model for:

- Classification and measurement;
- A single, forward – looking “expected loss” impairment model and
- A substantially reformed approach to hedge accounting

FRS 109 is effective for annual periods beginning on or after 1 January 2018.

Loans and receivables currently accounted for at amortised cost will continue to be accounted for using amortised cost model under FRS 109.

APSN does not expect a significant change to the measurement basis arising from adopting the new classification and measurement model or a significant increase in the impairment loss allowance.

APSN plans to adopt the standard when it becomes effective in 2018 without restating comparative information; and is gathering data to quantify the potential impact arising from the adoption.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

2(c) FRS not yet effective (Cont'd)

FRS 116 Leases

FRS 116 Leases replaces accounting requirements introduced more than 30 years ago in accordance with FRS 17 Leases that are no longer considered fit for purpose, and is a major revision of the way in which companies where it is required lessees to recognise most leases on their balance sheets. Lessor accounting is substantially unchanged from current accounting in accordance with FRS 17. FRS 116 Leases will be effective for accounting periods beginning on or after 1 January 2019. Early adoption will be permitted, provided the company has adopted FRS 115.

APSN has operating leases relating to office premises and school premises.

APSN expects these operating leases to be recognised as right-of-use assets with corresponding lease liabilities under the new standard. This would increase the gearing ratio of APSN.

2(d) Summary of significant accounting policies

Plant and equipment

Plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any.

Depreciation on plant and equipment is calculated using the straight-line method to allocate their depreciable amount over their estimated useful lives as follows:

Leasehold improvements	3 years/lease term, whichever is shorter
Furniture, fittings and equipment	5 years
Computers	1 year
Software	1 year
Motor vehicles	5 years

The cost of plant and equipment includes expenditure that is directly attributable to the acquisition of the items. Dismantlement, removal or restoration costs are included as part of the cost of plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset.

Subsequent expenditure relating to plant and equipment that have already been recognised is added to the carrying amount of the asset when it is probable that future economic benefits in excess of the standard of performance of the asset before the expenditure was made will flow to APSN and the cost can be reliably measured. Other subsequent expenditure is recognised as an expense during the financial year in which it is incurred.

For acquisitions and disposals during the financial year, depreciation is provided from the year of acquisition and to the month before disposal respectively. Fully depreciated plant and equipment are retained in the books of accounts until they are no longer in use.

The gain or loss arising on disposal or retirement of an item of plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in the statement of comprehensive income.

The residual values, depreciation methods and useful lives of plant and equipment are reviewed and adjusted as appropriate at the reporting date.

2(d) Summary of significant accounting policies (Cont'd)

Investment properties

Investment properties include those portions of buildings that are held for long-term rental yields and/or capital appreciation and land under operating leases that are held for long-term capital appreciation or for a currently indeterminate use, and where an insignificant portion is held for APSN's own occupation. Investment properties comprise completed investment properties and properties under construction or development for future use as investment properties.

Investment properties are initially recognised at cost and subsequently carried at cost less accumulated depreciation and impairment losses, if any. Depreciation is calculated using the straight-line method to allocate the depreciable amounts over the estimated useful lives of 50 years. The residual values, useful lives and depreciation method of investment properties are reviewed, and adjusted if appropriate, at the end of each reporting period. The effects of any revision are included in the profit or loss when the changes arise.

Investment properties are subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised as additions and the carrying amounts of the replaced components are written off to the statement of comprehensive income. The cost of maintenance, repairs and minor improvement is charged to the statement of comprehensive income when incurred.

Investment properties are derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. On disposal or retirement of an investment property, the difference between any disposal proceeds and the carrying amount is recognised in the statement of comprehensive income.

Transfers are made to investment property when, and only when, there is a change in use, evidenced by ending of owner-occupation or commencement of an operating lease to another party. Transfers are made from investment property when and only when, there is a change in use, evidenced by the commencement of owner-occupation or commencement of development with a view to sell.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on a first-in, first-out basis, and includes all costs in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale. Allowance is made for obsolete, slow-moving and defective inventories in arriving at the net realisable value. The amount of any write-down of inventories to net realisable value is recognised as an expense in the period the write-down occurs.

Financial assets

Financial assets, other than hedging instruments, can be divided into the following categories: financial assets at fair value through profit or loss, held-to-maturity investments, loans and receivables and available-for-sale financial assets. Financial assets are assigned to the different categories by management on initial recognition, depending on the purpose for which the investments were acquired. The designation of financial assets is re-evaluated and classification may be changed at the reporting date with the exception that the designation of financial assets at fair value through profit or loss is not revocable.

All financial assets are recognised on their trade date, the date on which APSN commits to purchase or sell the asset. Financial assets are initially recognised at fair value, plus directly attributable transaction costs except for financial assets at fair value through profit or loss, which are recognised at fair value.

Derecognition of financial instruments occurs when the rights to receive cash flows from the investments expire or are transferred and substantially all of the risks and rewards of ownership have been transferred. An assessment for impairment is undertaken at least at the end of each reporting period whether or not there is objective evidence that a financial asset or a group of financial assets is impaired.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

2(d) Summary of significant accounting policies (Cont'd)

Financial assets (Cont'd)

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, APSN currently has a legally enforceable right to set off the recognised amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Non-compounding interest and other cash flows resulting from holding financial assets are recognised in the statement of comprehensive income when received, regardless of how the related carrying amount of financial assets is measured.

APSN does not hold any financial assets at fair value through profit or loss, held-to-maturity investments or available-for-sale financial assets.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when APSN provides money, goods or services directly to a debtor with no intention of trading the receivables. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets.

They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. If there is objective evidence that the asset has been impaired, the financial asset is measured at the present value of the estimated future cash flows discounted at the original effective interest rate. Impairment losses are reversed in subsequent periods when an increase in the asset's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to a restriction that the carrying amount of the asset at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised. The impairment or write back is recognised in the profit or loss.

Loans and receivables comprise other receivables and deposits, excluding prepayments.

Cash and cash equivalents

Cash and cash equivalents comprise bank and cash balances and 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.

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 the Board retains full control to use in achieving any of its institutional purposes. An expense resulting from 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 expenses.

Fund managed on behalf

Fund managed on behalf of others relate to fund set up account for contributions received from external sources for specific purposes.

The fund managed on behalf of Ministry of Education – Special Purpose Grant is disclosed as a separate item at the statement of financial position with relevant disclosure in Note 7 of the financial statement. In addition, any income and expenditure relating to these funds is accounted for directly in the funds.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

2(d) Summary of significant accounting policies (Cont'd)

Financial liabilities

Financial liabilities are recognised when APSN becomes a party to the contractual agreements of the instrument. All interest-related charges are recognised as an expense in “finance cost” in the profit or loss. Financial liabilities are derecognised if APSN’s obligations specified in the contract expire or are discharged or cancelled.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, APSN currently has a legally enforceable right to set off the recognised amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

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

Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the amortisation process.

APSN’s financial liabilities include trade payable and other payables, excluding deferred income.

Leases

Where APSN is the Lessee - Operating leases

Rentals on operating leases are charged to profit or loss on a straight-line basis over the lease term. Lease incentives, if any, are recognised as an integral part of the net consideration agreed for the use of the leased asset. Penalty payments on early termination, if any, are recognised in the profit or loss when incurred.

Contingent rents are mainly determined as a percentage of revenue in excess of a specified amount during the month. They are charged to the profit or loss when incurred.

Where APSN is the Lessor - Operating leases

Assets leased out under operating leases are included in investment properties and are stated at cost. Rental income (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term.

Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity. Senior management are considered key management personnel.

Employee benefits

Pension obligations

APSN contributes to the Central Provident Fund, a defined contribution plan regulated and managed by the Government of Singapore, which applies to the majority of the employees. Contributions to defined contribution plans are charged to the statement of comprehensive income in the period to which the contributions relate.

Employee leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. Accrual is made for the unconsumed leave as a result of services rendered by employees up to the end of the reporting period.

Related parties

A related party is defined as follows:

- (a) A person or a close member of that person’s family is related to APSN if that person:
 - (i) has control or joint control over APSN;
 - (ii) has significant influence over APSN; or
 - (iii) is a member of the key management personnel of APSN.

2(d) Summary of significant accounting policies (Cont'd)

Related parties (Cont'd)

- (b) An entity is related to APSN if any of the following conditions applies:
- (i) the entity and APSN are members of the same group;
 - (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - (iii) both entities are joint ventures of the same third party;
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - (v) the entity is a post-employment benefit plan for the benefit of employees of either APSN or an entity related to APSN. If APSN is itself such a plan, the sponsoring employers are also related to APSN;
 - (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
 - (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

Impairment of non-financial assets

The carrying amounts of APSN's non-financial assets subject to impairment are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

If it is not possible to estimate the recoverable amount of the individual asset, then the recoverable amount of the cash-generating unit to which the assets belong will be identified.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level. Goodwill is allocated to those cash-generating units that are expected to benefit from synergies of the related business combination and represent the lowest level within the entity at which management controls the related cash flows.

Individual assets or cash-generating units that include goodwill and other intangible assets with an indefinite useful life or those not yet available for use are tested for impairment at least annually. All other individual assets or cash-generating units are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's or cash-generating unit's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of fair value, reflecting market conditions less costs to sell and value-in-use, based on an internal discounted cash flow evaluation. Impairment losses recognised for cash-generating units, to which goodwill has been allocated are credited initially to the carrying amount of goodwill. Any remaining impairment loss is charged pro rata to the other assets in the cash-generating unit. With the exception of goodwill, all assets are subsequently reassessed for indications that an impairment loss previously recognised may no longer exist.

Any impairment loss is charged to the profit or loss unless it reverses a previous revaluation in which case it is charged to equity.

With the exception of goodwill,

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

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

2(d) Summary of significant accounting policies (Cont'd)

Impairment of non-financial assets (Cont'd)

- A reversal of an impairment loss on a revalued asset is credited directly to equity under the heading revaluation surplus. However, to the extent that an impairment loss on the same revalued asset was previously recognised as an expense in the profit or loss, a reversal of that impairment loss is recognised as income in the profit or loss.

An impairment loss in respect of goodwill is not reversed, even if it relates to impairment loss recognised in an interim period that would have been reduced or avoided had the impairment assessment been made at a subsequent reporting or end of the reporting period.

A reversal of an impairment loss is recognised as income in statement of comprehensive income.

Reserves management

The reserve of APSN is mainly the accumulated funds. APSN Board's objective is to maintain an optimal balance in the accumulated funds to support the continuity of the activities of APSN and for future developments of APSN schools and Centre for Adults. The Board monitors the level of the funds for working capital flexibility.

There were no changes in the Board's approach to reserve management during the year. APSN is not subject to externally imposed capital reserve requirements.

Incoming resources

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 APSN 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. Grants received for the purchase of depreciable assets and refurbishment for APSN are taken to the deferred capital grants account. The deferred capital grants are recognised in the profit or loss 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. Operating 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 reimbursable from these entities.

(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.

2(d) Summary of significant accounting policies (Cont'd)

Incoming resources (Cont'd)

(e) Other income

Other 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.

(f) Rental income

Rental revenue net of any lease incentive, is recognised on a time-proportion basis that takes into account the effective yield on the asset on a straight-line basis over the lease term.

Gifts in kind

A gift in kind is included in the profit or loss 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.

Income taxes

As a charity, APSN is exempted from income tax under the provisions of the Income Tax Act Cap. 134, section 13U(1) and no provision for income tax is required to be made in the financial statements.

Functional currencies

Functional and presentation currency

Items included in the financial statements of each entity in APSN are measured using the currency of the primary economic environment in which the entity operates (“functional currency”). The financial statements of APSN are presented in Singapore dollars, which is also the functional currency of APSN.

Conversion of foreign currencies

Transactions in a currency other than the functional currency (“foreign currency”) are translated into the functional currency using the exchange rates at the dates of the transactions. Currency translation differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the reporting date are recognised in profit or loss.

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the date of the translations.

Grants

Grants from organisations for the purchase of plant and equipment are taken to the deferred capital grants account. Deferred capital grants are recognised in the statement of comprehensive income on a systematic basis over the periods necessary to match the depreciation of plant and equipment which they are intended to compensate. On disposal of the plant and equipment, the balance of the related grants is recognised in the statement of comprehensive income to match the net book value of the plant and equipment disposed of.

Grants in respect of the current year’s operating expenses are recognised as income in the same year. Grants which are received but not utilised are included in the grants received in advance account. Grants are accounted for on an accrual basis.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

3 Plant and equipment

	Leasehold improvements \$	Furniture, fittings and equipment \$	Computers \$	Software \$	Motor vehicles \$	Total \$
<u>Cost</u>						
At 1 April 2016	10,940,574	3,285,864	1,470,988	562,237	87,104	16,346,767
Additions	487,844	541,347	268,005	147,000	2	1,444,198
Disposals	(12,520)	(166,103)	(304,770)	-	(39,607)	(523,000)
Reclassifications	-	-	(2,989)	2,989	-	-
At 31 March 2017	11,415,898	3,661,108	1,431,234	712,226	47,499	17,267,965
Additions	593,592	564,599	172,530	7,309	52,489	1,390,519
Disposals	(3,964,457)	(415,328)	(56,052)	(22,428)	(1)	(4,458,266)
Reclassifications	(85,466)	85,466	795	(795)	-	-
At 31 March 2018	7,959,567	3,895,845	1,548,507	696,312	99,987	14,200,218
<u>Accumulated depreciation</u>						
At 1 April 2016	10,794,795	2,273,921	1,469,511	561,946	87,101	15,187,274
Depreciation for the year	264,044	517,605	267,838	146,839	-	1,196,326
Disposals	(12,519)	(153,870)	(304,538)	-	(39,605)	(510,532)
Reclassifications	-	-	(2,986)	2,986	-	-
At 31 March 2017	11,046,320	2,637,656	1,429,825	711,771	47,496	15,873,068
Depreciation for the year	376,733	581,904	163,018	7,292	10,498	1,139,445
Disposals	(3,964,434)	(388,460)	(56,002)	(22,409)	-	(4,431,305)
Reclassifications	(68,993)	68,993	794	(794)	-	-
At 31 March 2018	7,389,626	2,900,093	1,537,635	695,860	57,994	12,581,208
<u>Net book value</u>						
At 31 March 2018	569,941	995,752	10,872	452	41,993	1,619,010
At 31 March 2017	369,578	1,023,452	1,409	455	3	1,394,897

APSN's carrying amount of plant and equipment amounting to \$1,071,090 (2017 - \$786,323) was acquired through government grants. Refer to Note 12 for more details.

4 Investment properties

	2018 \$	2017 \$
<u>At cost</u>		
At beginning and at end of year	2,190,683	2,190,683
<u>Accumulated depreciation</u>		
At beginning of year	109,974	73,316
Depreciation for the year	36,658	36,658
At end of year	146,632	109,974
<u>Impairment loss</u>		
Impairment loss for the year	224,506	-
<u>Carrying value</u>		
At end of year	1,819,545	2,080,709
<u>Fair value for disclosure purposes only:</u>		
Fair value at end of year	1,819,545	1,991,911
Rental income from investment properties	72,000	72,500

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

4 Investment properties (Cont'd)

	2018 \$	2017 \$
Direct operating expenses (including repair and maintenance) arising from investment properties that generated rental income during the year	16,673	16,962

APSN's carrying amount of investment properties amounting to \$1,819,545 (2017 - \$2,080,709) was acquired through public donations. Refer to Note 12 for more details.

The depreciation is charged to total resources expended.

There are no restrictions on the realisability of investment property or the remittance of income and proceeds of disposal.

The investment properties are leased to non-related parties under operating leases. Also see Note 18.2 to the financial statements on operating lease income commitments. The management has not entered into contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.

The fair value of the investment property was measured at end of the reporting period based on direct comparison with recent transactions of comparable properties within the vicinity and elsewhere to reflect the actual market state and circumstances as of the end of the reporting period. The fair value was based on a projection of latest average transaction prices by taking into consideration of the property index published by the Urban Development Authority ("URA"), where the price information was collected from the Singapore property market by the government bodies.

The investment properties are held in trust by the Board of Trustees.

For fair value measurements categorised with Level 3 of the fair value hierarchy, a description of the valuation techniques and the significant other observable inputs used in the fair value measurement are as follows:

Assets:	18 Howard Road #06-03 and #06-04 Novelty Bizcentre Singapore 369585
Fair value and fair value hierarchy - Level:	\$1,819,545 (2017 - \$1,991,911) Level 3 (2017 - Level 3)
Valuation technique for recurring fair value measurements:	Comparison with market evidence of recent offer to sell prices for similar properties
Sensitivity on management's estimates - 10% variation from estimate	Impact - lower by \$181,955 /higher by \$181,955 (2017 - lower by \$199,191/higher by \$199,191)

Impairment of investment properties

APSN owns two factory units at #06-03 and #06-04 at Novelty Bizcentre, 18 Howard Road, Singapore, 369585. In the financial year ended 31 March 2018, there is a decline in the market price of similar properties. As a result, APSN performed an impairment testing on the investment properties in accordance with FRS 36 Impairment of Assets. The recoverable amount of the investment properties have been estimated to be lower than the carrying amount of the asset and an impairment loss of \$224,506 (2017 - \$Nil) has been recognised in the statement of comprehensive income.

APSN determined the recoverable amount of the assets based on the fair value less cost to sell using adjusted market value approach. The fair value was determined based on recent transactions prices of similar premises during the year.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

5 Other receivables

	2018 \$	2017 \$ (Restated)	2016 \$ (Restated)
Sundry receivables	941,991	392,162	369,194
Impairment loss on receivables	(3,681)	(3,876)	-
	938,310	388,286	369,194
Amounts due from grantors	1,965,173	996,651	684,827
Deposits	595,098	567,089	594,349
Loans and receivable	3,498,581	1,952,026	1,648,370
Prepayments	27,953	4,850	28,475
	3,526,534	1,956,876	1,676,845

	2018 \$	2017 \$ (Restated)	2016 \$ (Restated)
<u>Impairment loss:</u>			
At 1 April	3,876	-	-
Impairment loss for the year	3,601	3,876	-
Written-off	(3,636)	-	-
Reversal	(160)	-	-
At 31 March	3,681	3,876	-

The amount due from grantors comprises of adjustments and provision for under-funding in the reporting years.

An impairment loss of \$3,601 (2017 - \$3,876) has been made for overdue fees receivable from individual students of the Student Care Centre. Fee receivable that are uncollectible and has been outstanding for more than 180 days old are written off after internal assessment performed by the Centre Head.

6 Cash and bank balances

	2018 \$	2017 \$
Not restricted in use	4,442,666	4,720,951
Restricted in use	30,912,905	31,070,932
Cash and bank balances at end of year	35,355,571	35,791,883

The fixed deposits of \$20,021,053 (2017 - \$19,749,119) are included in the restricted in use cash. The fixed deposits mature between 2 months and 12 months (2017 – 2 months and 12 months) from the financial year end and earn interest rates ranging from 1.03% to 1.54% (2017 – 1.05% to 1.82%) per annum.

The MOE special purpose grant \$431,010 (2017 - \$552,071) is included in the restricted in use cash. The details of MOE special purpose grant is set out in Note 7.

For the purpose of the statement of cash flows, the year-end cash and cash equivalents comprise of the following:

	2018 \$	2017 \$
Cash and bank balances	35,355,571	35,791,883
Restricted in use	(30,912,905)	(31,070,932)
Cash and cash equivalents	4,442,666	4,720,951

Cash that are restricted in use consists of monies received by Schools and CFA Centre are restricted in use.

**Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018**

7 MOE special purpose grants

	2018		(Restated) 2017				
	At 1.4.2017	Funds received	At 31.3.2018	At 1.4.2016			
	\$	\$	\$	Funds received			
				\$			
		Expenditure		Expenditure			
		\$		\$			
a) Annual grant for discretionary financial assistance	9,585	91,655	12,688	19,741	94,019	(104,175)	9,585
b) Additional training vote	29,437	28,563	21,661	18,294	40,506	(29,363)	29,437
c) Contract teaching resources	-	141,151	-	-	116,401	(116,401)	-
d) Curriculum enhancement fund	173,219	117,606	161,761	185,847	119,978	(132,606)	173,219
e) WPLN fee subsidy	-	12,926	-	-	14,702	(14,702)	-
f) High needs grant	44,395	373,231	117,334	56,442	199,067	(211,114)	44,395
g) ICT development grant	80,781	286,747	38,522	-	377,049	(296,268)	80,781
h) MOE secondment fund	-	265,215	-	-	200,073	(200,073)	-
i) Parent support group grant	2,731	7,259	2,114	1,453	8,548	(7,270)	2,731
j) Staff training fund	117,253	225,947	8,207	199,705	158,895	(241,347)	117,253
k) School meals programme	-	78,190	-	-	68,567	(68,567)	-
l) SPED financial assistance scheme	-	122,056	-	-	135,150	(135,150)	-
m) SPED innovation award	14,852	-	5,885	11,879	5,000	(2,027)	14,852
n) SPED outstanding teacher award	5,993	-	618	1,156	5,000	(163)	5,993
o) Public transport subsidy	11,167	15,933	4,595	10,387	25,683	(24,903)	11,167
p) Vocational preparation grant	62,658	-	57,625	85,724	-	(23,066)	62,658
	552,071	1,766,489	431,010	590,628	1,568,638	(1,607,195)	552,071

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

7 MOE special purpose grants (Cont'd)

7a) Annual grant for discretionary financial assistance

To provide financial assistance to Singapore students.

7b) Additional training vote

To enhance professional development opportunities for MOE registered SPED teachers.

7c) Contract teaching resources

To engage contract teachers covering duties of staff undergoing courses.

7d) Curriculum enhancement fund

To enhance the quality of curriculum and co-curriculum.

7e) Examination fee subsidy

To subsidise Singapore Citizen/Permanent Resident school candidates for Workplace and Numeracy Series (WPLN) assessment fees.

7f) High needs grant

To support students with exceptionally high needs due to challenging behaviour.

7g) ICT development grant

To hire IT professional and purchase of IT equipment/services to enhance students' learning needs.

7h) MOE secondment fund

To assist SPED schools on MOE seconded education officer salary compensation package.

7i) Parent support group grant

To enhance its partnership efforts with parents.

7j) Staff training fund

To enable SPED school permanent staff to receive training and professional development.

7k) School meals programme

To provide meals for SPED FAS students during the school terms.

7l) SPED financial assistance scheme (SPED FAS)

To provide financial assistance to needy students in SPED schools.

7m) SPED innovation award

To recognise the contribution from SPED schools and teachers.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

7 MOE special purpose grants (Cont'd)

- 7n) **SPED outstanding teacher award**
 To enhance teachers' professional development.
- 7o) **Public transport subsidy**
 To subsidise SPED FAS students.
- 7p) **Vocational preparation grant**
 To implement vocational preparation for students.

8 Association building fund

	2018 \$	2017 \$
Balance at beginning and at end of year	204,931	204,931

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.

9 Refurbishment fund

	2018 \$	2017 \$
Balance at beginning and at end of year	80,027	80,027

This fund was set up for the refurbishment of Delta Senior School's premises.

10 School building fund

	2018 \$	2017 \$
Balance at beginning and at end of year	3,953	3,953

This fund is for the refurbishment of Chaoyang School.

11 Designated donations

	-----2018-----				-----2017-----			
	At 1.4.2017 \$	Funds received \$	Expenditure \$	At 31.3.2018 \$	At 1.4.2016 \$	Funds received \$	Expenditure \$	At 31.3.2017 \$
<u>Restricted funds</u>								
Designated donations	1,354,076	727,814	(746,290)	1,335,600	1,453,235	634,357	(733,516)	1,354,076
Percussion fund	1,565	-	-	1,565	7,965	-	(6,400)	1,565
	1,355,641	727,814	(746,290)	1,337,165	1,461,200	634,357	(739,916)	1,355,641

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

11 Designated donations (Cont'd)

	-----2018-----				-----2017-----			
	At 1.4.2017 \$	Funds received \$	Expenditure \$	At 31.3.2018 \$	At 1.4.2016 \$	Funds received \$	Expenditure \$	At 31.3.2017 \$
<u>Unrestricted funds</u>								
Designated donations	2,641,301	792,611	(724,970)	2,708,942	2,593,787	899,034	(851,520)	2,641,301
General purpose fund	13,478	-	-	13,478	13,478	-	-	13,478
	2,654,779	792,611	(724,970)	2,722,420	2,607,265	899,034	(851,520)	2,654,779
Total	4,010,420	1,520,425	(1,471,260)	4,059,585	4,068,465	1,533,391	(1,591,436)	4,010,420

Funds received presented in the statement of financial position as follows:

	-----2018-----			-----2017-----		
	Unrestricted funds \$	Restricted funds \$	Total \$	Unrestricted funds \$	Restricted funds \$	Total \$
<u>Incoming Resources</u>						
Donations - designated donations	792,611	277,814	1,070,425	892,559	212,355	1,104,914
Programme sales and services (designated)	-	-	-	6,475	122,002	128,477
Transfer of surplus from accumulated funds	-	450,000	450,000	-	300,000	300,000
	792,611	727,814	1,520,425	899,034	634,357	1,533,391

Restricted donations consist of donations received by APSN schools and centres and are restricted for the schools and centres' use only. Unrestricted donations consist of donations received by APSN headquarter and can be used for APSN's general operating purposes.

12 Deferred capital grants

	2018 \$	2017 \$
Cost		
At 1 April	4,155,428	3,630,125
Refurbishment of property, purchase of plant and equipment:		
- Grant from MOE, NCSS, MSF, Tote Board, AIC	810,298	770,899
- Public donations	128,907	142,898
	939,205	913,797
Amount written off	(689,366)	(388,494)
At 31 March	4,405,267	4,155,428
Accumulated amortisation		
At 1 April	1,288,397	986,649
Amortisation for the year	678,154	690,242
Amount written off	(689,366)	(388,494)
At 31 March	1,277,185	1,288,397
Carrying value		
At 31 March	3,128,082	2,867,031
	2018 \$	2017 \$
Secured by:		
<u>Carrying value of asset</u>		
Plant and equipment	1,071,090	786,322
Investment properties	1,819,545	2,080,709
Total	2,890,635	2,867,031

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

12 Deferred capital grants (Cont'd)

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

The amounts written off are for deferred capital grants which have been fully amortised.

13 Deferred grants and trust funds

	2018	2017
	\$	\$
MOE funds	110,470	137,116 (Restated)
Trust funds	2,612,266	2,488,084
	2,722,736	2,625,200

13.2 MOE funds

	-----2018-----				-----2017-----			
	At 1.4.2017 \$	Funds received \$	Expenditure \$	At 31.3.2018 \$	At 1.4.2016 \$	Funds received \$	Expenditure \$	At 31.3.2017 \$
a) Edusave grant	53,346	61,040	(63,280)	51,106	52,204	66,507	(65,365)	53,346
b) ICT tier 2 funding	-	-	(14,300)	(14,300)	-	-	-	-
c) LKY exemplary student award	-	3,000	(3,000)	-	-	-	-	-
d) MOE F&E grant	-	62,670	(62,471)	199	-	-	-	-
e) Opportunity fund	83,770	10,243	(20,548)	73,465	107,200	-	(23,430)	83,770
f) School based student award	-	94,250	(94,250)	-	-	89,500	(89,500)	-
	137,116	231,203	(257,849)	110,470	159,404	156,007	(178,295)	137,116

13.2a) Edusave grant

To provide enrichment programmes, purchase of resource materials and equipment for students.

13.2b) ICT tier 2 funding

To encourage sustainable ICT innovative projects that will fuel continuous improvement and bring about meaningful student outcomes.

13.2c) LKY exemplary student award

To honour and affirm students in SPED schools who have risen above their inherent disabilities.

13.2d) MOE F&E grant

To provide assistance in acquiring furniture and equipment for school use.

13.2e) Opportunity fund

To provide Singapore citizen needy students to enrich their learning.

13.2f) School based student award

To recognise and encourage students' achievements and progress.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

13.3 Trust funds

	-----2018-----				-----2017-----			
	At 1.4.2017 \$	Funds received \$	Expenditure \$	At 31.3.2018 \$	At 1.4.2016 \$	Funds received \$	Expenditure \$	At 31.3.2017 \$
a) Care & share matching grant	397,718	374,463	(580,654)	191,527	359,866	583,087	(545,235)	397,718
b) Children's Charities Association fund	11,215	120,225	(120,225)	11,215	11,215	152,785	(152,785)	11,215
c) Community silver trust fund	1,814,391	1,239,634	(662,253)	2,391,772	1,418,251	1,148,024	(499,191)	2,067,084
d) Charities capability fund (VCF)	1,673	16,264	(13,482)	4,455	-	1,673	-	1,673
e) IHG foundation fund	-	67,835	(67,807)	28	-	-	-	-
f) MSF capital funding	-	196,946	(196,946)	-	-	152,803	(152,803)	-
g) Staff training OFA grant	1,384	-	-	1,384	1,384	-	-	1,384
h) School pocket money	1,189	21,840	(14,270)	8,759	5,101	14,278	(18,190)	1,189
i) SG Enable - transport assistance scheme	3,331	287,055	(291,750)	(1,364)	2,466	285,424	(284,559)	3,331
j) Tote Board Arts grant	-	5,293	(5,293)	-	-	6,435	(6,435)	-
k) Trailblazer-Chan Chiew Ping special schools fund	4,490	-	-	4,490	4,490	-	-	4,490
	2,235,391	2,329,555	(1,952,680)	2,612,266	1,802,773	2,344,509	(1,659,198)	2,488,084

13.3a) Care & share matching grant

The grant, managed by NCSS, aims to enhance social services to beneficiaries.

13.3b) Children's Charities Association fund

The Children's Charities Association (CCA) Fund is for educational programmes, job training, welfare and enrichment programmes for students up to 21 years old.

13.3c) Community silver trust fund

This Fund from the Agency for Integrated Care (AIC) is to provide additional resources to enhance capabilities and provide value-added services.

13.3d) Charities capability fund (VCF)

The fund, administered by NCSS, is to strengthen the capabilities of VWOs in Singapore.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

13.3 Trust funds (Cont'd)

13.3e) IHG foundation fund

The fund is to provide support for a comprehensive range of programmes and services for adults with mild intellectual disability, age 17 and above.

13.3f) MSF capital funding

This fund from MSF is to undertake the cost of APSN Student Care Centre's renovation and relocation in 2018 and APSN Centre for Adults in 2017.

13.3g) Staff training OFA grant

The fund is given by NCSS to build staff competencies.

13.3h) School pocket money fund

The grant received from the Straits Times School Pocket Money Fund for the welfare of needy students.

13.3i) SG Enable-transport assistance scheme

This fund from SG Enable aims to reduce the high transport costs for persons with disabilities accessing VWO services.

13.3j) Tote Board arts grant

The grant aims to develop art education in SPED schools.

13.3k) 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.

14 Other payables and accruals

	2018 \$	2017 \$ (Restated)	2016 \$ (Restated)
Amounts due to grantors	221,126	189,325	277,716
Asian Federation on Intellectual Disabilities (AFID) conference fund	9,793	9,793	16,893
Accrued operating expenses	2,978,457	2,936,925	2,523,102
School fees received in advance	52,604	63,285	81,620
Other creditors	450,174	752,119	543,029
	3,712,154	3,951,447	3,442,360

The amount due to grantors comprises of adjustments and provision for over-funding in the reporting years.

14.1 Asian Federation on Intellectual Disabilities (AFID) conference fund

	2018 \$	2017 \$
At 1 April	9,793	16,893
Expenditure incurred	-	(7,100)
At 31 March	9,793	9,793

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

14.1 Asian Federation on Intellectual Disabilities (AFID) conference fund (Cont'd)

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. The Board approved the fund to be used for APSN sending Board members and volunteers to conferences, study trips and educational activities locally or overseas.

15 Taxation and tax-exempt receipts

15.1 Taxation

	2018 \$	2017 \$
Surplus	879,579	1,520,367
Tax at statutory rate of 17%	149,528	258,462
Tax exemption under Charities Act	(149,528)	(258,462)
	-	-

APSN is an approved charity under the Charities Act, Chapter 37 and an Institution of Public Character under the Income Tax Act, Chapter 134. Therefore, no tax provision has been made in the financial statements as APSN is exempt from income tax.

15.2 Tax-deductible receipts

APSN is an approved Institution of Public Character whereby public donors are granted 2.5 times (2017 – 2.5 times) tax deductions for donations made to APSN. The current IPC status is granted by the Ministry of Social and Family Development (“MSF”) for the period from 1 March 2018 to 28 February 2021.

	2018 \$	2017 \$
Tax-deductible receipts issued for donations received/collected during the reporting year	530,037	461,269

16 Manpower and related expenses

	2018 \$	2017 \$
Salaries, bonuses and gratuity		
- MOE seconded teaching staff	613,921	533,577
- Other teaching staff, professional, support CPF and SDF	20,943,968	19,856,965
- MOE seconded teaching staff	25,294	25,052
- Other teaching staff, professional, support	3,278,482	3,085,525
Provision for unused leave	40,804	(6,472)
Other staff costs	489,271	436,763
Outsourced services for MOE approved positions	664,315	582,739
Manpower cost under NCSS Sunray Scheme	258,225	-
	26,314,280	24,514,149
- Government grant income from job credit scheme	(554,820)	(536,609)
- MOE secondment fund	(265,215)	(200,073)
- MOE contract teaching fund	(141,151)	(116,401)
	(961,186)	(853,083)
Total	25,353,094	23,661,066

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

17 Significant related party transactions

Other than the related party information disclosed elsewhere in the financial statements, the following are significant transactions entered into by APSN with related parties:

17.1 Key management compensation

	2018 \$	2017 \$
Salaries and other short-term employees benefits	2,326,836	3,274,217
Number of key management paid in compensation bands:		
	2018	2017
\$100,000 to \$200,000	15	21
\$100,000 and below	1	9

From reviewing the definition of key management personnel in 2018, it was decided that such key executives will be senior management at the highest level of the organisation, with authority and responsibility for planning, directing and controlling the activities of APSN. The above amounts for key management compensation are for the senior management.

17.2 Expenses incurred by Board and Committee Members

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

	2018 \$	2017 \$
Course attended by Board and Committee Members for the purpose of APSN	636	1,800
Transport reimbursement to Board Members	-	1,702

18 Commitments

18.1 Capital commitments

Amounts committed at the end of the reporting period for future expenditure but not recognised in profit or loss are as follows:

	2018 \$	2017 \$
Commitments to purchase plant and equipment	162,556	202,974

18.2 Operating lease commitments (non-cancellable)

Where APSN is the lessee

At the end of the reporting period, APSN was committed to making the following rental payments in respect of non-cancellable operating leases with an original term of more than one year:

	2018 \$	2017 \$
(a) <u>Rental of equipment</u>		
Not later than one year	27,724	32,329
Later than one year and not later than five years	88,733	55,385
	116,457	87,714

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Notes to the financial statements for the financial year ended 31 March 2018

18.2 Operating lease commitments (non-cancellable) (Cont'd)

Where APSN is the lessee (Cont'd)

	2018 \$	2017 \$
(b) <u>Land rental</u>		
Not later than one year	2,543,566	2,303,732
Later than one year and not later than five years	2,105,082	2,760,312
	4,648,648	5,064,044

The land rental is payable to the Singapore Land Authority (SLA)/Ministry of Social and Family Development (MSF) for the land/premises occupied by APSN schools and CFA. The average lease term is 3 years. The rental is fully funded and paid by MOE directly to SLA for the schools and 90% funded and reimbursed by MSF for CFA.

Where APSN is the lessor

	2018 \$	2017 \$
Not later than one year	9,000	72,000
Later than one year and not later than five years	-	9,000
	9,000	81,000

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

19 Financial risk management objectives and policies

The Board has documented financial risk management policies. These policies set out APSN's risk management philosophy. APSN is exposed to financial risks arising from its operations. The key financial risks included credit risk, liquidity risk, interest rate risk, foreign currency risk and market price risk. There has been no change to APSN's exposure to these financial risks or the manner in which it manages and measures the risk.

APSN does not hold or issue derivative financial instruments for trading purposes or to hedge against fluctuations, if any, in interest rates and foreign exchange.

The carrying amounts of financial assets and financial liabilities at the reporting date by categories are as follows:

	2018 \$	2017 \$
Financial assets at amortised cost		
Other receivables (excluding prepayments)	3,498,581	1,952,026
Cash and cash equivalents	35,355,571	35,791,883
	38,854,151	37,743,909
Financial liabilities at amortised cost		
Other payables and accruals (excluding school fees received in advance and deferred income)	3,659,550	3,888,162

Credit risk

Credit risk refers to the risk that counterparties may default on their contractual obligations resulting in financial loss to APSN.

APSN's exposure to credit risk arises primarily from other receivables.

19 Financial risk management objectives and policies (Cont'd)

Credit risk (Cont'd)

APSN establishes an allowance for impairment that represents its estimate of incurred losses in respect of other receivables. The allowance account in respect of other receivables is used to record impairment losses unless APSN is satisfied that no recovery of the amount owing is possible. At that point, the financial asset is considered irrecoverable and the amount charged to the allowance account is written off against the carrying amount of the impaired financial asset.

At the reporting date, the other receivables are neither past due nor impaired except for detailed disclosure in Note 5. They are based on the creditworthiness of the counterparties, credit quality and past collection history of the receivables. APSN believe that the unimpaired amounts that are past due are still collectible in full, based on historical payment behaviour and extensive analyses of customer credit risk, including underlying customers' credit ratings, when available.

As APSN does not hold any collateral, the maximum exposure to credit risk for each class of financial instruments is the carrying amount of that class of financial instruments presented on the statement of financial position.

APSN's major classes of financial assets are other receivables and cash balances. Cash and fixed deposits are placed with financial institutions which are regulated and have good credit ratings.

Interest rate risk

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

APSN's exposure to interest rate risk arises primarily from changes in interest rates on interest bearing fixed deposits. The interest rate risk on financial assets and financial liabilities is not significant.

Foreign currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Currency risk arises when transactions are denominated in foreign currencies.

APSN is not exposed to foreign currency risk as all its financial assets and liabilities are denominated in Singapore dollars.

Market price risk

Market price risk is the risk that the value of a financial instrument will fluctuate due to changes in market prices.

APSN does not hold any quoted or marketable financial instrument and is not exposed to any movement in market prices.

Liquidity risk

Liquidity or funding risk is the risk that APSN will encounter difficulty in raising funds to meet commitments associated with financial instruments that are settled by delivering cash or another financial asset. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

APSN maintains sufficient level of cash and cash equivalents to finance APSN's operations and mitigate the effects of fluctuation in cash flows.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

19 Financial risk management objectives and policies (Cont'd)

Liquidity risk (Cont'd)

The table below analyses the maturity profile of APSN's financial liabilities based on contractual undiscounted cash flows.

	Carrying amount \$	-----Contractual undiscounted cash flow-----			
		Total \$	Less than 1 year \$	Between 2 and 5 years \$	Over 5 years \$
31 March 2018					
Other payables and accruals (excluding school fees received in advance and deferred income)	3,659,550	3,659,550	3,659,550	-	-
31 March 2017					
Other payables and accruals (excluding school fees received in advance and deferred income)	3,888,160	3,888,160	3,888,160	-	-

20 Fair values of financial instruments

Definition of fair value

FRSs define fair value as 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.

The notional amounts of financial assets and liabilities with a maturity of less than one year (including other receivables, cash and cash equivalents, and other payables) approximate their fair values because of the short period to maturity.

21 Funds management policy

The objectives of the management when managing funds are:

- (a) liquidity for operations;
- (b) protection of capital;
- (c) diversification of risk; and
- (d) maximization of yield.

The management actively and regularly review and manage its funds structure to ensure optimal capital structure, taking into consideration the future requirements, prevailing and projected yield, projected operating cash flows and projected capital expenditures.

The management monitors funds using the annual-operating-expenditure-to-total-funds ratio.

	2018 \$	2017 \$
Annual operating expenditure (A)	33,882,369	31,718,489
Total funds (B)	32,379,814	31,276,218
Annual-operating-expenditure-to-total-funds ratio (times) (A)/(B)	1.05	1.01

APSN is not subject to externally imposed capital requirements. There were no changes in APSN's approach to capital management during the year.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

22 Prior year adjustments

During the financial year ended 2017, APSN noted the following:

- a) Grant income were recognised when received and not when there is reasonable assurance that the entity will comply with the grant and designated donation in accordance with FRS 20 Accounting for Government Grants and Disclosure of Government Assistance. Deferred grant income was understated by \$2,625,200 (2016 - \$1,962,177). Reclassification has been made retrospectively and it is reclassified as deferred grants and trust funds income in accordance with FRS 20 Accounting for Government Grants and Disclosure of Government Assistance.
- b) Receipt from MOE Special Purpose Grants relate to custodian monies received and held in trust for MOE. In financial year 2017, grant income of \$1,568,638 (2016 - \$1,529,461) and expense of \$1,607,195 (2016 - \$1,607,578) was recognised in the statement of comprehensive income. MOE special purpose fund of \$552,071 (2016 - \$590,628) was classified under equity instead of liability. Reclassification has been made retrospectively in accordance to MOE guideline and FRS 20 Accounting for Government Grants and Disclosure of Government Assistance.
- c) Subvention by trust funds/ donations of \$1,125,879 (2016 - \$1,258,668) was previously recorded as an income to offset against donations and trust funds expenses, resulting in double-accounting for income and expenses. The restatement has been accounted for retrospectively.
- d) Amount due to grantors of \$189,325 (2016 - \$277,718) was previously offset against amount due from grantors instead of being classified as a liability. The restatement has been accounted for retrospectively.
- e) Staff costs relating to insource service expenses of \$207,849 (2016 - \$210,248) was previously classified under HQ cost allocation and management fee expense. In accordance with requirement by MOE, the cost to be classified under staff costs instead. The reclassification has been made retrospectively and reclassified as manpower and related expenses.
- f) Contract services expenses of \$374,890 (2016 - \$304,507) was reclassified to manpower and related expenses in accordance with MOE reporting requirement.
- g) Transfer of donation receipt from HQ to CFA of \$300,000 (2016 - NIL) was not eliminated during the consolidation process. The restatement has been made retrospectively.

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

22 Prior year adjustments (Cont'd)

The effects of the above adjustments for financial year ended 31 March 2017 are disclosed below:

	Adjustments	As reported \$	2017 Adjustment \$	As restated \$
Statement of financial position				
as at 31 March 2017				
<u>Asset</u>				
Other receivables	(d)	1,195,613	761,263	1,956,876
Other assets	(d)	571,938	(571,938)	-
<u>Funds</u>				
MOE special purpose grants	(b)	552,071	(552,071)	-
MOE funds	(a)	137,116	(137,116)	-
Trust Funds	(a)	2,235,391	(2,235,391)	-
Accumulated funds - Restricted	(c)	26,044,027	(252,694)	25,791,333
<u>Liabilities</u>				
MOE special purpose grants	(b)	-	552,071	552,071
Deferred grants and trust funds	(a)	-	2,625,200	2,625,200
Other payables	(d)	3,762,121	(189,326)	3,951,447
Statement of financial activities				
Designated donations	(g)	1,404,914	(300,000)	1,104,914
MOE funds income	(a)	156,007	22,287	178,294
MOE Special purpose grants income	(b)	1,568,638	(1,568,638)	-
Trust funds income	(a)	2,091,816	(1,290,217)	801,599
Utilisation of MOE special purpose grants	(b)	(1,607,195)	1,607,195	-
Utilisation of trust funds	(a),(c)	(1,659,198)	1,010,384	(648,814)
Utilisation of designated donations	(c),(g)	(1,591,436)	980,770	(610,666)
Subvention of trust funds / donations	(c)	1,125,879	(1,125,879)	-
Manpower and related expenses	(e),(f)	(23,078,329)	(582,737)	(23,661,066)
Contract service expenses	(f)	(374,890)	374,890	-
Education & programme expenses	(c)	(1,206,515)	39,632	(1,166,883)

Association For Persons with Special Needs
Notes to the financial statements for the financial year ended 31 March 2018

22 Prior year adjustments (Cont'd)

The effects of the above adjustments for financial year ended 31 March 2016 are disclosed below:

	Adjustments	As reported	2016 Adjustment	As restated
		\$	\$	\$
Statement of financial position				
as at 1 April 2016				
<u>Asset</u>				
Other receivables	(d)	776,305	900,540	1,676,845
Other assets	(d)	622,822	(622,822)	-
<u>Funds</u>				
MOE special purpose grants	(b)	590,628	(590,628)	-
MOE funds	(a)	159,404	(159,404)	-
Trust Funds	(a)	1,802,773	(1,802,773)	-
<u>Liabilities</u>				
MOE special purpose grants	(b)	-	590,628	590,628
Deferred grants and trust funds	(a)	-	1,962,177	1,962,177
Other payables	(d)	3,164,642	277,718	3,442,360
 Statement of financial activities				
Designated donations	(g)	1,804,829	(22,601)	1,782,228
Contract service expense	(f)	(304,507)	304,507	-
MOE funds income	(a)	322,032	3,573	325,605
MOE Special purpose grants income	(b)	1,529,461	1,529,461	-
Trust Funds income	(a)	2,543,744	(1,078,547)	1,465,197
Utilisation of MOE special purpose grants	(b)	(1,607,578)	1,607,578	-
Utilisation of trust funds	(a),(c)	(1,867,989)	1,065,163	(802,826)
Utilisation of designated donations	(a)	(1,251,316)	357,922	(893,394)
Subvention of trust funds / donations	(c)	1,258,668	(1,258,668)	-
Manpower and related expenses	(e),(f)	(21,162,881)	(304,507)	(21,467,388)
Education & programme expenses	(c),(g)	(1,043,770)	46,795	(996,975)

23 Comparative information

The comparative financial statements of APSN for the financial year ended 31 March 2017 were audited by another firm of Chartered Accountants whom expressed an unmodified opinion on those financial statements.

Comparatives in the financial statements have been reclassified due to prior years' adjustments as described in Note 22.



association for persons with special needs

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