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Association for Persons with Special Needs

Mission

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

Vision

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



Objectives

- To cater to the educational and vocational needs of persons with mild intellectual disability.
- To enhance the opportunities for the said persons to lead independent, dignified lives in society.
- To initiate, promote and stimulate research into their challenges and conditions.
- To create and develop awareness of and educate the public on the needs of those with intellectual disability.
- To assist and advise parents or guardians on choices and challenges relating to the education and development to the said persons.
- To encourage parents or guardians of the said persons to form groups and associations for mutual assistance and co-operation on matters relating to the said persons.
- To raise funds, to purchase and own properties and to sell or alter or convert such properties for these purposes.

Registered Address

900 New Upper Changi Road
Singapore 467354

Charity Status

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

Constitution

Date of Establishment : 12 Dec 1975
ROS Regn No : ROS 217/75
UEN : S75SS0058K

The Association is an approved institution of a public character under the Singapore Income Tax Act Cap 134.

IPC Status

Effective Date of IPC: From 01 Oct 2007 – 30 Sep 2012. A Full Member of National Council of Social Service

Auditors

RSM Chio Lim LLP

Executive Committee

Office-bearers

President



Dr Francis C. Chen
PBM, BBM

Vice-Presidents



Mr Tan Ju Seng
PBM, BBM



Mr Chan Chee Keong
PBM

Hon Secretary



Mr Anthony Tan

Hon Treasurer



Mr Royce Seah

Assistant Hon Treasurer



Mr Winston Wong

Executive Committee

- members



Mrs Rose Ng



Mrs Ruby Cheah



Mr Anselm Lopez
PPA (G)



Mr Roger Tan
PPA (G)



Dr Victor Tay



Mrs Kristin van Burm



Mr Mohan Menon



Ms Tin Wai Fun

Committees & Representatives for 2010/2011

SCHOOLS MANAGEMENT COMMITTEE

Chairman

Mr Anthony Tan Kang Uei

Supervisor

Mr Anselm Lopez

Hon Treasurer

Mr Royce Seah Chang Kai

Secretary

Ms Soh Mee Choo

Committee Members

Mdm Aslinah Ahmad (from June 2011)
Mrs Choo Swee Gek
Mrs Low Siew Ting (till June 2011)
Mrs Liza Ow
Ms Lisa Choy (MOE Representative)
Ms Kristin van Burm
Mr Mohan Menon
Dr Victor Tay Kah Soon
Mr Roger Tan Tian Hong
Mdm Aslinah bte Ahmad (from June 2011)

Observer / Ex-officio

Dr Chey Chor Khoon
Mr William Tng

CFA MANAGEMENT COMMITTEE

Chairman

Mr Chan Chee Keong

Adviser

Dr Francis C Chen

Secretary

Honorary Treasurer

Mrs Rose Ng

Committee Members

Mr Anselm Lopez
Ms Chang Su Hoong
Mrs Janet Fong
Mr Adrian Foo
Mr Lee Bon Kew
Mr Lee Chuan Bee
Ms Lee Shwu Huey
Ms Evelyn Liew
Mr Charles Lim
Mr Mohan Menon
Mr Shawn Tan
Dr Victor Tay

Staff Member

Mr William Tng

Ex-officio

Dr Chey Chor Khoon

HUMAN RESOURCES SUB-COMMITTEE

Chairman

Ms Tin Wai Fun

Secretary

Committee Members

Ms Amanda Chuan
Ms Kristin Van Burm
Mr Jeffrey Kwek
Ms Seet Chor Hoon
Mr Winston Wong

Staff Member

Ms Samantha Wong Mei Pheng

Ex-officio

Dr Chey Chor Khoon

FINANCE & INVESTMENT SUB-COMMITTEE

Chairman

Mr Royce Seah Chang Kai

Secretary

Committee Members

Mrs Ruby Cheah
Mr Chinnu Palanivelu
Mr Mohan Menon
Mrs Rose Ng
Mr Cavin Teo Choon Beng
Mr Winston Wong

Staff Member

Ms Faridah Bte Hassan

Ex-officio

Dr Chey Chor Khoon

EDITORIAL & PUBLICITY SUB-COMMITTEE

Chairman / Editor
Dr Francis C Chen

Sub Editor
Mrs Ang Laikuin

Secretary
Mr Koey Ziqi

Reporters
Mdm Suhaidah Sulaiman
Ms Sheela Devi
Mrs Norlidah Shahrin
Mrs Sumathy Kalai
Mr Yee Hung Pak
Mr Jerome Prakash
Ms Jennifer Lee

Ex-officio
Dr Chey Chor Khoon

ADMISSIONS AND REVIEW SUB-COMMITTEE

Chairman
Mr Roger Tan Tian Hong

Staff Members
Mrs. Low Siew Ting (until May 2011)
Mrs. Choo Swee Gek
Mrs. Liza Ow
Ms. Soh Mee Choo
Mr. William Tng
Ms. Tan Chia Nee
Ms. Amarit Kaur
Mr. Andy Lum (till March 2011)
Mrs. Tan Jun Lin
Ms. Nishta Geetha
Theveraja (till Jan 2011)
Ms. Ang Wai Min (till Sept 2010)
Ms. Ayessha Farveen
Mrs. L. V. Jayashree (till Feb 2011)
Mr. Wong Tak Wee, Chris
Ms. Kwek Hyen Ying (till Dec 2011)
Ms. Lau Wan Xin
Mdm Aslinah bte Ahmad
(from June 2011)

Ex-officio
Dr Chey Chor Khoon

REPRESENTATION ON OTHER ORGANISATIONS

Asian Federation on Intellectual Disabilities (AFID) Executive Board
Dr Francis C Chen
Mr M K Wong

Children's Charities Association
Mr Chan Chee Keong
Mr Royce Seah

Singapore Disability Sports Council
Mr Mohan Menon
(from Sept 2011)

Special Olympics Singapore
Ms Jennifer Lee

IT SUBCOMMITTEE

Chairperson
Dr Victor Tay

Members
Mr Adrian Foo
Mr Tan Kar Peng
Mr Tan Cheen Chong

Staff Members
Mr Patrick Aw
Mr Dennis She Tu
Ms Faridah B Hassan
Ms Janis Foo
Mr Kong Yew Kee
Mr Ronald Lim
Ms Rita Wang
Mr Winston Wee

Ex Officio
Dr Chey Chor Khoon

NOMINATIONS SUB-COMMITTEE

Chairperson
Dr Francis C Chen

Committee Members
Mr Chan Chee Keong
Mr Tan Ju Seng

Ex Officio
Dr Chey Chor Khoon

AUDIT SUBCOMMITTEE

Chairperson
Mr Chia Chew Meng Robin

Members
Ms Chang Su Hoong
Mr Chinnu Palanivelu
Mr Adrian Foo
Mr Mohan Menon

Ex Officio
Dr Chey Chor Khoon

President's Message



Dr Francis C. Chen

PhD (Lond), PBM, BBM

Corporate governance is an issue which the regulatory and / or facilitatory bodies like the Charity Council, National Council of Social Service (NCSS) and the Ministry of Community Development Youth and Sports (MCYS) advise Voluntary Welfare Organisations (VWOs) to observe. Governance in the charity sector refers to the systems and processes concerned with managing the overall direction, effectiveness, supervision and accountability of an organisation. The nature and stringency of such governance issues are no different for VWOs as they are for corporate companies, such as publicly listed companies. One can understand why when one considers the annual budget of some of the bigger VWOs, in excess of \$ 10 million and in some cases even much more.

Good governance, transparency and accountability are keywords if one were to follow all the regulations in the Charities Act ("Code of Governance for Charities and Institutions of a Public Character"). However, one distinguishing factor between VWOs and corporate companies is that the Executive Committee or Board of a VWO is made up entirely of volunteers. Because this is not a paid position, the allocation of time becomes a problem, especially when one has a full-time job which is quite demanding and which may require frequent travel overseas. Thus it always becomes a struggle in time management when a volunteer has to attend not only the Board meetings, but oftentimes in the Subcommittee meetings as well.

APSN has grappled with this problem for the past three decades; there is a perpetual shortage of eligible members who can volunteer for such positions. Through Board Match (now re-named the Centre for Non-Profit Leadership), an initiative of the National Volunteer & Philanthropy Centre (NVPC) and the Kind Exchange, we have been fortunate to have recruited a number of suitable members for our Board. The problem in running a VWO is compounded by the complexity of issues facing VWOs these days. In the case of APSN, which currently has nearly 300 staff, human resource matters are important, as they ensure the welfare and job satisfaction of the staff. From management's point of view, we have to come up with ideas on how to motivate staff to greater heights, in doing a good job better, so to speak. Staff development is the flip side to staff performance, and so one can understand a lot of problems are inherent in managing such a big workforce.

Although all VWOs these days have Vision and Mission Statements, yet the implementation of the objectives is very much the task of the principal office-bearers, especially the President. His role is akin to the pilot of a ship, steering and keeping the ship moving, and to avoiding obstacles. Together with his Board, the educational philosophy in running the APSN Special Schools must be enunciated, and changes made in accordance with changing times and circumstances. Of utmost

importance in the case of APSN is the service delivery in terms of special education, and the adjunct and remedial services some of our clients may need. At the end of this APSN journey, the students will have to transit to open employment, or those who are not quite ready, for further vocational training at our Centre for Adults.

No matter what metamorphosis takes place, a basic golden principle of special education is that it should cater to the holistic development of the child. Because the child has dropped off from the mainstream (some of course are direct entries because of their diagnosed mild intellectual impairment), the special feature in a special school which caters to the learning disabled is that it should be free of examinations. Educators will tell you that the examinations system is the biggest single source of stress to persons with intellectual disability. Special education should be in an examinations-free environment; the individual abilities and learning needs should be emphasized, such as with the IEPs (Individual Educational Programmes). Of course there can be assessments and tests, but these are not the same as examinations.

Another of our tasks, apart from ensuring that all our students know self-help skills and are able to interact with members of society, they would also have to be trained to hold down jobs in open employment. The training for such jobs is restricted to the more menial and manual jobs available, such as customer service, working in fast food joints, in plant nurseries, as cleaners in janitorial positions, etc. Therefore the training we provide should be wide-ranging, stressing on the proper execution of the skills required for any one job. This is augmented by "on-the-job" training, to familiarise the trainees on the nature of the job function required.

In special schools like those run by APSN, we realise there isn't the same inclusiveness as practised in some other countries. This however is not a huge problem, as Singapore is very compact geographically and relatively small. We foster programmes which allow our students and clients to mix (or "integrate") with their peers in normal schools and with members of the public at large. We have introduced a "Best Buddies" programme with NUS students, who act as older brothers or sisters to our clients. We hope to enlarge this and other similar activities, so that our students will feel that they are part of society, and not isolated from it.

Finally, in order that APSN can achieve the "next lap" and for special education to attain its maximum development, the Ministry of Education must seriously think about taking over responsibility in running special education schools. Five years ago, on our 30th Anniversary, we wrote to the Prime Minister on this very issue. We again repeat our request -- as Government has the resources of state at its disposal, and also has the primary obligation of providing basic education to the populace -- including the intellectually disabled. If Government were to so decide, APSN can then concentrate on providing the adjunct services, such as remedial or social, for the learning disabled.

Whilst APSN still has the responsibility of running Special Schools, we endeavour to do our best under the circumstances, though we feel this is not the ideal state. I fear that the oft-mentioned adage of the "Many Helping Hands Approach" may backfire in that the "Helping Hands" may pull in different directions, resulting in no nett progress. Perhaps a re-think or an overhaul of the educational paradigm is required.



Reports of Committees & Sub-Committees

Schools Management Committee

The School Management Committee (SMC) ensures that the operations of the APSN schools are carried out effectively in pursuit of the Association's mission, and in line with the Ministry of Education's overall strategic plan for special education in Singapore. APSN stands out in the local special education (SPED) scene by having a fully integrated school system, that allows our students to benefit from a comprehensive and coordinated syllabus from age 7 to adulthood (through the Centre for Adults).

Over the past year, the SMC has worked closely with the schools to ensure that they continue to meet the objectives and targets set out in their annual strategic plan, with the ultimate aim of equipping our students with the skills necessary for leading dignified, fulfilling and independent lives as integral members of Singaporean society. Some of the key achievements of the schools over the past year include:

1. For the second year running, Tanglin School was conferred the MOE-NCSS Innovation Award which recognizes outstanding innovations that promote students' learning and contribute to a culture of excellence in SPED schools.
2. Chaoyang School students have achieved outstanding results in the areas of sports, performing arts and community service. For example, the school was awarded 2nd runner up for Best Performing School at the National Special Schools Track & Field Championships 2011. This speaks well of APSN Schools' approach towards holistic development of our children.
3. DSS achieved a breakthrough in 2010, with 41 out of 43 students graduating from the integrated 5-year competency-based transition curriculum with employment, ensuring that they can be self-reliant, useful citizens after leaving school.
4. In 2010, Katong School constructed an office skills training room and the mock-up hotel bedroom with the generous support of Fairmont Singapore and Swissotel the Stamford. This greatly facilitates hands-on vocational training for our students, and represents a big step forward for Katong School in its effort to help every student achieve post-school success.

Both Tanglin and Katong schools have been kept busy this past year, collaborating with MOE, Metta School and Grace Orchard School to create a pre-vocational education framework, which distills the key principles and processes for schools to effectively prepare their students to be employable, in order to lead more independent and satisfying lives. Our other schools have also been kept busy in updating their curriculum and teaching methods to ensure that our students continue to get quality, holistic education that meets their life needs.

Mr Anthony Tan
Chairman

Centre For Adults Management Committee

Centre For Adults (CFA) into its 14th year of service has gone through many changes and moving forward we strive to provide better facilities and services to our clients. CFA is working with the National Council of Social Service (NCSS) to become an Approved Training Organization (ATO) to provide in-house Workforce Skills Qualifications (WSQ) Landscape courses. Nine instructors have gone through the Advanced Certificate in Training and Assessment (ACTA) course and are now certified trainers and assessors for WSQ courses.

The Centre enjoyed another year of successful job placement. There is a drop in enrolment from 176 to 165 and it is likely to drop further by the end of the year due to clients staying employed for more than 1 year at which point they are taken off our roll. The intake this year is lower than expected due to Tanglin School and Katong School holding back students who cannot make it to Delta Senior School. The Centre can expect an increase of students coming from our feeder schools next year after the MOE transition programme is in place by end of this year.

The Contract Work programme has managed to bring in two new contracts for our clients, bringing a total of four contract works. Clients who are not ready for open employment and need constant supervision, will be able to perform simple work tasks and earn an allowance in the process.

The horticulture team participated in the Singapore Garden Festival 2010 – Community in Bloom and has won the Platinum Award and Best Garden Award under the Association category. The introduction of mini garden in a pot for sale was a success. The Centre is not able to produce enough to meet demand. We were invited by NParks to demonstrate to the public on the making of the mini garden in a pot. Also, we are collaborating with a fertiliser producer to pack earthworm castings at the Centre. This new activity has good revenue- generating potential.

The Janitorial programme is the most successful in job placement. Most of the clients placed out for open employment are from the programme. The Centre is discussing with NCSS on the WSQ hospitality training for the intellectually disabled. There are two modules – Service Guest Rooms module and Cleaning of Public Areas module. The janitorial training will be incorporated into the cleaning module as part of the hospitality training.

An MOU was signed between ComChest and CFA to produce handicrafts for the Sentosa Leisure Group. The handicrafts will be sold at the Images of Singapore Shop at Sentosa Imbiah Lookout. There are more organizations buying our handicrafts for their corporate customers, functions and special events as we are able to customize the items to their requirements.

The Recycling programme is able to get more organizations and condominiums to help us collect items from their staff and residents respectively. It ensures a continuous supply of items for our clients to practise their skills in sorting, washing, doing simple repair, labeling and pricing. There is

also an increase in customers at the thrift shop. The best marketing method is still by “word of mouth”. The clients working in the thrift shop are given the opportunity to interact with customers to develop their social skills.

The F&B programme has obtained a food license from NEA and was awarded an “award” for food hygiene. Coffee Club Express outlets in NUS and NTU buy muffins and cookies from us on a weekly basis. Many organizations, too, have placed orders for their events.

As part of our outreach programme, the clients celebrated National Day with the students from Tanjong Katong Secondary School for the third year. Also for three years running, four clients from the Arts & Craft programme went to St. Patrick’s School to demonstrate how to make recycled paper and paper weights. Some clients and members have volunteered to participate in Keppel Volunteers monthly home maintenance programme at Moral Senior Activity Centre (Toa Payoh). Participating in such activities help build their confidence and self-esteem and give them a chance to socialize with people outside the Centre.

The Best Buddies programme has difficulty recruiting NUS student volunteers this year. We will explore recruiting volunteers from other institutions. For the past years, only our clients were involved in the programme. This year, we are extending the programme to our members.

The Centre will have two fund raisers this year. One is the Charity Golf, which will take place in October. We hope to raise \$150,000. A commercial firm has also named us as a beneficiary and we hope to raise \$30,000. The money raised will be used to defray our operation cost.

The centre will get a new passenger van donated by San Wang Wu Ti Religious Society to replace the 12 year old van. The van is used to ferry our clients to work sites.

On behalf of the CFA Management Committee, I would like to thank our stakeholders, sponsors, donors, organizations, educational institutions and well wishers for their support.

Also, I would like to thank the members of our Management Committee, volunteers and staff for their dedication, commitment and support in serving our clients and members.

Mr Chan Chee Keong, PBM
Chairman

Admission and Review (A&R) Sub-Committee

Chairperson	Mr. Roger Tan
Co-Chairperson	Dr. Hoili C. Lim (till May 2011)
Secretary	Ms. Joanne F. Especkerman (Jan 2011-present)
HQ Psychologist	Ms. Sutha Raman (Jan 2010-present)
Admissions/ Support Officer	Ms Nolita Noordin
Member	Mr. Frederick Low
Staff Members	Mrs. Low Siew Ting (till may 2011)
	Mrs. Choo Swee Gek
	Mrs. Liza Ow
	Ms. Soh Mee Choo
	Mr. William Tng
	Ms. Tan Chia Nee
	Ms. Amarit Kaur
	Mr. Andy Lum (till March 2011)
	Mrs. Tan Jun Lin
	Ms. Nishta Geetha Theveraja (till Jan 2011)
	Ms. Ang Wai Min (till Sept 2010)
	Ms. Ayessha Farveen
	Mrs. L. V. Jayashree (till Feb 2011)
	Mr. Wong Tak Wee, Chris
	Ms. Kwek Hyen Ying (till Dec 2011)
	Ms. Lau Wan Xin
	Dr. Chey Chor Khoon
Ex-Officio	

The A & R Subcommittee has seen a many changes in the past year that were reflected in the changing composition of our members as well as in the key developments that were carried out to improve the services of the A & R Subcommittee.

Mrs. L. V. Jayashree (Acting Principal Psychologist), Ms. Nishta Geetha Theveraja (Psychologist, TS and A & R Secretary 2010), Ms. Ang Wai Min, and Ms. Kwek Hyen Ying (Psychologists, TS and CFA respectively) resigned from the Association. Mr. Andy Lum (Psychologist, CYS) stepped down from the Subcommittee with effect from March 2011. Mrs Low Siew Ting (Principal, CYS) is retiring from the Association as well. We would like to thank them for their valuable contributions to the Subcommittee and wish them well in their future endeavours.

We also would like to extend our warm wishes to Dr. Hoili C. Lim (Head, MSU and Co Chair A & R Subcommittee) who has resigned from the Association. Dr Lim has served the A & R Subcommittee with dedication and passion for many years. Her clinical expertise on Intellectual Disability was very valuable to the Subcommittee. She has also played an instrumental role in mentoring and coaching our Psychologists. We thank Dr. Lim for her contributions to the Association and wish her well in her future endeavours.

We warmly welcome our new members who have joined us in the past year. They are- Ms. Amarit Kaur (Psychologist, KS), Ms. Ayessha Farveen (Psychologist, TS), Mr. Wong Tak Wee Chris (Psychologist, DSS), and Ms. Lau Wan Xin (Psychologist, CFA). We also welcome back Mrs. Tan Jun Lin (Psychologist, CYS) from her leave.

The Psychology Department had revised the screening instrument and developed the accompanying A & R Manual and Stimulus Book (see figure 1) that the Psychologists are required to follow during the screening of applicants. This ensures that all screening processes are conducted in a uniformed and objective manner, thereby increasing the reliability of the findings.

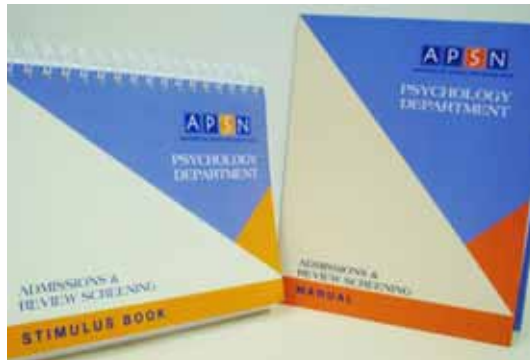


Figure 1: Admissions & Review Screening Stimulus Book and Manual.

The revised screening instrument, which assesses basic academic skills, on-task attention, language abilities and on-seat behaviors (see figure 2), provides a comprehensive evaluation of the applicant's school and/ or work readiness skills.



Figure 2a: Materials in the new screening tool to test time-telling and sequencing skills.

Various A & R documents such as the Screening Report form and forms used in the management of Conditional Placement, have also been revised to align with current changes in procedures and policies.



Figure 2b: Materials in the new screening instrument to test colour-naming, letter recognition, and money skills.

Additionally, specific criteria and case examples of various A&R outcomes pertaining to "Admission", "Conditional Placement", "Review", "Unsuccessful" and "Trial Placement" (for CFA only) were incorporated in the A&R Policy Guide to assist the Subcommittee in making objective decision outcomes.

In addition to the above developments, the A & R Subcommittee, in keeping with its commitment to work collaboratively and effectively with parents and referral agencies, conducted a number of public talks to promote APSN Schools and CFA. APSN schools-based talks were conducted jointly by the Psychologists and School Staff. The Psychologists also conducted various agency talks (such as Institute of Mental Health, Ministry of Community & Youth Services, KK Women's and Children's Hospital) to promote awareness of APSN's programmes and admission guidelines. These talks not only helped to disseminate vital information about APSN to the public but also fostered closer working ties to facilitate referrals by these agencies.

We would like to thank all our members for their continued effort and dedication.

Mr. Roger Tan
Chairperson

Audit Sub-Committee

In pursuit of a robust governance structure, APSN council has set up an internal audit committee some five years ago. Apart from the periodic reviews of organizational structure and policies conducted by consultants through NCSS (SSTI), APSN also invited external groups to conduct internal audit reviews of APSN. These reviews were done by Bain & Co and the Hay Group.

During 2011, we also had a team of final year Accountancy students from Nanyang Technological University to conduct a "Risk Assessment on strategic risks of APSN". The

findings were then presented to the Executive Committee. There were some interesting findings in this report. It will be further analysed to identify strategic risk-areas of APSN that may require improvements. Overall, APSN is currently not exposed to any significant risk and is in compliance with the Charity Council's guidelines.

Mr. Robin Chia
Chairman

Editorial and Publicity Sub-Committee

Although the Subcommittee is styled Editorial & Publicity, the work of publicity really should belong to another Subcommittee. In the past this was tagged on with Fund-raising, but since Fund-raising is not a regular feature but on a needs-basis, there is therefore no formal subcommittee on fund-raising, and it is more convenient to tag the Publicity to the present Subcommittee.

In theory this Committee exercises oversight over all the publications emanating from APSN. The most demanding is in the production of the three issues of the APSN Newsletter (per year) and the Annual Report. Our Corporate Communications Executive, Mr Koey Zi Qi, who joined us last December is largely responsible in co-ordinating the work involved. He has done a good job in this role.

It is part of Editorial policy to give equal coverage to all our five units – the 4 Special Schools and our Adult Centre under

APSN. No school is "better" than another; they of course can be different. It's the ethos of the school that matters. Apart from events that have happened at our schools and adult centre, we also try to cover some important Association events. We also aim to have feature articles on subjects of interest to our readers, and those which are important for the existence of the Association.

I would like to record my thanks to all those on the Subcommittee for their hard work.

Dr Francis C. Chen
Chairman

Finance and Investment Sub-Committee

Financial Year 1st April 2010 to 31st March 2011

Chairperson	Mr Royce Seah - Hon. Treasurer
Members	Mr Winston Wong - Asst. Hon. Treasurer Mrs Ruby Cheah Mrs Rose Ng Mr Menon Mohan Mr Chinnu Palanivelu Mr Cavin Teo
Ex-officio	Dr Chey Chor Khoon - Executive Director Ms Faridah Binte Hassan - Finance Manager

During the year under review, Mr Michael McGauran resigned as Assistant Honorary Treasurer. On behalf of the Sub-Committee, I would like to recognize and thank Mr McGauran for his invaluable contribution and support rendered for the past year.

Three new members, Mr Winston Wong (Assistant Honorary Treasurer), Mr Menon Mohan and Mr Chinnu Palanivelu were appointed to the Sub-Committee. On behalf of the Sub-Committee, I would like to extend a warm welcome to them.

The Sub-Committee meets regularly, at least once every quarter to discuss and review matters relating to financial management and controls (which includes budget planning/monitoring and operational controls). The Executive Director and Finance Manager attend all Sub-Committee meetings to provide information and facilitate necessary discussion but neither take part in decision-making nor vote.

The annual budget is submitted to the Executive Committee ("EXCO") for approval in March 2011. Prior to tabled at the EXCO meeting, the Sub-Committee reviewed the budget planning process and, together with the School Management Committee, reviewed the annual budget prepared to prevent or minimize operating deficits.

On operational controls, the Sub-Committee formally embarked on streamlining accounting functions and processes within APSN to improve efficiency which the EXCO approved.

The Sub-Committee has had a busy but fruitful year. For this, I would like to express my heartfelt thanks to my fellow Sub-Committee and ex-officio members for their dedication and hard work.

Mr Royce Seah
Chairperson

Human Resources

Sub-Committee

Ms Tin Wai Fun took over as Chairperson of HR Sub-Committee on 5 October 2010. Ms Tin and her predecessor, Mr Anthony Tan had initiated a number of HR projects to fulfil the HR objectives of reviewing and refining our human resource policies to ensure that APSN remains the choice employer for people seeking to contribute to special needs children in the non-profit sector. In July - September 2010, together with the rest of the HR sub-committee members, the inaugural "Employee Engagement Survey" - an engagement with staff to better understand their aspirations and developmental needs was launched. We would like to extend our appreciation to Mr Anthony Tan and his team for their contributions.

The economic outlook for 2011 continues to grow in full swing. Unemployment rate fell to an estimate of 1.9% (as at June 2011). It is an uphill task for APSN to recruit good employees in the tight labor market and to face challenges of losing some good management staff due for retirement. On the other hand, we are glad to have recruited experienced and committed employees in the HR team to work towards a more efficient and productive HR processes.

Some of the recent initiatives undertaken include:

1. Converting the fixed annual increment scheme to a performance based annual increment scheme;
2. Drafting out a structured succession plan;
3. Reviewing the Training & Development policies, and
4. Launching a HR Sharing platform at each school/centre to establish open communication with all staff, etc.

Besides continuing to build a strong HR foundation, the present team shall also be committed to adopt good HR practices.

HR Sub-Committee Composition

Chairman:	Ms. Tin Wai Fun
Members:	Ms. Amanda Chuan
	Mr Jeffery Kwek
	Ms. Kristin Van Burm
	Ms Seet Chor Hoon
	Mr. Winston Wong

Key HR Facts

	2009	2010
APSN Staff Strength	271	273
Training Hours* per staff	7.39	5.34
Turnover Rate	2.03%	1.97%

*Excludes conferences, DISE, DIDS, Cert in Ed Studies (SPED).

Ms Tin Wai Fun
Chairman

Information Technology (IT)

Sub-Committee

Chairman	Dr Victor Tay Kah Soon
Members	Mr Tan Cheen Chong
	Mr Tan Kar Peng
	Mr Michael McGauran
	Mr Foo QiJing Adrian
	Mrs Liza Ow
	Mrs Choo Swee Gek
	Mr Patrick Aw
	Mr Ronald Lim
	Mr Philip Li
	Mr Faridah Binte Hassan
	Mr Rick Lim
	Mr Dennis She-Tu
	Mr Kong Yew Kee
Observer	Mr Quek Keng Oei
Ex-officio	Dr Chey Chor Khoon

The Information Technologies Sub-Committee comprises representatives from the intellectual properties investment, information technology industry, strategy consultancy and financial services industry, as well as, members from various APSN schools.

The Sub-Committee focuses on:

- Developing and strategizing a mid to long-term technology blueprint for APSN to provide quality education delivery to its students, as well as, benefiting stakeholders across parents, strategic partners, and internal staff
- Deriving policies, standardizing processes on information system control
- Harmonizing infrastructure, intranet, extranet, software applications, technological equipments and teaching aids across APSN operating units
- Providing guidance to Heads of various APSN operating units on technology usage and adoption issues
- Reviewing and approving of new technologies acquisition

As a firm believer in leveraging technologies to provide quality education to the students, APSN has adopted extensive modernization and computerization of its teaching environment (refer to Pictures: IT2 Enhanced Learning

through Interactive Whiteboard, IT3 IT Learning in Revamped Classroom, IT7 ICT enabled Environment).

APSN hopes to equip its students in a spectrum of skill sets from essential Numeracy Skills (Picture IT8, Students Engaging in Numeracy Skills) to creative expression through Photography and Multimedia Skills (Picture IT1, Enhancing Expression Skills through Picasa software).

APSN has also constantly scanned for ways to provide resource rich learning environment to provide integrated life-based learning. In order to empower and motivate students in their personal learning, some schools are evaluating personal devices to improve pervasiveness of whiteboard learning. Other schools have embarked on progressive infocomm tools, such as innovative clay modeling and robotics animation (refer to Picture IT6 Interactive Learning with Robotics). Beyond modernizing infocomm infrastructure, some schools have also enriched its teaching contents through adopting of the National Geographic Explorer (Picture IT4).

Dr Victor Tay Kah Soon
Chairman

IT Implementation

CENTRE FOR ADULTS

Multimedia Skills

In an increasing digitized world where multimedia skills is becoming essential for local employment, CFA has formed a new photography class for the year 2011. Most of the members have not used a camera prior to enlisting into the club. The cameras are sponsored by Canon and volunteers from Republic and YMCA of Singapore taught our members photography. After 5 months of training, they learnt to take photos using natural framing, lights, black and white, macro and various functions.



Enhancing Expression Skills using Picasa software.

Members learn to edit photographs using Picasa on the desktops in the computer room. Photography editorial skills like hues, saturation, glow, and other configurations were picked up by the members. The edited photos were then either printed on paper and create a scrap book or posted on their Facebook accounts.

CHAOYANG SCHOOL



Interactive Whiteboard to enhance Learning.

Interactive Whiteboard

In the past year, Chaoyang School continued its wide use of IT in the teaching and learning of pupils. The Interactive Whiteboard (IWB), especially, has become an indispensable part of Chaoyang teachers' lesson delivery. Over the last 12 months, the school have acquired 8 more IWBs for teachers' use. The school now has a total of 19 IWB-equipped classrooms.

Baseline IT Skills

To better enable pupils to pick up essential baseline IT skills such as operating computers, browsing the Internet for information, and using ubiquitous software like MS Word, and PowerPoint., this year, Chaoyang replaced all 32 aging and problem-prone desktop PCs in the 2 IT labs with brand new ones. This would significantly enhance pupils' experience and efficiency when learning in the labs.

Learning Management System

Another new IT initiative for Chaoyang School in 2011 is the introduction of e-learning to the pupils. Pupils will be able to access 'AsknLearn': an on-line learning management system (LMS), either in school or at home to access teacher prepared e-lessons or e-worksheets. Such a system would enable teachers to reach out to pupils even during the school holidays and provide them with supplementary lesson materials or worksheets at more regular intervals.



Students learning in a revamped computer room.

Modernising IT infrastructure

The first half of 2011 saw several advancements in the use of IT within Katong School. Along with the other APSN schools, Katong has hopped onto the new APSN infrastructure which provides a higher level of security and centralization of data. A dozen new computers and office equipment have been added to our computer labs to support our new vocational and IT training curricula. The layouts of these rooms have also been reorganized to better facilitate these trainings by providing an environment that is conducive for instructional teaching.

National Geographic Explorer as Teaching Resource Through recent Interactive Whiteboard (IWB) workshops, all teachers are now equipped with the knowledge and skills necessary to harness this technology during their lesson deliveries. To enhance learning contents, the English department has included the use of the National Geographic.



Enriched contents for Interactive Whiteboard (IWB)

Explorer (student magazine) as part of their teaching resource. This magazine is accompanied by a plethora of IWB content that is related to each monthly issue; providing students with a fun and unique learning experience.

TANGLIN SCHOOL



Enriched contents for Interactive Whiteboard (IWB)

Interactive Learning through Clay Animations and Robotics

To promote the development of problem-solving and critical thinking skills, students are engaged using Robotics. To promote creative thinking and better visualization, Clay Animations are also generated by students to enhance visualization. In workshops, students will brainstorm for ideas on how to configure the models for movement.



Student digital-photographers at work.

Story Communication through Digital deli

Tanglin School also launches the Digital deli programme where students transform digital photographs into surrealist-style artwork using Photoshop. Digital collages and music to convey meaning and understanding by visually representing their ideas and communicating a story.

DELTA SENIOR SCHOOL



ICT Enabled Learning Environment.



Students engaging in Numeracy Lesson.

Interactive Whiteboard as core platform for Learning

In 2010, an interactive whiteboard was introduced into the classroom. Initially, teachers who are familiar with interactive whiteboard were identified to be "advocates" to use the whiteboard in their lessons. In-house training was conducted to help teaching staff to enhance the use of the whiteboard. The interactive whiteboard further enhance the interactivity of the students and increase their level of engagement and raise their enthusiasm for learning. The whiteboard is now used by the teaching staff whenever lessons are held in that classroom.

Personal Learning Device

To permeate the philosophy of whiteboard teaching through the entire student population, DSS is currently evaluating newer devices that are much smaller and highly portable. With high mobility and minimal setup, such devices need not be physically installed to a particular classroom. As a result, utilization of the devices can be maximised.

Nominations

Sub-Committee

The Nominations Subcommittee continues to be active in recruiting volunteers for management positions. Thus, we were able to introduce more members onto the Executive Committee through co-option, and indeed have been instrumental in getting newly recruited members to stand for office. Currently we have all 14 Exco positions filled.

Some of the volunteers who joined our Subcommittees have left us as they have been transferred abroad, yet others have become inactive due to work commitments. We have since replaced most of them. In a voluntary welfare organisation, one can expect a turn-over as sometimes volunteers find that the voluntary positions they have been placed into either do not suit them or that they no longer have the inclination to volunteer for such work.

The Centre for Non-Profit Leadership under the National Volunteer and Philanthropy Centre (NVPC) continues to be the main supplier of management volunteers; we are very appreciative of this situation as this has solved our problem of Board renewal and rejuvenation.

The three Task Force study groups that were initiated last year have made good progress. The group on "Communication & Team Building" led by Mr Anselm Lopez, and the group

on "Internal Systems & Processes" led by Dr Victor Tay have already presented their reports. The Exco has decided to form a Working Group led by our Executive Director to implement the recommendations. The third Task Force on "APSN Vision & Mission" led by Mr Roger Tan has also presented its findings, which were very similar to the study made by the NTU team on risk factors involved. However, in keeping with changing circumstances, whether there is a need to broaden our clientele base from IQ 50 - 70, to say 80 or 85. This is to cater to those students in mainstream schools who are "falling through the cracks"; this aspect of the Study Group's deliberations is still on-going, and a final decision will be made by Exco when the Study Group gives its recommendations.

In the past year under review, the Nominations Subcommittee feels justly proud to have inducted so many capable people on board, and feels that this augurs well for the future of APSN.

Dr Francis C. Chen
Chairman

Professional Support

Staff Advisory Subcommittee

This Subcommittee has been re-activated following certain developments in the Association. The MSU or Multi-disciplinary Support Unit has been re-organised. All professional staff (psychologists, social workers and therapists) are to be based in schools or the Centre for Adults and they will deliver remedial services to those children in the schools / centre they are based, and answerable to the Principals and Centre Head. A senior psychologist will be based in the HQ to focus on admission screenings with assistance from the psychologists based in the schools/Centre.

The Professional Support Staff Advisory Subcommittee exists to provide guidance to our professional staff, and to oversee their professional development and welfare. It currently comprises these Exco members: Dr Francis C. Chan, Mr Chan Chee Kong and Mr Anselm Lopez; all Principals and CFA Head, and all Professional Support Staff. The Executive Director, who is the Secretary of this Subcommittee will have overall administrative jurisdiction and in consultation with the Principals and Centre Head, will then monitor matters like deployment, workload, promotions, etc.

The terms of reference are:

- To review and determine the special needs and service delivery to our students and clients.
- To determine the most effective way of deploying our professional staff in such service deliveries.
- To discuss and exchange information on best practices in terms of the scope and nature of services.

In the long run, it makes sense to have the Principals / Centre Head to be responsible for the staff within their schools, so that they can better co-ordinate the services and scheduling of activities within the schools. There is also a need to have an HQ-based psychologist, qualified and experienced in performing IQ testing and assessment of suitability for admission purposes -- this may relieve some of the ponderous work currently done by the Admissions & Review Subcommittee.

Dr Francis C. Chen
Chairman

Association Highlights

CCA Annual Presentation

Children's Charities Association (CCA) gave out over \$600,000 to its six member charities at its Annual Presentation on 2 October 2010 at the St Andrew's Community Hospital. APSN therefore received about \$100,000 for its programmes for children under 21 years of age.

The occasion also saw the presentation of recognition awards to its volunteers by CCA as well as by some of the member charities. The President of APSN Dr Francis C. Chen received the CCA Commendation Award (Gold) for his services on the Board from 1993-2010, and for being its Chairman in 1994, 2000 and 2006. Mrs Ruby Cheah received the Commendation Award (Bronze).

Mr Tan Ju Seng PBM, BBM received the APSN Distinguished Service Award (Gold) for his many years as President of APSN. Mr Chan Chee Keong PBM and Mr Lee Chuan Bee received the APSN Excellent Service Award (Silver) for their many years on the CFA Management Committee. The SIA Community Service Club and the Urban Redevelopment Authority (URA) also received this award.

Another four recipients received the APSN Excellent Service



Six member charities receiving the CCA cheque from GOH Ms Jessica Tan, MP (East Coast GRC).



Dr Francis C. Chen receiving the CCA Commendation Award (Gold)

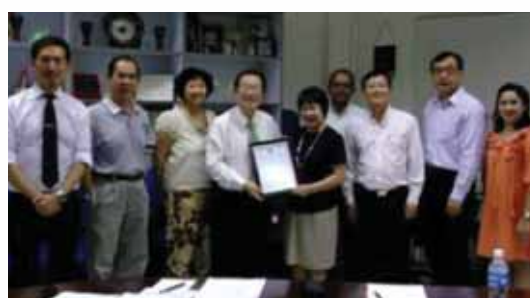


APSN Award recipients pose with Ms Jessica Tan

Award (Bronze):- Oh Chin Huat Hydroponics Farm Pte Ltd, Mr Dilip Kumar representing the Organising Committee of the Charity Golf, Raffles Girls' Primary School and Prince's Landscape.

Principal of Chaoyang School, Mrs Low Siew Ting retires

Mrs Low Siew Ting, a MOE-seconded Principal of Chaoyang School, served in APSN from 15 Dec 2006 and retired on 4 June 2011. Prior to her secondment to APSN, she had served in MOE for more than 28 years.



Another Certificate from the MOE was presented to Mrs Low by the Exco on 2 June 2011.

On 30 May 2011, the President of APSN Dr Francis C. Chen presented to MRs Low a Certificate of Appreciation from President S R Nathan witnessed by all the school staff. Girls' Primary School and Prince's Landscape.

Ground Breaking Ceremony -Delta Senior School New School Building

The groundbreaking for the new Delta Senior School building located Choa Chu Kang was carried out on 11 Nov 2010.



Mr Chan Chee Keong, Vice President, APSN Executive Committee, officiated at the groundbreaking event.

Mdm Choy Fong Yee Lisa, Inspector, Special Education, Education Programmes Division, Ministry of Education was amongst the invited guests for the simple ceremony

The new school building, on a 1.2ha site off Choa Chu Kang, south of ITE West College, will boast facilities to meet the custom-designed curriculum aimed at equipping special needs students with nationally-certified skills, preparing them for open employment. The proximity to ITE West College will also encourage collaborative opportunities.

APSN at the Special Olympics World Games

APSN Schools participated in a successful 2011 Special Olympics World Games in Athens, Greece.

Our Singaporean contingent, which included 14 athletes from Tanglin School, Delta Senior School and Centre for Adults together with Mr Kenneth Lai (Head Coach, Badminton), Mrs Rani Day (Coach, Bowling) and Mrs Liza Ow (Assistant Head of Delegation), have achieved a total medal tally of 12 gold, 13 silver, and 12 bronze medals.

The APSN athletes contributed to the impressive result of a total of 37 medals - five more than the previous Games in 2007.



Singapore Special Olympics Team at Changi Airport

LEADERSHIP RENEWAL AT APSN & IMPLEMENTING GOOD GOVERNANCE

The management of APSN, i.e. the Executive Committee or Board is responsible for the policies and programmes in all our four schools and adult centre. Thus, the quality of this leadership impacts directly on the effectiveness of the programmes.

Problem of Board Renewal

It has been some 35 years since the inauguration of the Association. Over the years, many of the original Board members have resigned or retired. Replacements have been difficult to source, as few professionals want to commit themselves to voluntary work on a regular basis. The following have been tried:

- From the contacts that one knows of. The drawback here often is, if a friend is introduced, there is a tendency not to speak up against the views of the friend (and vice versa); this makes for ineffectual membership on the Board.
- From business associates or contacts. This may result in successful recruitment. Very often the intention of serving in a voluntary welfare organisation was never there, but the person has been persuaded to "give it a try". This may result in successful recruitment (especially accountants, as this category is in demand) -- but such people only serve for short periods.
- By giving talks to interest potential volunteers. Sometimes when public education talks are organised by the Association, an appeal is also made for volunteers to join the Association at Board level, or as an occasional volunteer in the school programmes. Talks have also been targeted at service clubs, but this avenue has not been successful.
- Open advertisements. Through our website and whatever portals that give us free space, we have made appeals for volunteers. We have even advertised in the newspapers. There were some enquiries, but generally none for Board renewal.

We were in this quandary until recent times. Our Board had to resort to inviting some of the former Board members to return to "help us out". Some very gallantly agreed, but indicated that they would be short-term. Meantime, the old guard (i.e. the original Board members) dragged out their departure from the Board for as long as they could. The last two finally "retired" at the ages of 75 and 84 a year ago, leaving a 71-year old as the only "survivor" from the original founding members.

Board Match

In 2007, the National Volunteer & Philanthropy Centre (NVPC) launched its Board Match program. We immediately tapped into this initiative, as this referral process met many of our objectives: that is

- Potential volunteers are professionals and are established in their careers;
- Potential volunteers who have expressed a wish to work for and in VWOs, different from those who have to be persuaded to join or volunteer their services;
- These referrals are independently vetted and generally people so referred are unknown to the present Board;
- There could be proper matching of the needs with what the volunteers want to offer. For example, for the Treasurer's position, it would be desirable to have an accountant, etc.

Although Board Match had morphed into the Mentoring Partnership International, and latterly as the Centre for Non-Profit Leadership, the project is still within the ambit of NVPC. In my opinion, this should remain so, as NVPC has the status of a national umbrella body, and is better poised to deliver quality volunteerism in all respects.

In 2008, another group run by professionals also came into being, the Kind Exchange, with the express purpose of linking professionals who wish to volunteer their services with VWOs in need of such expertise. APSN very readily tapped into this source as well.

Recruitment of Board Members

Through referrals from Board Match and the Kind Exchange, the Nominations Committee of APSN met up with such potential volunteers: lawyers, accountants and financial consultants, a deputy Commissioner of Police, senior civil servants, retired junior college lecturers, business managers, human resource managers, etc. After providing all necessary information on the Association, and after determining the interests of the volunteers, suitable applicants are invited to join the Board as co-opted members, or more likely, one of the Subcommittees (to gain exposure and to test out the "fit").

In this way, eight out of the fourteen current members of the Board are from Board Match or the Kind Exchange. This renewal has the added bonus of Board rejuvenation, as the ages of these new members are much younger, in their 30's or 40's mostly, unlike the remaining Board members, those nearing or above 60. There are yet others who have filled positions in our various subcommittees.

Current Composition of Exco

Length of years served on Exco:-

President:	Dr Francis C. Chen, founding member (over 33 years);
Vice-Presidents:	Mr Tan Ju Seng (26 years); Mr Chan Chee Keong (over 2 years);
Hon Secretary:	Mr Anthony Tan (over 2 years);
Hon Treasurer:	Mr Royce Seah (over 1 year);
Hon Asst Treasurer:	Mr Winston Wong (less than a year).

New Volunteers:

- Shawn Tan (CFA Management Committee)
- Charles Lim (CFA Management Committee)
- Tan Cheen Chong (IT Subcommittee)
- Tan Kar Peng (IT Subcommittee)
- Kwek Thu Kuang Jeffrey (HR Subcommittee)
- Bill Bowman (HR Subcommittee)
- Tin Wai Fun (Exco)
- Mohan Menon (Exco, Finance, Audit)
- Winston Wong (Exco, Finance)

Transparency & Governance Issues

Following the high-profile disclosures of some VWOs in Singapore concerning inappropriate use of funds some three years ago, the NCSS and the Charity Council in Singapore have issued guidelines and recommendations on improving the good governance in VWOs and to have transparency.

APSN since then has introduced a whistle-blowing policy, the Establishments of the Audit Subcommittee, the Nominations Subcommittee, an IT & Information Subcommittee, and a re-vamp of our Finance & Investment Subcommittee. With the introduction of these committees and a greater awareness on the part of Board members for clearer policies and accountability, APSN has reached a high degree of good governance practice. In an independent audit conducted by the consultants KPMG on the initiative of NCSS, we achieved a high passing mark both for general governance matters and financial matters.

With more professionally-qualified and quality volunteers, a VWO or NPO like the Association for Persons with Special Needs has been able to comply with the governance requirements as recommended by NCSS and the Charity Council. Such Board renewal augurs well for the future of the Association.

Orientation for new Board and Subcommittee Members

An orientation programme is conducted twice a year for our new Board and Subcommittee members. This programme, consisting of a half-day session, involves visits to one or two of our schools/centre and presentations by the heads of the programmes. The first of the half-day session was held in May last year. Eight volunteers visited our schools/centre, heard presentations by the heads of the programmes and our Executive Director, and had interactions with students, teachers, and parents. Feedback from the participants at the end of the programme was very positive.

Board self-evaluation

9 out of 12 members of the previous Exco responded to a self-evaluation survey – a response rate of 75%. A summary of the main findings of the self-evaluation is shown below.

Satisfactory Results

1. Our Vision and Mission Statement are clearly defined, and they are seen to be guiding our organisation's goals & objectives.
2. We engage in strategic planning regularly.
3. We monitor and evaluate our programmes to ensure they support our mission and objectives.
4. Our resources are allocated wisely to achieve our mission.
5. Our annual budget, financial reports, accounts, auditor's report and investment policies are reviewed regularly.
6. Our Board, CEO and staff understand and respect our respective responsibilities.
7. We have clearly defined job descriptions and terms of reference for Board members and committees.
8. There is an effective process to identify and recruit new Board members.

Needs Work

1. We need to consider new initiatives to meet changing needs.
2. Our meetings need to be better organised and more productive.
3. A slightly higher number of respondents felt that Board members should promote the cause and mission of APSN to the community.

Board Responsibility	Satisfactory	Need Works
Vision & Mission		
1. Vision & mission define the organisation's goals & objectives?	8	1
2. Board policy decisions, activities & services reflect the vision & mission?	6	3
Strategic Planning		
3. Regularly engages in the strategic planning function?	7	2
4. Reviews the plan & focuses on strategic issues?	6	3
Monitoring & Evaluation		
5. Monitors & evaluates programmes to ensure they support the mission & objectives?	8	1
6. Considers new initiatives to meet changing needs?	4	5
Financial Control		
7. Ensures resources are allocated wisely to achieve the mission?	7	2
8. Reviews annual budget, financial reports, accounts, auditor's report & investment policies?	7	2
Fund Raising (FR)		
9. Endorsed an appropriate FR strategy in accordance to a code of conduct & practices?	5	4
10. FR activities effectively & efficiently organised?	5	4
11. Participates in FR activities & identifies FR sources?	5	4

Relationship with Executive Head (CEO) & Staff		
12. Understands & respects distinct responsibilities of Board, CEO & staff?	7	2
13. Clearly defined roles & responsibilities of CEO?	6	3
14. Provides regular support & appraisal of CEO?	6	3
15. Clearly defined job descriptions and terms of reference for Board members & committees?	7	2
16. Meetings are well organised & productive?	4	5
Board Recruitment & Orientation		
17. Effective process to identify and recruit new Board members?	8	1
18. Ensures appropriate Board composition (e.g. knowledge, experience, skills)?	7	2
19. Comprehensive orientation for recruits to Board responsibilities & organisation?	7	2
Public Relation (PR)		
20. Board members promote the cause & mission to community?	4	5
21. Effective engagement strategy in PR activities?	3	6

STRATEGIC PLANNING

The Association held a Strategic Planning Session on 6 March, 2010. Recurrent themes noted by the facilitators:

- Better coordination and communication needed at all levels within APSN to address fragmented and isolated decision making;
 - More use of information technology as an aid to enable ease of information dissemination and transparency; and
 - Development of operational manuals and guides to codify and standardise operational processes and procedures.
- The facilitators also made three main recommendations:
- Teambuilding – teambuilding and bonding activities are recommended to be conducted at least once a year amongst the key stakeholders and relevant constituents in APSN to strengthen the working relations.
 - Communication – need for APSN to continue working on clarifying its vision and strategic priorities, or to reinforce its vision and mission to achieve clarity and coherence at all levels of staff throughout the organisation and schools.
 - Assigning ideas for implementation – form action groups around the identified issues based on passion and interest. These action groups should be tasked to formulate action plans which could be presented to EXCO for endorsement.

Risk management

Late 2010, our Audit Subcommittee initiated a study by the academic staff and students of the Faculty of Accountancy of Nanyang Technological University. Led by Prof Patricia Tan (Associate Dean of NBS Faculty of Accountancy) and Prof Lim Joo Boon (Adjunct Associate Professor of Accountancy), their brief was to assist APSN in developing and implementing a risk-based internal audit framework. The focus is on identifying risks at the strategic level. On 10 Feb 2011, the NTU team presented their findings of the strategic risks facing our Association. These were:

- Risk of a dysfunctional organisation
- Risk of the organisation becoming irrelevant
- Risk of lack of proper board oversight
- Risk of insufficient staff

The Association has since formed a workgroup led by our Vice President, Mr. Chan Chee Keong, to recommend plans to mitigate these risks as well as implement the recommendations surfaced at the strategic planning sessions mentioned earlier.

Employee engagement survey 2010

To gain insight into the overall employee climate in APSN as well as employee perceptions toward APSN as an employer, an Employee Engagement Survey was conducted online between 7 and 23 July

2010. Achieving a response rate of 91%, the survey found that a high level of employees understood APSN's strategy and goals, and what was expected of them in their jobs. They agreed that APSN provides training for them to handle their jobs. On the other hand, employee commitment was low, and a high percentage thought that pay and benefits were inadequate.

RESEARCH

Study of Post-Programme Experiences

- NCSS has offered to co-fund a study into the experiences and outcomes of the students/clients who had gone through our educational system. The purpose of this study is to explore how our programmes had benefited our clients, and to identify factors that may help us improve our services. NCSS is willing to co-fund this study as it is keen to identify trends to facilitate planning for the disability sector.
- The study involves contacting clients who had graduated from our schools/CFA in the last five years. The personal data of those contacted will be captured into a database. Records in the database are migrated into the national database maintained by NCSS. Thereafter, teams of interviewers will make personal contact with these ex-students and ask them questions from a questionnaire. ID cards are issued to our ex-students.
- Fieldwork is expected to be conducted Oct-Dec 2011, and the project is planned to be completed by April 2012.

EXTERNAL RELATIONS - VISITORS TO APSN

A delegation of 26 from the Macau Association For Parents of the Mentally Handicapped (AFEDMM) visited APSN Friday 23 July 2010. The delegation, comprising Board Members, staff and parents, came to learn about the services available in Singapore for persons with intellectual disability, and our Association's services in particular. They were received at Katong School by Dr. Francis Chen and were hosted to a lunch before proceeding to visit CFA later that afternoon.

Gwangju Federation of Disabled – APSN hosted about 22 officials and members of this organisation on Thursday 28 Oct 2010 10.00am to 12.00 noon. The visitors were treated to a lunch by President Dr. Francis C. Chen at CFA, followed by presentations on APSN and CFA.

Hong Kong Joint Council of Parents of the Mentally Handicapped About 32 members from this organisation (a member of AFID) visited APSN on Wednesday 24 Nov 2010. They heard presentations on APSN's service model as well as toured CFA premises to gain a better insight into our programme delivery. They are impressed by the horticulture programme at CFA.



Impressed with the hydroponics greenhouse at CFA.

Daegu University, South Korea: A group of 27 postgraduate students from the University visited APSN on Wednesday 26 Jan 2011. They were hosted at Tanglin School by President Dr. Francis Chen. After a welcome speech by President APSN and a short introduction to APSN by ED and to TS by the Principal, they were taken on a conducted tour of the school. This was followed by a lunch. The guests departed at about 1.00pm. As required by their regulations, the University and APSN signed a Statement of Education Agreement (Appendix L) to facilitate educational cooperation in areas of study visits, exchange of information and other programmes. Yayasan Vijayaratnam (YV): We offered our assistance to this Malaysian foundation to help them set up a special needs school. YV opened their new school in March 2011. Our assistance took the form of hosting a visit by their key staff to Singapore, sending our senior teaching staff to YV on a short attachment at their school in Kuala Lumpur, and giving them access to our curriculum material.



Daegu University visitors and APSN officials in front of Tanglin School

A group of 38 staff and students from the University of Seoul visited APSN Tanglin School on 21 July 2011. Most of the students are in fact civil servants doing a course in social service and welfare agencies. They found the visit informative.



Seoul University visitors with Prof (Ms) Chong Hye Suk (in centre front row) listening to Mrs Liza Ow (Principal).

Asian Federation on Intellectual Disabilities (AFID)



AFID Executive Board Meeting at Ramada Plaza Jeju Hotel 22-26 August 2010)

AFID, which is an Asian grouping of 15 member-countries, continues with its main programme of organising an international Conference once every two years. This year, hosted by the Korean Association on Intellectual and Developmental Disabilities (KAIDD), the 20th Asian Conference on Intellectual Disabilities (20th ACID) will be held in Jeju, South Korea, at the Ramada Plaza Jeju Hotel from 21 - 26 August 2011. The theme of the conference is "Passing from Freedom to Happiness". A delegation of 20 from APSN will take part, whilst MINDS is sending an even bigger group.

A mid-term Executive Board Meeting was held at the same venue exactly a year ago in August 2010. Mr M K Wong and Dr Francis C. Chen represented APSN on the Board.

Staff & Students Statistics (as at May 2011)

Staff

Chaoyang School	49
Katong School	45
Tanglin School	57
Delta Senior School	98
Centre For Adults	25
HQ	98
Total	287

CFA Client Enrollment as at Jun 2011

No. of Clients:165

Students: School Enrolment as at May 2011

No. of Students	CYS	KS	TS	DSS	Total
MID	193	158	285	342	978
ASD Foreigner	27	21	17	16	81
Total	220	179	302	358	1059

APSN Resource Centre

This basically is a reference library, where an eclectic collection of books on special education, topics of related conditions such as ADHD, autism, dyslexia are kept. Reference texts on psychology and other subjects relevant to intellectual disability and education are also kept. We also subscribe to some selected Journals on Special Education, Social Work and Psychology. The Centre is under the direction of Dr Francis C. Chen. It is located at our HQ at 900 New Upper Changi Road, and is open during office-hours to all members and members of the public on application.

APSN Centre for Adults (CFA)

The time line is based on last year Annual Report which featured news and reports from June 2010 to May 2011.

APSN CENTRE FOR ADULTS

29 Jalan Tembusu,
Singapore 438235

Tel: 63462425

Fax: 63467518

E-mail: cfa_admin@apsn.org.sg

Head

- Mr William Tng

Clerical Officer

- Ms Safangaton Binte Dirman

Job Placement Officer/Instructors

- Ms Lee Siew Cheng Leonie

- Mr Leung Kwai Bun Benny

Senior Instructor

- Ms Fung Soo Ling Janis

Instructor / Programme

Coordinator

- Mr Li Jia Hui Philip

Instructors

- Mdm Anthony Theresa
- Mr Chan Kheng Siong Adrian
- Mr Chew Beng Kiam
- Mr Janarthanan Ganapathy
- Mr Goh Boon Seng Thomas
- Mr Kang Kok Peng Nelson
- Mdm Loh Poh Hoon Winnie
- Mr Pang Chong Tong
- Ms Sim Lee See
- Mr Tan Johnny

- Ms Yap Chui Hoon

- Mr Yee Hung Pak

- Ms Zuriaty Bte Mohd Zakaria

Instructor Assistant

- Mr Tan Wai Loon

Contract Instructor

- Mr Lee Zhang En Joel

Part time Instructors

- Mdm Rukumah Binte Mohd Yosop

- Ms Ang Chee Hwee

Training Programme

Café Operation Programme

- Mdm Loh Poh Hoon, Winnie
- Mr Chew Beng Kiam
- Ms Zuriaty Bte Mohd Zakaria

Commercial Handicraft Programme

- Ms Yap Chui Hoon
- Mr Yee Hung Pak
- Mdm Rukumah Binte Mohd Yosop (Part-time)
- Ms Ang Chee Hwee (Part-time)

Contract Work Programme

- Ms Fung Soo Ling Janis
- Mdm Anthony Theresa

Grass Cutting Programme

- Mr Goh Boon Seng Thomas
- Mr Tan Johnny

Horticulture Programme

- Mr Li Jia Hui Philip,
- Mr Chan Kheng Siong Adrian
- Mr Janarthanan Ganapathy
- Mr Tan Wai Loon
- Mr Lee Zhang En Joel (Contract)

Janitorial Programme

- Ms Sim Lee See

Recycling & Thrift Shop Programme

- Mr Kang Kok Peng Nelson
- Mr Pang Chong Tong

CFA Commercial Handicraft Programme

Instructors :

Ms Yap Chui Hoon, Mr Yee Hung Pak

Part time instructors :

Mdm Rukumah Binte Mohd Yosop,
Ms Ang Chee Hwee

CFA Commercial Handicraft Programme provides an opportunity to develop the trainees' interest in art and creative skills as well as to produce different types of paintings and crafts work for sales. The training objective is to train their attitude in work, social skills, develop their talent in Art, which enable them to build up their confidence level and self esteem. We work within the ability of our trainees in the production work. Many of our trainees have overcome their fears in socializing and some even got into open employment.

Our programme includes training and production of:
Acrylic Painting,
Batik Painting,
Glass Painting,
Caricature Drawing
Soft Toy Making,
Handicraft Making,

Commercial Handicraft Programme has produced the following products this year

- Acrylic Painting • Batik Pinting
- Soft Toy Key Chain
- Hand-painted Photo Frame
- Batik Photo Frame
- Glass Coaster • Tote Bag
- Pouch • Book Mark
- Fridge Magnet
- Recycled Paper Making Greeting Card
- Handmade Animal Mascot
- Badges • Christmas Ornament
- Door Hanger

Our Corporate Customers

- Lions International Stamp Club
- Traders Hotel, Singapore
- Singapore National Employers Federation
- Singapore Management University
- American Express International Inc.
- NCSS • Katong Senior School
- SMU
- School of the Arts, Singapore
- NUS Business School
- XANGO
- Bain & Company SE Asia, Inc.
- HortPark
- The Japanese Association, Singapore
- Chatsworths International School
- Nanyang Business School
- YMCA of Singapore
- Keppel Norway
- Chinatown Social Enterprise
- APSN HQ

CFA Contract Work Programme

Instructors: Ms Fung Soo Ling Janis,
Mdm Theresa Anthony

The contract work training programme simulates real work environment where trainees are evaluated on their work quality, speed and work attitude. Production work is designed as a transitional phase to other work-intensive training programmes and open employment.

Current projects includes:

1. Pasting price tags on pens (Stabilo Singapore Pte Ltd)
2. Slotting wet towels into leaflets and sealing them (Freshening Industries Pte Ltd)
3. Pasting labels on egg trays (Pac Alliance Pte Ltd)
4. Folding paper bags (Sin Fatt Paper Trading)

The aim of this collaboration is to promote work experience to our trainees and help them to eventually integrate and contribute to society.



*AFID Executive Board Meeting at Ramada Plaza Jeju Hotel
22-26 August 2010)*

CFA Grass Cutting Programme

Instructors: Mr Goh Boon Seng Thomas,
Mr Tan Johnny

Under the grass cutting programme, clients are taught to handle grass cutting machinery. With the supervision of the instructors, the clients are exposed to outdoor training opportunities which help to toughen them for eventual work in the open job market.



Horticulture team member hard at work

Team work and work safety observation are also constantly emphasized in the work area. Regular contacts for the grass cutting team also helped to keep the clients motivated.



Janitorial team focused on their work

CFA Janitorial Programme

Instructor: Ms Sim Lee See

Janitorial Work Programme is a work attachment programme where trainees focus on performing general cleaning duties within CFA premises such as:

1. Clean furniture and furnishings (Office/ training room)
2. Clean hand floors (Corridors/hall)
3. Perform basic cleaning of washrooms
4. Clean vertical surfaces, mirror

Programme's objective is to place trainees out for Open Employment. Many trainees have been employed by cleaning companies such as Changi Airport, hotels and restaurants. Sarah Seniors Centre Activity at Bukit Merah is one of the places where we are contracted to maintain the premises.

Besides performing general cleaning duties, trainees are introduced to various cleaning agents and the proper care of cleaning equipment.

CFA Recycling & Thrift Shop Programme

Instructors: Mr Pang Chong Tong, Mr Nelson Kang

APSN Centre for Adults Recycling and Thrift Shop Programme is a meaningful project that works hand in hand. It will not only help save the earth but also benefit adults with mild intellectual disability; letting the adults doing their part to save this mother earth. At the same time, the programme also generates reasonable revenue for the centre due to the programme low cost of expenses.

News update:

- ▶ Recycling collaboration with condominiums was launched in July 2010 and the response has been good. The following condominiums have participated in the collaboration:
 - A. Haig Court
 - B. Chuan Park
 - C. The Florida
- ▶ Lions Clubs (Singapore) Stamps Club has been working with the recycling team on the recycling of stamps project. Lions Stamps Club will help CFA to pack and sell the stamps over overseas via Lions Clubs International after the clients finished sorting the stamps.



Making Spring Rolls

CFA Café Operation Programme

Instructors : Mdm Loh Poh Hoon Winnie,
Mr Chew Beng Kiam, Ms Zuriaty Md Zakaria

CFA Café Operation Programme is divided into three areas:

1. Training
2. Food Court
3. Bakery

CFA Café aims to simulate real life working environment of the Food and Beverage Industry.

We hope that on completion of the training the client should have a basic skills and requirements of the F&B industry, enabling the client to seek employment.

The 5 main areas for this programme are :

1. Work Hygiene

Clients will be taught the importance personal hygiene and cleanliness in the food service industry.

2. Work Safety

Accidents are caused by not knowing the right way to do things and doing things the wrong way. Instructions on how to handle knives, glass wares, carrying heavy objects, using ladders etc. will be taught to the clients.

3. Food Preparation : How to clean food items, preparing and cutting before cooking 4 types of cooking deep frying, pan frying, baking and steaming.

4. Counter Sales Service : Clients are taught how to conduct sales transaction and money calculation up to two dollars.

5. Kitchen and Foodcourt Cleaning : Two areas 1) Kitchen floor and all kitchen equipments ,crockery and utensils. 2) Dining area, chairs and tables including floors and walls.

Horticulture Programme

Instructors : Mr Li Jia Hui Philip, Mr Chan Kheng Siong
Adrian, Mr Janarthanan Ganapathy,
Contract Instructor : Mr Lee Zhang En Joel
Instructor Assistant : Mr Tan Wai Loon

Horticulture enables us to train our clients in endurance, motor and observation skills. We are embarking on training our clients to be WSQ certified. Not only that, Horticulture generated revenue by selling self-grown plants and hydroponics vegetables. Horticulture trains clients to work independently and also engages our clients in meaningful and healthy outdoor activities.

The CFA Horticulture Programme consists of Nursery/ Recycled Plants area, designing and building of gardens/ landscaping, Chinese herbs and Hydroponics farming

Nursery/ Recycled Plants - Clients are taught the types of soil recipes, fertilizers, pesticides and methods of growing plants in order to sell them. Clients are also taught to nurse and nurture plants from sickly condition (collected by our recycle team) to healthy plants.

Designing and building of gardens/ Landscaping- While most of the people use thousands of dollars to build a garden up, garden plots at CFA were designed and built by our very own clients with very low budgets. Recycle materials were used and clients were enriched by learning to recycle discarded items.

Herbs and unique plants - Chinese herbs give our clients to have a better understanding in some of the medical value of our plants. We also have a range of culinary herbs such as dill, rosemary, tarragon, sage, lemon grass etc. As for our unique range of plants, we grow and sell miracle plant



Contract gardening work

which produces berries that, when eaten, cause sour foods (such as lemons and limes) subsequently consumed to taste sweet. This effect is due to miraculin, which is used commercially as a sugar substitute. Houttuynia, which smells like fish and Stevia which taste 300 times sweeter than sugar and are used as a sugar substitute.

Hydroponics farming - The green houses were sponsored by Keppel, it trains our clients to germinate fruiting and leafy vegetables from seed and harvest them upon maturity. Our clients earn their own incomes by selling vegetables and it also boosts their self confidence when customers recognize their efforts and purchase the harvest. It also adds on to their general knowledge about different methods of growing plants



Garden in a bottle

Contract work - Once our clients are trained in the basic skills and knowledge of landscaping industry, we take them out for contract services. We did landscape maintenance for Goldkist Chalet, Chatsworth International School, Hortpark and currently, APSN Delta Senior School. Our clients who does contract work will be paid allowance. Apart from on the field training contract, we are also training our clients in packing and selling worm castings.

WSQ Training - Our clients will soon be undergoing training for WSQ certification in the landscape industry. With this certificate, our clients will have better knowledge and finally an equivalent mainstream qualification to enable them to secure a job.

Outstanding Achievement - over the two and half years we won Silver and Platinum award in the "Community in Bloom" competition organised by Nparks. We also came in 2nd in the whole of Singapore Philip Li, one of our staff received the award of CIB ambassador in view of his active and outstanding involvement in gardening.

Miniature Garden

As skyscrapers race vertically upwards, parks are getting smaller, less and far. This resulted in challenging architects' creativity in designing vertical gardens. Residents living in units of high rise apartments are growing plants vertically too, to satisfy their creativity, in the name of space saving.

The next good thing to do is probably displaying pictures of plants around your home.

We've discovered a novel way of having a "garden on your table". What about a "garden with fish pond?" or a "golf course?", maybe a "sparse land with a railway track running through it?" All these sitting right next to you, at your working desk. They are real living things that need your attention, watering and sunlight. It's "Miniature Garden!"

CFA Photography Club

Instructor : Mr Li Jia Hui Philip

15 Members of APSN formed a new photography class for the year 2011. Most of the members have not used a camera prior to enlisting into the club. The cameras are sponsored by Canon and volunteers from Republic and YMCA of Singapore taught our members photography. After 5 months of training, they learnt to take photos using natural framing, lights, black and white, macro and various functions.

Members are learning to edit the photos using Picasa on the pc in the computer room. Members used the software to edit the hues, saturation, glow etc. The edited photos were then either printed on paper and create a scrap book or posted on their facebook accounts.

On June 25, all 15 members of the club will put on a 'L-plate' photographer tag with their name and photo on it. They will be the assigned photographers for the Y-Proms @ the park event.

Open Employment Support Programme

Job Placement Officers: Mr leong Kwai Bun Benny, Ms Lee Siew Cheng Leonie

Trainees are attached in various programmes to train them for open employment. Job Placement Officer (JPO) and Instructors will then assess the trainees once they are ready for open employment. JPO will provide support by teaching the trainees how to get to their workplace, on the job roles and responsibilities. JPO also provide support to employers thorough constant feedback on trainees work performance.

Some of the industries that the trainees are working for: horticulture, crew in fast food operation, cleaners, kitchen helpers, school canteen helpers, hotel stewarding & general work.

For year 2010, JPOs have placed 53 trainees into open employment. 25 of them have successfully worked for at least a year

Delta Senior School

Transition Education

Delta Senior School has achieved much in the past one year. The main aim of transition education at DSS is to nurture self-determined DSS graduates. To this end, the school has taken a proactive stand to grow and adapt best practices in quality teaching and learning principles, training and assessment modes to ensure that students are job ready, job worthy and also able to sustain employment.

School Excellence: 'Doing Good by Doing Well'

Over a short span of 7 years, Delta Senior School has transformed itself from an institution delivering just vocational education to one that provides life transforming transition education. It has undergone major phases of changes and development: Right from its infancy stage (2003-2004), to the ability driven phase (2005-2006), to the prototyping phase (2007-2009), and to the more recent branding phase (2010), which led to the coining of the DSS tagline "I can, I want and I will".

The school was awarded the NCSS Innovation Award for its outstanding innovations in providing quality curriculum to promote students' learning and for contributing to a culture of excellence in SPED schools. Also, the Ministry of Education (MOE) designated Delta Senior School as the Vocational School for Students with Special Needs.

In March 2011, the inaugural Open House welcomed people from diverse fields and backgrounds. 174 parents from DSS and various schools such as Tanglin School, Katong School, Chaoyang School, Grace Orchard School, Pathlight School and 19 Parent Volunteers, 49 employers and 65 invited guests participated in the event. DSS received overwhelming response from employers and community partners. High-Involvement partners included Pizza Hut, ABR Swensen's, Wendy, Rasa Sentosa, and Greenback.

Job Placement Unit (JPU): Making a Difference in the Lives of our Students

For the 1st time in Singapore, 41 out of 43 graduates with special needs benefited for 5-year competency based transition curriculum are gainfully employed. 63 students

are currently on Open Employment (OE) and 36 students are in the final phase of the Work Experience Programme (WEP). 12 of our students have since achieved their full WSQ Certification while on OE. 5 of them are embarking on their supervisory training at the workplace.

In July 2010, we hosted the inaugural Employer Network Session in which about 40 leaders from different industries participated. The purpose of the session is to allow employers from various industries to meet and share their experiences of working with our students and DSS.



Gurvinder Singh, featured in the Straits Times, is promoted to trainee supervisor.

School-Home Partnership (SHP): Connecting People

With the aim of engaging, empowering and enthusing parents to work collaboratively with the school, and employer of their children, the SHP organised the parent-employer networking session to present the opportunity for parents of final year graduating students to network with employers. It allowed both parties to touch base, share their concerns and hopes and collaborate together in supporting the students at work.



Parent Ambassadors participating in the terrarium making workshop.

Putting Strengths to Work ... the F&B Direction!

In 2010, a new chapter in Vocational Training was opened, to further realise the person-centred transition at DSS when our Year 1 Food & Beverage (F&B) students were given choices to be their best by specializing into either: **Preparing for Service** and **Preparing for Production**, to better equip them to gain the necessary skills and qualifications to find a niche for themselves in the industry. By mid-June 2011, the first batch of specialized students would achieve the **WSQ Certificate in F&B Service** and **WSQ Certificate in F&B Production**, each certification comprising 7 Statements of Attainment. The Certificates were specifically chosen to help the students acquire the foundation industry skills necessary to successfully gain employment in the F&B industry. In the fourth and final years, the same cohort of students would attempt the Higher Certificate in F&B Service or Culinary Skills.

To further capitalize on the strengths and abilities of our students, another high-impacting move was made to recognize F&B students as the **'Food and Service Ambassadors'** of the school. These students provided F&B services to VIPs locally and overseas, and to date, they have hosted more than twenty buffets, set lunch or hi-tea to the wives of our Ministers, local and overseas Consultants, Ministry personnel, Chief Executive Officers (CEOs) of Pizza Hut Singapore, Gloria Jean's Coffees, Swensen's Singapore ABR Holdings Pte Ltd to name a few.



F&B students serving laksa to employers

Hospitality Services (HS): Leveraging on Student Potential

We enhanced our professionalism through developing our Onsite Training (OST)/WEP curriculum and strengthening school home partnership. In 2010 we created a community based learning journal for students to make use of as a tool to develop the practice of self-reflection during their industrial attachment. It is an integral and authentic mode for students to practise self-determination skills. This



Use of social stories to help develop self awareness and self determination behaviours in students.

component which aids students learning was a part of the structured community based training project which won the innovation award. At the end of each work day, the students record their productivity and quality of work along with the areas for improvement and feelings or thoughts for the day into the learning journal.



Work Safety Parent Workshop: A parent trying out the removal of hazardous items - a performance criterion in the WSQ module.

Horticulture and Landscaping (HR): Leaving a Fragrance in People's Lives

The HR department provides horticulture training through accredited modules by WDA, and / or conduct pre training in collaboration with partner Approved Training Organisations (ATOs), which will lead to WSQ certification. Quality OST and WEP opportunities are provided through our synergistic collaboration with our partner employers from the Horticulture industry.

Our integrated purpose-driven Community-based Training such as OST & Assessment is also tapped upon as Service



Plantz Singapore director, Vitoria Lamb with our students Ramadhan Bin Selamat and Kelvin Ong.



A smiling Ramadhan, who is an "inspiration" to other workers, posing for a picture during rest time at Plantz Singapore.

Learning platform to develop the students' character using a strength-based approach. Students invest 4 hours weekly in Service Learning. This form of learning has been touted as a best practice model where it combines experiential / applied learning and community service opportunities. Students apply their skills and knowledge by performing horticulture work at community sites like Indus Moral Home and Crystalite Methodist Home.

Character Development through Community-based fitness training, Fitness & Health (FH) and Co-curricular Activities (CCA)

Character development programmes at DSS is structured, focused, purposeful, person-centred and strength-based. Platforms include FH, CCA and Service Learning projects. Students are provided with opportunity to be self-directed to join the community-based programme like **Running Hour**, a running club to continue with their fitness training during their leisure time fitness routine after they graduate. We managed to enthuse some parents to take part in the Running Hour together with their children. They act as buddy runners to their child by running together and providing constant feedback & motivation. With their parents' support these students have improved in their stamina and overall well-being.

CCAs provide opportunities for community participation and presence for students. Students from various CCAs actively participated in various community events such as YMCA Dance workshop, Art workshop conducted by



A parent performing stretching exercises with her daughter, Michelle during the Running Hour Club practice session.

Esplanade and the nature walk with YMCA volunteers at Mount Faber and also the "You Are Not Alone" concert to help raise funds for the Japanese quake survivors. 7 DSS students have been chosen to represent the school in The World Summer Games in Athens in June 2011 in basketball, athletics, bowling, aquatics and soccer. To further extend students learning in a different environment, a group of about 15 students led by 5 staff spent 5 days at a Cambodia orphanage as part of **Overseas Service**



DSS Students helping to paint the gate and fence of the orphanage in Cambodia.

Learning project. DSS students worked together to enrich the lives of orphaned Cambodian children befriending them, teaching them some simple life skills, and most importantly, they returned to be more wholesome persons.

Literacy ... All in the name of Creativity and Innovation!

A milestone in the history of DSS was reached when the Literacy Department developed the **first ES-WSQ** (Employability-Skills Singapore Workplace Skills) Qualifications **Curriculum on Communication Relationship Management (CRM)**. This is significant because the ES-WSQ is part of the Singapore Workplace Skills Qualifications (WSQ) that will culminate in a **Career Readiness Certificate**. A WSQ national qualification, the Career Readiness Certificate focuses specifically on generic and foundational skills. The ES-WSQ CRM curriculum was accredited on 18 Nov 2010. To date, 112 students have been awarded the ES-WSQ CRM certification which aims to impart workplace interpersonal, team building and problem solving skills.

2010 witnessed another landmark achievement for the purpose and people-driven Literacy Department. The Workplace Literacy (WPL) results soared remarkably beyond the targets set. The use of multi-sensory resources such as flashcards and contextualised picture cards in our action research and lesson instruction to build the students' reading and vocabulary skills explains the splendid performance.

Numeracy: 'Teaching to learn' and 'Learning to Teach' to Develop the Whole Person

The Numeracy Department has made changes to the teaching and learning experiences.

The highly structured and more dynamic curriculum boasts learner guides which are based on the **Explicit Teaching Principles** where the objectives are task analysed to meet students' need. Social Stories are used to contextualize learning and make it easier for our students to match their own experience to what they are learning in class. Further, the development of the **ES-WSQ Solving Problems & Decision Making (SPDM)** and the **ES-WSQ Basic Information and Communication Technology (ICT)** has now placed numeracy in a more viable position to help students become more employable.

The Numeracy department also embarked on 3 **Action Research (AR)** projects, namely, thinking aloud, hands-on activities, improving focus and attention through varied strategies such as the Multi-sensory approach which uses hands-on activities and use of technology (Smartboard) weaved into the lesson proper to engage the students.

WPL School Targets	Listening		Reading	
	2008	2010	2008	2010
WPL 2	45%	94%	33%	63%
WPL 3	37%	83%	27%	58%
WPL 4	17%	52%	13%	33%
Improved by at least 1 grade	7%	34%	11%	37 %
Table showing the comparison between the 2008 and 2010 WPL Listening and Reading Results.				

	2008	2009	2010		2008	2009	2010
Grade 1	26.90%	19.80%	20.82%	Grade > 2	73 %	80.2%	79%
Grade 2	28.97%	34.56%	28.33%	Grade > 3	44%	45.6%	50.8%
Grade 3	32.41%	27.52%	26.62%	Grade >4	11.7%	18.1%	24.2%
Grade 4	6.90%	12.42%	16.04%				
Grade 5	4.83%	5.70%	7.85%				
Grade 6	0.00%	0.00%	0.34%				

The table show more students in 2010 scoring higher grades compared to 2009 and 2008 cohort.



Continuing on the road towards excellence, the staff attended courses, actively engaged in sharings within the school and even collaborated with other departments to upgrade their teaching skills and methodologies to make numeracy learning both meaningful and easily applicable to their students.

Notably, the changes in curriculum have brought about a positive, upward trend in the Workplace Numeracy (WPN) scores over the past three years. This could be attributed to improved rigour in teaching and learning processes through enhanced professional development of staff.



Staff critiquing at the AR workshop to hone their diagnostic and research capabilities.

Tanglin School

Translating Dstrategy into Action

Tanglin School values and nurtures each student as an individual, developing the whole child within a supportive and inclusive community. This is a place where all staff members are committed to provide quality teaching and learning experiences to maximize the learning outcomes of all students. The school culture encourages individual growth and achievement in an environment that is based on passion, respect, patience, perseverance and collaboration. These efforts are strongly supported by the parents and wider community with consistent improvement that is achievable by translating innovative strategic thinking into actions.

The year 2010 was a period of significant expansion in the area of Vocational Education as Tanglin School began her journey into the 2nd phase of prototyping for Vocational Education in Special Schools. We recognize that in order to improve the post-school outcomes of students with special needs, we have to prepare them and their families for the complexities of the adult world in the early years of secondary school i.e. at the age of 13. When planning for student's transition to life after school, we developed and implemented clear and systematic processes comprising of the following components:

Vocational Assessment: To gather information about students' Skills, Knowledge, Interests and Preferences (SKIP) for the planning the Individualised Education Plans (IEPs) and eventually their vocational pathways;

Vocational Guidance: To guide students in matching their Skills, Knowledge, Interests and Preferences to suitable vocations;

Social Competencies and Work Habits: To equip students with the necessary competencies, social skills and work habits to be employed and sustain employment;

Work Experience: To provide students with multiple work experiences in authentic work settings, in order to gain familiarity with the demands of the real work and to develop relevant work skills.

MOE-NCSS Innovation Award - CTGG

Choose Green, Think Green, Grow Green (CTGG) is a school-wide, inter-disciplinary project that Tanglin School embarked on with the primary purpose of involving students in activities that increase their awareness of a significant issue of environmental change and its impact.



Innovation Award 2010.

The school launched a series of initiatives intended to infuse the learning context with information and ideals on caring and doing one's part for the environment. Among these was the curricular decision to focus lessons in Literacy on the theme of environment that entailed learning journeys to parks, nature reserves and incineration plants. Another highlight was the "Switch Off" project, where students made a commitment to save electricity for a specified duration each week. Other activities include a) weekly assembly talks and quizzes centred on environmental issues; b) weekly journal writing exercises based on these talks; c) designing and developing original mathematical games and decorating classroom bulletin boards using recycled materials; d) setting up businesses based on the CTGG theme at the annual school carnival; e) cultivating plants on school grounds and beautifying them with artefacts made of recycled materials; f) an intensive recycling programme; g) a mass nature walk and h) a month – long service learning project that culminated in a concert cum games organized by graduating students for their counterparts from other APSN schools.

For the second consecutive year, the MOE-NCSS Innovation Award, the highest accolade that recognizes outstanding innovations that promote students' learning contributing to a culture of excellence in SPED schools, was conferred to Tanglin School on 12 November 2010 for the CTGG project.

MOE – NCSS Outstanding Special Education Teacher Awards

Ms Azlia Irny Bte Amin Iskak and Ms Jeyashini d/o Kanagarajah were winners of the Outstanding Special Education Teacher Award (OSTA). Ms Ho Lai Mern was awarded a Certificate of Commendation for being one of the OSTA finalists at the Special Education Award Presentation Ceremony on 12 November 2010.



Outstanding Special Education Teacher Awards

These exemplary teachers have contributed extensively to the effectiveness of the school with their passion, commitment, courage and perseverance to nurture and inspire our students. They recognize that a holistic education is important for students to lead independent and meaningful lives as well as to be valued in the community.

Community in Bloom Silver Award

Every student had the opportunity to experience the joy of potting, propagating and growing a variety of plants, flowers, herbs and shrubs as well as acquiring a variety of landscaping skills in a classroom without walls at the TS Green. They celebrated the Green Wave of Action 2011, a global campaign that enables children and youth to make a difference. It brings together children and youth from around the world to raise awareness about biodiversity, and the need to reduce its loss. The *Ilex cymosa*, we named it as 'Collaboration in Action', was prepared and planted on 20 May 2011, another excellent opportunity to involve our students in a fun, international environmental campaign.



Community in Bloom Silver Award.

In recognition of our efforts to improve the school environment with creative ideas in landscaping, conservation and recycling projects, Tanglin School was conferred the Community in Bloom Silver Award by National Parks Board.

School-Based Awards

The School-Based Awards recognize the achievements and progress of students and motivate them to excel in academic and/or non-academic areas. There were altogether 51 students receiving 4 categories of the School-Based Awards presented at the school's Prize Giving Day on 8 November 2011 and at the Graduation Ceremony on 16 November 2010. The awards are:

- Functional Academics Award (FAA)
- Workplace Literacy Numeracy (WPLN) Award
- Good Progress Award (GP)
- Student Talent, Achievement and Recognition (STAR) Award

National Youth Achievement Awards

The National Youth Achievement Award (NYAA) programme at Tanglin School is in its 4th year and counting on. In 2010, 40 students were awarded the NYAA Bronze by National Youth Council, Singapore. As NYAA is a recognized member of The Duke of Edinburgh's Award International Association, the attainment of this award would add value to the students' testimonial.

Developing 21st Century Skills through State-of-Art Technologies

The integration of technologies is a key mechanism for augmenting classroom instructions while helping students with special educational needs learn life skills in a digital age. We are constantly leveraging on the use of digital technologies to enhance learning, provide motivation, and as an approach to empower both students and teachers to explore and create their own digital platforms within and beyond the school compound.

1. Student-Generated Animations

Students developed mini-movies representing their understanding of a particular concept. Using stop-motion animation techniques, they were capable of moving the objects after taking digital still photos. Students learnt Stop-Motion animation that enabled them to creatively manipulate, think and reconfigure the clay models.



Interactive Learning with Robotics.

2. Digital Deli

Students transformed digital photographs into surrealist-style artwork using Photoshop. They explored the impact of photography on impressionism by taking photographs within and beyond the school compound, then turned them into impressionist works of art. Students illustrated their understanding of impressionist-era work through the different imaging techniques they chose to use. As a result, students' creativity was enhanced and they could better understand surrealist techniques while working with lighting and colours to transform their pictures into art pieces.

3. Digital Music & Manga Comics

Students used collages of audio, video clips, digital music and images to convey meaning and understanding into a story. With Digital Music and Manga Comics, students were able to investigate the architecture and form, visually transforming them into stories for discussion on the situation and characters while developing skills in narrative analysis.

4. Interactive Learning with Robotics

Robotics has increased in popularity among today's young people. Our students have the capability to select a design and work independently or in groups

to build and program the robots to move. The Robotic programme has provided a novel means for students to think out of the box and enhance the development of problem-solving and critical thinking skills.

Towards Sports Excellence

Competitive and non-competitive programmes were implemented to encourage maximum participation, individual aspiration, team achievement and personal excellence.

At the inaugural Youth Olympics Games, 3 students were among the 2,400 torchbearers running the world's first Journey of the Youth Olympic Flame (JYOFI) from 7 to 14 August 2010. Mdm Noridah Khalil was one of the National Technical Officials (Judge) for Athletics at the Youth Olympic Games from 17 to 23 August 2010.

The Swim Safer Program, an amalgamated and improved version of the Learn-To-Swim and the National Survival Programme, is a national water safety programme awarded by Singapore Sports Council.

At the 29th National Swimming Championship on 3 July 2010, Tanglin Swim Team brought home 9 Golds, 5 Silvers and 1 Bronze.

At the 2nd National Special Schools Swimming Championship on 25 March 2011 at the Singapore Sports School, the swimmers returned with 1 Gold, 4 Silvers and 4 Bronzes and clinched the Best Participating School Trophy.

At the 8th National Track & Field Championship 2010 on 17 July 2010 at Serangoon Stadium, 25 Track & Field athletes returned with 12 Golds, 11 Silvers and 5 bronzes and they came in 1st for Overall Best Team Performance.



Team Tanglin - Athletics

At the 5th China Special Olympics National Games in Fuzhou, Fujian Province from 18 to 25 September 2010, Tanglin School student Mohammad Andy represented Singapore and returned home with a Gold for 400m Relay and a Bronze for 1,500m.

At the local Special Olympics Track & Field Meet on 25 September 2010 at Yishun Stadium, 32 athletes returned home with 11 Golds, 11 Silvers and 9 Bronzes.

At the 2nd National Special Schools Track & Field Championship 2011 at Toa Payoh Stadium on 10 March 2011, the athletes brought home 6 Gold, 5 Silver and 5 Bronze medals.

At the SDSC 5th Disability League Futsal Tournament on 23 and 31 October 2010, TS Team A took home the trophies for Under 17 Boys Overall Champion, the Girls Open Champion and was 1st Runners Up for the Let's Play Category.

Team Tanglin swept away 2 Bronzes for Badminton at the 5th National Disability League where the students came in 3rd place for both singles and doubles on 20 and 23 July 2010.

At the Special Olympics Badminton Tournament on 16 October 2010, 7 athletes came home with 4 Golds, 2 Silvers and 1 Bronze.

On 8 April 2011, 6 athletes returned with 1 Gold for Senior Female Champion (Singles), 2 Silvers (Singles), 1 Bronze (Singles) and 1 Silver (Mixed Doubles) at a Badminton Tournament held at SAFRA Tampines.

Promoting Professional Development

Professional development is an integral component of staff development at Tanglin School. Recognizing the critical role that each staff plays in the delivery of quality programmes and services, professional development is designed to enhance staff's competency and expertise as well as to create capability and understanding of the work they do. Professional development, whether related to pedagogical practices, the curriculum or leadership and management



Student Chefs at Shatec Institutes

capabilities, is a career-long process that spreads throughout a staff's career. Professional development is highly instrumental in helping instructional leaders reach out to all students.

Nurturing Collaborative Home-School-Community Partnerships

"Working Hand-in-Hand with Parents to Nurture a Community of Learners @TS (2)" were 2 workshops conducted for parents on the 22 June 2010 on Knife Skills, Safety & Ergonomics and Self-Management Skills. The primary objective of the workshops was to share teaching strategies, tools and tips, in the spirit of collaboration with parents and to facilitate the reinforcement of the child's learning at home.

2 resource packages, developed by teachers from the Literacy and Numeracy Departments were launched on 18 October 2010.

- Learning Companions @Home – A Guide to Effective Intervention for Successful Learning in Literacy
- Having Fun with Numeracy is packed with a guidebook and CD-Rom, archived with more than 1,000 files, for parents and caregivers

Both resource packages were developed to provide practical tips for parents to assist their children's learning at home and strengthen the cycle of success.

Tanglin School actively promotes a vibrant culture of home-school-community partnerships. In 2010, at least 90% of our students completed between 12 to 60 hours of community-based activities. The number of students from the graduating cohort, who have completed vocational workshops and courses, in collaboration with community partners and mainstream schools, has increased from 22 students in 2009 to 62 students in 2010.

We are grateful and proud of our successful collaboration with parents and community partners. We will continue to leverage on our synergistic relationships and involvement with parents and the community. We will nurture every boy and girl, preparing them for future academic and vocational success, and eventually to become independent adults of character and relevance.

Katong School

Katong's destiny rests on the shoulders of our courageous people, who work hard every day to achieve our collective hopes, dreams and ambitions. Katong's tapestry is made up of staff who pursue their vocation with a passion, students whose determination for learning is unyielding, and parents whose support for the school is unstinting. Together, we have written a courageous story for 2010/2011.

Maximising Potential, Delivering Outcomes

Mighty oaks from little acorns grow. 2010 has been an amazing year for Katong School, with our students and teachers achieving numerous positive learning outcomes. Through sheer determination, we seized every opportunity to equip our students with the valuable skills they need to lead an independent life and instil in them the spirit of excellence for them to be a valuable member of the society. Our students and staff strived hard to become champions in many of the fields they participated in. Their teamwork and dedication steered the whole school towards a renewed course of par excellence.



Creative, Resourceful and innovative learning to nurture students.

Creating engaging learning Experiences

At Katong School, we strongly believe in developing our students through a comprehensive and structured programme of vocational education that would effectively prepare our students to be employable, and to lead independent and satisfying lives. We take pride in putting in place a robust vocational education framework, and

partnered a few SPED schools. This is part of the school's participation in vocational education prototype, in our quest to equip students with vocational work habits, which would enable them to have a good chance to be valued in the workforce, active in society.



Vocational Education Programme Framework.

Students received vocational guidance in the classroom through explicit lessons and activities; work exposure visits to worksites; and direct hands-on work experiences at the actual worksites. Level 1 students attended career talks conducted by the Police Force and hotels. They also visited Pizza Hut kitchen where they got to make their own pizza and understand more about the responsibilities in a kitchen. Level 4 students participated in work attachment at Herbalife and Cheers, gaining precious work and social experience. To better support vocational education, Katong has further equipped one computer lab with office skills training equipment, and also created a hotel mock-bedroom, elegantly furnished with authentic hotel furniture sponsored by Fairmont Singapore and Swissotel the Stamford. Office Skills and Retail curriculum have also been introduced to strengthen the hard skills curriculum to develop in our students work readiness skills.



Many hands but one common purpose through teamwork.



Fairmont Hotel Staff demonstrating how to pack a toiletry set for guests.

Community-based instruction was also implemented to help Level 5 students improve integration with the community. The emphasis is on acquisition and application of functional and age-appropriate skills in a naturalistic context. Based on a set of instructional procedures, students are repetitively encouraged to make use of community resources. They also participated in community jobs by maintaining the football field for Elias Park Football Club, and performing cleaning services in support of Project S.U.C.C.E.S.S.

Every year, Katong School ensures that Mathematics and English come alive by engaging the students in learning journeys. The Mathematics Department conducted a customised Mathematics Trail to Jurong Bird Park with the generous support of volunteers from Volkswagen and Audi Group Singapore. Students made interesting observations about birds and nature in connection with the Mathematical concepts they learned in their classrooms. The English Department also organised a learning journey, where students from Level 1 to 4 watched a play entitled Momotaro. A thrilling epic of idealism, friendship, heroism, daring deeds, growing up, and comic misadventures, this play promoted qualities that encouraged our students to triumph through adversity and turn challenges into opportunities.

Since 2009, the English Department has embarked on the Reading Mastery – Reading Strand Programme in collaboration with MOE. By the end of 2010, teachers shared that many participating primary students were able to read basic words, some from the Reading Mastery books and some from independent readers. Many parents also provided feedback to the teachers that they observed their child being able to read words that they previously could not. The success has spurred us to use the Reading Mastery's Reading and Language Strand programmes as an integrated approach to teach English to lower primary students. As for the foundation module students in secondary levels 1 and 5, we introduced another Direct Instruction programme known as Corrective Reading to help our secondary students learn to read in a structured and systematic way with improved vocabulary and comprehension skills.

Heritage @ Elias Park where they toured the Dioramas. The students played Five-stones, Pick-up sticks, Chapteh and Sepak Takraw. They were fascinated by the movie screen mounted on a push-cart box and the ambience of a traditional coffee shop. This visit left a meaningful impact on the students as they realised how fortunate they are to live in Singapore where there is peace and stability. The school has also set up a National Education corner to post interesting information and artifacts related to festivals or important events celebrated in Singapore.

Growing Big Hearts

Katong School believes that our students are never too young or too weak to contribute and that we should develop them to be well-grounded individuals with a heart for others. The Community Involvement Programme (CIP) at Katong School is designed to nurture and develop our students as socially responsible members of society. All students in the secondary level are encouraged to fulfil a minimum of 10 CIP hours per year through participation in selected charity events and community jobs or visits.

The devastating earthquake and tsunami tragedy in Japan on 11 March 2011 tugged strongly at our heartstrings. Our CIP programme and International Friendship Day 2011 gave us an opportunity to organise a flea market and auction on 8 April 2011 to raise funds for the victims. Students in Level 4 and 5 read newspaper articles, made posters and cards during their Literacy lessons to display their understanding of the tragedy. The students also used their budgeting knowledge to work out the prices of the items with guidance from their teachers. Within a day, we raised a total of \$2541.55 of funds which was donated through Singapore Red Cross. Our students and staff indeed touched hearts, lifted spirits and made a difference by rallying for a noble cause.



Many good hearts soaking up the charity bargains.

Pushing Our Limits

Katong School, through a combination of innate talent and intensive, disciplined training, has swept away trophies in local and international sports arena. One of our students Eileen Ong competed in three swimming events at the Special Olympics 5th China National Games in Fujian City, China. Eileen, who was well-prepared both physically and mentally, beat several international contestants to emerge victorious in the 50m freestyle, 100m freestyle and 50m breaststroke events. Another glorious moment was when our students emerged overall champions in the 2nd National Special Schools Swimming Championship 2011. It was no mean feat for our students who were considered underdogs as they wrested the challenge trophy eventually from a strong field of 98 swimmers, double the number of competitors who participated in 2010.



Katong Swimming CCA Team is the champion Team of 2011.

Swimming has always been a staple in Katong's Physical Education. We hosted the Water Carnival to celebrate the students' swimming routines on 30 July 2010. The students gamely participated in the team contests and chalked up many winning points for their teams. Each student went home happily with a medal and a coloured swim cap as souvenir. Our inaugural Water Carnival sponsored by Xilinx Asia Pacific Pte Ltd., was indeed a splashing success judging from the joyful faces around.

In the 2nd National Special Schools Track & Field Championship 2011 organised by the Singapore Disability Sports Council (SDSC) special mention must go to our student Ismail from Level 1 who turned in a creditable performance, becoming 1st in the Boys (Junior) 60m Dash and 3rd in the Boys (Junior) 100m Dash events. Another feather to the school cap came when one of our teachers, Stella Ho received the Certificate of Commendation for the MOE-NCSS Outstanding SPED Teacher Award presentation on 12 Nov 2010.



Stella Ho received the Certificate of Commendation for the MOE-NCSS Outstanding SPED Teacher Award

Strengthening the Heartbeat

The staff of Katong School lived their professional life selflessly and with pride in their special calling. Every teaching staff knows that teaching in Katong School is not a mere transfer of knowledge, but the nurturing of very special lives. As a team, we work hard to keep abreast with teaching and learning practices, and learn humbly from fellow SPED educators, local and abroad.

As part of staff development, our instructors and some teachers attended training in Advanced Certificate in Training and Assessment (ACTA) last year with emphasis on vocational education and community-based instruction. Another key workshop that benefited staff was 'Making IEP Work for Us'. It focused on identifying priority areas for a selected student's IEP and the use of SMART strategies to achieve the goals. Separately, a team of six Katong staff went on a study trip to a few Hong Kong SPED schools to observe school experience in a foreign context and widen perspectives about learning with special needs. This experience offered valuable insights, useful ideas and interesting activities to guide school improvement. On 18 April 2011, Katong School played host to 21 staff from Hong Kong's Kei Shun School to build friendship and share about our programmes and services.



Teachers from Singapore visiting Kei Shun Special School.

Staff of Katong School work and play hard together. It was all in a day's work for Katong staff as they went on an out-of-the-ordinary retreat to a fish farm at Johor Bahru on 26 Nov 2011. They tried their hands at Batik painting and felt like real masters of the craft. They visited a fish farm and novelty chocolate gallery, and enjoyed great seafood and shopping. A sense of closeness amongst colleagues was felt, much like the 'Ikan Susu' milling around causing sensational ripples and outlandish splashes in the water. We felt as one, completely relaxed after an enjoyable escapade!

Leveraging on Partnerships

It takes a village to educate a child. Katong School forges meaningful and mutually beneficial relationships with the partners we work with - parents, well-wishers and corporate sponsors. We are grateful to the parents in the Parent Support Group who gave freely of their time, effort and usually scarce resources to provide quality learning experience for our students.

The School Family Education (SFE) programme which is into its third year embraced a new initiative by MCYS - the 'Dads for Life' initiative, to encourage fathers to be more involved in their children's lives. Although this first began in mainstream schools, Katong School is the first SPED school to embark on this initiative. Outings to Woodlands Waterfront Park and Pasir Ris beach were well-received as the families enjoyed the bonding opportunity and participated gamely in the outdoor adventures.



Mural painted by staff from St Stephen's School.

We also thanked staff from St Hilda's Primary School and St Stephen's School who had improved the school environment by painting on our school walls beautiful murals as part of a goodwill effort to foster stronger rapport between our schools.



Clay art pieces 'Harmony in Diversity' done with volunteers from Health Science Authority.

Katong School has been invited by MOE to embark on a satellite partnership with Bedok View Secondary School (BVSS). This partnership facilitates regular social integration activities for students from the two schools and provides opportunities for the mainstream students to develop a sense of empathy and social acceptance to create a more inclusive society for Singapore. Katong School is also blessed with many corporate sponsors. Our students visited Universal Studios on 21 May 2010 and participated in a photography competition hosted by our sponsor Canon Singapore. A group of NIE trainee teachers and Springfield Sec students partnered our Digital Art students to create a variety of E-greeting cards between 9 and 10 Nov 2010. A group of 37 secondary students participated in clay art activity with about 40 volunteers from the Health Sciences Authority on 21 July 2010, which raised a sum of \$2640 to support student development programmes.

Golden Opportunities Beckon

At Katong School, we believe in nurturing our students to realise their untapped talents. We push ourselves hard in our efforts to nurture and guide them to recognise and harness their strengths, to believe in their abilities and to maximise their potential to spur ahead. Many who lacked self belief previously, began to realise what they can accomplish for themselves. Such self-recognition, determination and a sense of worthiness is ultimately the goals we have for our students. These qualities will set them on the path of success in their adult lives as they go on to make a meaningful living with their families.

Chaoyang School

School direction and strategy

Chaoyang set out to provide a solid educational foundation in life-skills, literacy and numeracy to prepare pupils for transition to Tanglin School. The school curriculum and programmes were carefully designed, planned and reviewed to sustain a vibrant and purposeful learning environment for our pupils to meet the challenges of society and the changing educational landscape.

Curriculum developments and initiatives

The school customized the curriculum and programmes. We worked closely with teachers to monitor pupils' progress and learning to cater to their differing needs and abilities. To help develop pupils' reading skills, the school introduced Reading Mastery, a research-based, direct instruction programme sponsored by MOE in January 2011. Children were taught the skills needed to master the basics of reading.

For Numeracy, teachers worked together to produce 4 numeracy booklets, comprising worksheets for the different modules. Pupils would begin using these booklets in July 2011. There is pervasive use of ICT in the school. All classrooms (except for two) were equipped with SMARTboards to facilitate delivery of lessons. To bring ICT to the next level, teachers learnt to create e-lessons and e-worksheets using the AsknLearn Learning Management System and on-line portal (IXL computer-based practice for numeracy). With this, pupils could access literacy and numeracy worksheets on-line in school and also at home. To support the use of ICT, all old desk-top computers were replaced with new ones in the 2 computer laboratories in April 2011.

Three years into school-wide implementation of the PATHS (*Promoting Alternative Thinking Strategies*) Programme has resulted in pupils' social and emotional competence increasing significantly. Pupils were better able to concentrate and pay attention in class. A PATHS pamphlet was designed to further engage parents in supporting their child in their social-emotional development.

In April this year, a "PATHS Gift" (compliments in a scroll) was given by the class teacher to every pupil each term, as an encouragement and recognition of the child's good work and



PATHS Gift (compliments in a scroll) sent out to all parents termly

efforts. This was to be acknowledged and signed by parents. The parents have responded positively to this initiative.

The Visual and Performing Arts scene in Chaoyang School has been vibrant, thanks to weekly VPA lessons scheduled across all levels, with pupils banded according to their abilities. Specialist trainers from KinderArt, KidsArt, Savaskool and Act 3 were engaged to conduct visual and performing arts lessons for selected classes. The school plans to stage a musical in November 2011 to showcase all our pupils' talents in performing arts, communication and gross motor development.

A 10-week communication skills pilot collaborative project, initiated by the speech and language therapist (SLT), Ms Elizabeth Teh with the teacher of an ASD class, Mrs Edith Lau commenced in January 2011. The sessions focused on enhancing language comprehension, organisation and expression, attention and peer interaction skills for the pupils with ASD. This pilot project ended in April with positive results. It would be replicated and used in other ASD classes.

Staff development and innovation

In the area of pedagogy, all teachers attended relevant courses and workshops to enhance their lesson delivery and pupil management. Key training included equipping teachers with skills and knowledge to design interactive teaching materials using the SMARTboard, using co-operative learning (CL) as another teaching strategy to support pupils in their learning, and designing authentic, fair, and reliable assessments to measure pupil's performance and crafting individual learning plan (IEP).

In 2010, our staff shared Chaoyang's PATHS programme at the International PATHS Conference 2010 in Pennsylvania, USA, together with 3 MOE officers and 2 other SPED teachers. Mrs Low Siew Ting, Mrs Anita Suwandi and Ms May Chui were our proud presenters. The presentations provided overseas delegates with good insights of our Paths programme, implementation and results.



Mrs Low Siew Ting, Mrs Anita Suwandi and Ms May Chui were our proud presenters at PATHS Conference 2010 in Pennsylvania, USA on 12-14 May 2010

Another significant achievement for the school was the sharing at the MOE SPED Learning Day on 12 November 2010. Representing APSN Chaoyang School, Mrs Anita Suwandi and Ms May Chui shared our school implementation of PATHS with educators in the SPED sector.

Staff achievement and recognition

MOE-NCSS SPED Teacher Award – OSTA 2010

Mr. Patrick Aw became the 3rd teacher in Chaoyang School to be accorded the prestigious MOE/NCSS Outstanding SPED Teacher Award in 2010. Mr Aw has revolutionized the way pupils learn in Chaoyang by initiating the school-wide implementation of Smartboard and e-book learning.



Mrs Low Siew Ting, Mrs Anita Suwandi and Ms May Chui were our proud presenters at PATHS Conference 2010 in Pennsylvania, USA on 12-14 May 2010

A Chaoyang Innovation – *"The Daily Digest"* was commended for being in the finals for the MOE/NCSS Innovation Award 2010. Working collaboratively with the Urban Redevelopment Authority of Singapore (URA), the project saw the erection of learning panels and columns on pillars and walls in Chaoyang's School canteen. This enabled the children not only to consume and digest their food during recess but also enabled them to digest elements of numeracy, PATHs (Lifeskills) and school values at the same time through looking and manipulating the displays at the canteen.

School-Based Staff Recognition Awards 2010

For the year 2010, Mrs Sulekha Nair and the Money Skills Project team, won the Outstanding Contribution Award for the Individual and Team Awards, respectively. Now in its third year (2010), these awards were sponsored by SPARKz. The Individual Award was in recognition of the teacher's contributions and expertise in classroom management whereas the Team Award was for the opportunities provided for pupils to practise their budgeting skills in the school canteen, an authentic environment.

The idea of OSCAR Awards 2010 to be presented at the APSN Annual Dinner was mooted by Mr Anselm Lopez, our EXCO member and school supervisor.

Chaoyang School presented the *Most Caring Staff Award* to Ms Maggie Ho for her true commitment to her calling as teacher and care for pupils. She was also one of the short-listed nominees for the MOE/NCSS OSTA Award in 2009.

Another award, Sunshine Award was created to recognize staff who "brought sunshine to all in Chaoyang". They were always present in school for the pupils.

Teachers: Mr. Surendran, Mrs. Edith Lau, Mrs. Christina Ong and the school general worker, Mr. Chum Hock Chan received this award last year.

Pupil achievements

School Based Award

The end of 2010 marked another level of achievement for our pupils. The School Based Awards, funded by MOE, were presented to a total of 61 pupils for excellence in functional academic and CCA performance. The Functional Academic Award recognised and rewarded pupils who had achieved outstanding performance in Literacy and Numeracy. The Good Progress Award (GPA), on the other hand, recognised and rewarded pupils who had shown significant progress in academic performance in functional Literacy and Numeracy. Lastly, the Student Talent, Achievement and Recognition (STAR) Award was given in recognition of pupils' achievement in the non-academic areas.

Achievements in CCA and VPA

Last year, our pupils aced in many events: sports, performing arts, as well as social enterprise. Being young and energetic, our pupils' participation and achievement were commendable as shown in the Table:

Event	Achievement
Athletics : Special Olympics Track & Field Meet 2010 and Inaugural National Special Schools Track & Field Championships 2010 Special Schools Track and Field Championship March 2011 <ul style="list-style-type: none"> Yuhua Primary School Annual Athletic Meet 2011 Award Recognition : CYS was awarded 2nd runner up for Best performing school at National Special Schools Track & Field Championships 2011 on 10th March 2011. 	6 Golds, 8 Silvers and 5 Bronzes 3 Golds and 1 Silver 4 Golds, 4 Silvers and 4 Bronzes
Soccer : SDSC Futsal Challenge & National Disability League Futsal Tournament (Under 12)	1 Gold and 1 Bronze
Badminton: National Disability League Badminton Doubles (SDSC) National Disability League Badminton Singles (SDSC) Special Olympics Badminton Singles on 16/10/2010	3 Golds, 2 Silvers and 4 Bronzes

Group	Event Participation
Hip Hop Dance: The Groovyz	1) Joint Dance Concert 2010 organised by NTU on 21st March 2) Batik Extravaganza on 9 th July 2010 at Novena Square 3) Joint Dance Concert 2011 organised by NTU at Nanyang Auditorium in April
Choir : Merry Melodies	1) Hotelier Media launch by NCSS on 16th June 2010 (12 students) 2) Batik Extravaganza on 10 th July 2010 (13 students) at Novena Square 3) Singapore Youth Festival on 1 st August 2010 (14 students) 4) Christmas Light-Up on 20 th November 2010 (14 students)
Batik Painting	1) Batik Extravaganza Exhibition on 9 th and 10 th July 2010
Social Enterprise(Batik, Art & Craft, IT and Baking):	1) Sale of student produced products at Children's Charity Fair on 6th November 2100



Our Badminton Winners – well-done!

Community Partnership Programme

Chaoyang had established a rich network of community partners that has supported us in continuous learning. Our corporate partners as well as organisations and mainstream schools included Boston Consulting Group (BCG), Singtel, URA, SPARKz, SIA-5Cs, Energy Market Authority (EMC), Keppel Corporation, Singapore Armed Forces 1st Signals Battalion, Riding for the Disabled (RDA), Very Special Arts (VSA), United World College of SEA (UWCSEA), Raffles Girls Primary (RGPS) and Presbyterian High School (PHS). In 2011, we welcomed a new partner, ITE Central for its keen collaboration with us. Our partners and volunteers provided sponsorship, manpower and expertise to maximise the pupils' learning.

The school hosted learning journeys for participants from the NIE Management and Leadership in Schools (MLS) Course, as well as Singapore Polytechnic students doing the Advanced Diploma in Kindergarten Education (ADKET). These visits enabled us to share our curriculum, programmes, and best practices with the mainstream educators.

From Jan to April 2011, Chaoyang school hosted officers from MOE SPED Branch, Fernvale Primary School as well as a Deputy Head of Taarana School in Kuala Lumpur, Malaysia. All three were keen to learn about our programmes and curriculum. They were impressed with Chaoyang for having a dedicated team of staff and its good culture of care throughout the school. They noted the strong leadership evident in the implementation of school-wide programmes such as CCA, Performing Arts and PATHS, that had produced pupils who were confident, happy and engaged learners who lived out what they had been taught in the classroom.

Our parent volunteers rendered their support to the school in the various activities and programmes last year, such as Festival Awareness celebrations, CCA event, Internet Cafe lessons, Annual Sports Day, our Language Week as well as Teachers' Day celebration.

Professional support in Chaoyang

To further boost our pupils' learning at Chaoyang, professional support staff planned several programmes to enhance closer collaboration with the teachers. Our social worker and psychologist conducted talk on Personal Safety for our teachers and held personal safety groupwork sessions for our pupils. Our Occupational Therapists worked with levels 1-3 teachers in the classrooms to improve the gross motor and handwriting skills of our students. Our Speech and Language Therapists also supported the teachers in the planning and implementation of our literacy lessons in reading mastery and jolly phonics.



Jolly Phonics lesson using the SMARTboard

Furthermore, our professional support staff conducted three parent-training workshops to assist parents to better understand and help their children with developmental and educational problems. These were "Understanding Mild Intellectual Disability (MID)", "Handwriting Workshop" and "Personal Safety" workshop.

Open house and public talks

A total of 118 parents of Chaoyang students and 50 professionals in the education sector turned up for the Open House held at Chaoyang School on Friday 2nd July 2010. The objective of the event was to share with parents our school programmes and the teaching methods used in class. The professional support staff team shared APSN's admission guidelines and criteria, while our students showcased their talents and teachers conducted various lesson demonstrations. Guests were also taken on a tour of the school, which included a stopover at the i-cafe, where they were served by our own students.



Serving and taking orders at Chaoyang i-cafe by our very own student during Open House 2010

Following the success of the Open House, two public talks cum open house were organised in conjunction with the Admissions and Review Sub-committee in March and May 2011, to share APSN's admissions guide and programmes with the public, educators and parents.

Conclusion

With systems and processes in place to provide and deliver a strong foundational education for our pupils, Chaoyang School is poised to move on to our next stage of development, especially in the area of transition planning.

Members

Life Members

1	Mr	Adam Moledina
2	Mrs	Ang Lai-Kuin nee Lee Lai Kuin
3	Mrs	Anita Gupta
4	Dr	Balbir Singh
5	Mr	Chan Chee Keong
6	Mrs	Chan Chin Bock Rose
7	Ms	Chang Su Hoong
8	Mrs	Cheah Ruby
9	Dr	Chelliah Jazmyn
10	Dr	Chen Francis C.
11	Mrs	Chen Lian Eng
12	Ms	Chia Boh San Jobina
13	Mr	Dilip Kumar
14	Dr	Ee Jessie
15	Mrs	Fong Janet
16	Mr	Foo Suan Hoe Anthony
17	Ms	Ho Magdalina
18	Mr	Hoo Chun Hee Joseph
19	Mdm	Kristin Van Burm
20	Mdm	Kuah Hock Kam Sophia
21	Dr	Lau Wai Har
22	Mr	Lee Bon Kwe
23	Mrs	Lee Kheng Imm
24	Ms	Lim Betsy
25	Ms	Lim Buay Eng Pauline
26	Mrs	Lim Chung Ching Ngor Joan
27	Mrs	Ng Rose
28	Mr	Ong Chin Wah
29	Mr	Ong Hean Beng
30	Mrs	Poon C W nee Tan Guek Kee
31	Mdm	Phua Lay Peng Denise
32	Mr	Puah Neo Peng Chiew
33	Mr	Seow Chuan Bin
34	Mr	Snehkant Gupta
35	Mr	Tai Pee Tah Peter
36	Dr	Tan Dixie
37	Mrs	Tan Elizabeth
38	Mr	Tan Kang Uei Anthony
39	Mr	Tan Kim Joo
40	Dr	Tan Ngoh Chuan
41	Mr	Tan S C Peter
42	Mr	Tan Yang Howe Alex
43	Mr	Thanapathy Ulaganathan Naidu
44	Mrs	Wong Joan
45	Mr	Wong M K

46	Mr	Woo Wee Meng Alwin
47	Dr	Woon Fong Choi Frances
48	Mr	Yap John
49	Mr	Yeo Thiam Teng
50	Mrs	Yew-Kwan Mee Sin
51	Mr	Yong Soo Cheng
52	Ms	Noraini Mohamad
53	Ms	Seet Chor Hoon

Ordinary Members

1	Mr	Anselm Lopez
2	Mr	Bill Bowman
3	Dr	ChaCha P B
4	Mr	Chia Chiew Meng Robin
5	Mr	Chinnu Palanivelu
6	Mr	Choo Wee Ee Eugene
7	Mr	Goh Peng Soon
8	Mr	Kwek Jeffrey Thu Kuang
9	Mdm	Lee Kim Mooi
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16	Mr	Samy Sangaravelu
17	Mr	Seah Chang Kai Royce
18	Ms	Seet Chor Hoon
19	Mrs	Siu Lan Ong Sibyl
20	Mrs	Tan Aileen
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22	Mr	Tan Ju Seng
23	Mr	Tan Kar Peng
24	Mr	Tan Peng Chye
25	Mr	Tan Tian Hong Roger
26	Mr	Tanigan S T
27	Dr	Tay Kah Soon Victor
28	Mr	Teo Choon Beng Cavin
29	Ms	Tin Wai Fun
30	Mrs	Tirutanigan nee Ng Siew Lay
31	Mr	Wong Winston

Donations Received for the Period April 2010 to March 2011

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Dr Chey Chor Khoon

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IT Manager
Mr Lim Fong How Rick

Accounts Executive
Ms Tan Siu Khim Irene

HR & Admin Executive
Ms Wong Woon Heng Kadey

Community Partnerships Executive
Ms Lee Hui Chuen Jennifer

Corporate Communications Executive
Mr Koey Zi Qi

IT Support
Mr Dennis She Tu Kau Yen

Data Management Administrator
Mr Kong Yew Kee

Admissions/Support Officer
Ms Nolita Bte Noordin

Accounts Assistant
Mdm Yeo Guay Eng Mary

Admin Assistant
Ms Chen Eh Ee Emily



Front Row (L-R) :
Ms Emily Chen, Ms Kadey Wong, Ms Samantha Wong, Ms Faridah Hassan, Ms Irene Tan, Mdm Yeo Guay Eng Mary

Back row (L-R) :
Mr Rick Lim Fong How, Mr Dennis She Tu Kau Yen, Mr Kong Yew Kee, Dr Chey Chor Khoon (Executive Director), Ms Nolita Bte Noordin, Ms Jennifer Lee, Mr Koey Zi Qi

Staff Members - APSN Centre for Adults

Head

Mr Tng Choong Mong William

Admin & Operations Executive

Ms Ng Run Qian

Clerical Officer

Ms Safangaton Binte Dirman

Job Placement Officer

Ms Lee Siew Cheng Leonie

Senior Instructor

Ms Fung Soo Ling Janis

Acting Programme Supervisor

Mr Li Chia Hui Philip

School-To-Work Co-ordinator

Ms Lau Wan Xin

Instructor

Mr Chan Kheng Siong Adrian

Mr Chew Beng Kiam

Mr Goh Boon Seng Thomas

Mr Janarthanan Ganapathy

Mr Kang Kok Peng Nelson

Mr Leung Kwai Bun Benny

Mdm Loh Poh Hoon Winnie

Mr Pang Chong Tong

Ms Sim Lee See

Mr Tan Johnny

Mdm Theresa Anthony

Ms Yap Chui Hoon

Mr Yee Hung Pak

Ms Zuriaty Binte Mohd Zakaria

Instructor Assistant

Mr Tan Wai Loon



Front row (L-R) :

Mr Leung Kwai Bun Benny, Mr Tan Wai Loon, Mr Janarthanan Ganapathy, Ms Safangaton Binte Dirman, Mr William Tng, Mdm Anthony Theresa, Mr Lee Zhang En Joel, Mr Li Jia Hui Philip

Back row (L-R) :

Mr Tan Johnny, Mr Goh Boon Seng Thomas, Mdm Loh Poh Hoon Winnie, Mr Pang Chong Tong, Mr Chan Kheng Siong Adrian, Ms Yap Chui Hoon, Ms Zuriaty Bte Mohd Zakaria, Mr Jerome Prakash, Ms Fung Soo Ling Janis, Ms Sim Lee See, Ms Sng Siew Tee, Mr Chew Beng Kiam, Ms Lau Wan Xin, Mr Yee Hung Pak, Mr Kang Kok Peng Nelson

Not in Picture :

Ms Lee Siew Cheng Leonie

Staff Members - Delta Senior School

Principal

Ms Soh Mee Choo

Vice Principal

Ms Yip Mui Kheng Lily

Head, Operations

Mr Chua Hock Kee

Administrative Manager

Ms Koh Boon Leng Lena

Head, Organisation Excellence

Mr Lim Sin Hooi Ronald

Head, Student Programme & Organisation Excellence

Ms Tan Yee Nee Agnes

Quality Assurance Executive

Mr Ng Hwee Swee Alex

Knowledge Management Executive

Mr Thant Sin

Curriculum Specialist

Ms Khoo Hui Lin
Ms Ng Siew Kueen
Ms Siow Wei Qi

Data & Resource Management Officer

Ms Too Poh Eng

IT Support Officer

Ms Hnin K Tha Yar

Clerical Officer

Ms Norjahan Bte Vapumarican

Admin Support Staff

Ms Nursuhaidah Binte Mohamed Salleh

Professional Support Staff Assistant

Ms Lee Gek Tian Rosalind

School-To-Work Co-ordinators

Mr Loo Justin
Ms Ng Julyn

Research Officer

Ms Kuah Li Zhen Eleanor

Heads Of Department

Mr Chan Kok Hoe Anthony
Ms Tan Mei Sze Michelle
Ms Yong Chwee Yun Angela

Job Placement Officers/Instructors

Ms Chan Yee Seen Wanda
Mr Chua Siew Tong Mike
Ms Koh Chai Yann
Ms Koh Kim Neo Sabrina
Mr Mohd Farid Bin Batim
Ms Nisarath Chailaphoe
Ms Ponce de Leon Fides Taylo
Mr Seah Eng Siong
Ms Tan Fong Mooi Jorine
Mr Tang Chi Mun Raymond
Mr Yip Wai Hoong Steven

Instructors

Ms Aline C. Orpilla
Mdm Lee Geok Hong
Ms Lim Jia Jing Valerie
Mr Lim Teck Chye
Ms Poon Kay Yan
Mrs Tsering Lhazes

Trainers

Ms Chia Choy Soon Doreen
Mr Han Meng Siew Vincent
Ms Lai Choy Yit Doris
Mr Liong Yew Chong Max
Ms Wong Lan Fong Lolita
Mr Yap Kok Feng Ken

Assistant Trainee

Mr Lek Lister John

Hotel & Accommodation Services

Training Co-ordinator

Mdm Van Der Beek, Suelynn Ruth

Industrial Trainers

Ms Ana Lailyn Bejasa Pagunsan
Mr Edwin Santos Jalbuena
Mr Lim Chiong
Mr Lim Meng Chong Francis
Mr Lim Yew Piao Bobby
Mr Phoon Jian Ming Alan
Mr Yong Yew Yong Melvyn

Fitness Instructors

Ms Nova Agustin Dimarucot
Ms Poh Lay Lee Liz
Mr Tan Hock Soon Erwin
Ms Vellore Anantharaman Hema

Teachers

Ms Cheah Kimberly Josephene
Ms Chin Kai Ling
Ms Chong Mai Chen
Ms De Los Santos Tetchie Bejasa
Ms Dickman Sharon Charmaine
Ms Foong Kian Kee
Ms Goh Hui Ling Fiona
Ms Gurvinder Kaur Gill
Mdm Jebarani Pushpalatha Thomas
Mr Lee Tian Yu Sam
Ms Lesli Grace Kho Medina
Ms Liew Yan Ni Janice
Mr Lim Sze Wei Desmond
Ms Mariana Binte Othman
Ms Nur Diana Bte Kamil
Mr Ravin Kumar s/o Serpojan Singh
Ms Shanthi d/o Govindan
Ms Sheela Devi V. Kannusamy
Ms Siow Yen Li Wendy (MOE)
Mr Tan Hong Min
Ms Wen Haoting
Mdm Yeo Xin Rong Joyce (MOE)
Ms Yock Shu Hua Yvonne

School Attendants

Mdm Chooi Mee Yoong

Gardener

Mr Ang Tiam Chuan



School Management

Front row (L-R) :

Koh Boon Leng Lena (Admin Manager), Tan Yee Nee Agnes (Head, Student Programme & OE), Ms. Soh Mee Choo (Principal), Yip Mui Kheng Lily (Vice Principal), Lakshmi Varahan Jayashree (Acting Principal Psychologist).

Back row (L-R) :

Yong Chwee Yun Angela (Head, HS), Tan Mei Sze Michelle (Acting Head, FH), Shanthi d/o Govindan (Acting Head, Num), Chua Hock Kee (Head, Operations), Lim Sin Hooi Ronald (Head, Orgn Excellence), Chan Kok Hoe Anthony (HOD, JPU & HR).



Administrative Department:

Front row (L-R) :

Norjahan Vapumarican, Koh Boon Leng Lena

Back row (L-R) :

Ser Lay Chuan, Nursuhaidah Binte Mohamed Salleh



Numeracy Department

Front row (L-R) :

Nur Diana B. Kamil, Gurvinder Kaur, Shanthi d/o Govindan, Jebarani Pushpalatha Thomas, Tan Hong Min.

Back row (L-R) :

Shaam Achudan, Yock Shu Hua Yvonne, Chin Kai Ling, Khoo Hui Lin, Ng Li Yang.



Literacy Department

Front row (L-R) : Chong Mai Chen, Ng Siew Kueen, Yip Mui Kheng Lily, Lesli Grace Kho Medina, Sheela Devi d/o Kannusamy.

Back row (L-R) : Lim Sze Wei Desmond, Yeap Siew Hong, Foong Kian Kee, Goh Hui Ling Fiona, Dickman Sharon Charmaine, Liew Yan Ni Janice, Wen Haoting, De Los santos Tetchie Bejasa.



Job Placement Unit Department

Front row (L-R) : Mohd Farid Bin Batim, Chan Kok Hoe Anthony, Tang Chi Mun Raymond.

Back row (L-R) : Eleanor Kuah Li Zhen, Koh Chai Yann, Poon Kay Yan, Chan Yee Seen Wanda, Nisarat Chailaphoe.



Food and Beverage Department:

Front row (L-R) : Lim Meng Chong Francis, Ponce de Leon Fides Taylo, Yip Mui Kheng Lily, Tan Fong Mooi Jorine, Ana Lailyn B. Pagunsan

Back row (L-R) : Lek Lister John, Chua Siew Tong Mike, Han Meng Siew Vincent, Yong Yew Yong Melvyn



Fitness and Health Department:

Front row (L-R) : Teo Lip Kuang, Orpilla Aline Calpatura, Tan Mei Sze Michelle, Tan Hock Soon Erwin.

Back row (L-R) : Eunice Low Li Wen, Vellore Anatharaman Hema, Poh Lay Lee Liz, Hazli Bin Ansar, Siew Kok Keong Alan, Lau Yoke BoonEddy, Irene Goh, Nova Agustin Dimarucot, Lim Jia Jing Valerie.



HS Department:

Front row (L-R) : Chia Choy Soon Doreen, Lim Jia Jing Valerie, Yong Chwee Yun Angela, Lim Yew Piao Bobby, Lim Teck Chye.

Back row (L-R) : Jalbuena Edwin Santos, Tsering Lhazes, Yap Kok Feng Ken, Yip Wai Hoong Steven, Wong Lan Fong Lolita, Tay Wan Hui Selena.



Organisation Excellence Department

Front row (L-R) : Thant Sin, Lim Sin Hooi Ronald, Ng Hwee Swee Alex

Back row (L-R) : Lim Sze Wei Desmond, Siow Yen Li Wendy, Too Poh Eng, Hnin K Tha Yar



Horticulture Department

(L-R) : Mohd Farid Bin Batim, Chan Kok Hoe Anthony, Lim Chiong



Operations Department:

(L-R) : Chooi Mee Yoong, Chua Hock Kee, Ang Tiam Chuan

Staff Members Tanglin School

Principal

Mrs Ow Lai Peng Liza

Acting Vice Principal

Ms Jeyashini Kanagarajah

Administrative Manager

Mr Wee Kok Poh Winston

Operations Manager

Mr Bay Lee Meng Philip

Accounts Executive

Mrs Mary Nisha

Resource Management Executive

Ms Zuliyah Bee Bte Lalkhan

Clerical Officer

Mdm Maria Bti Sukaimi

Professional Support Staff Assistant

Ms Sumitha Ramalingam

Heads Of Department

Mdm Asmah Abdul Khamid

Mdm Bibi Halimah d/o Abdul Kader

Ms Kueh Bee Hua Martina

Mdm Radziah Bte Abdul Rahman

Job Placement Officers/Instructors

Mr Kwah Peng Siong

Mr Lim Seng Poh

Mr Lim Thiam Teck

Senior Instructor

Mr Ang Hock Seng Andy

Instructor

Ms Tan Chew Chian Jacqueline

Instructor/Job Coach

Ms Nur Jannah Binte Ahmad Safi'ee

Mr Pay Jie Wei

Teachers

Ms Abayata Rexsheila Sesaldo

Ms Anna Selvarani d/o Paul Raju

Ms Azlia Irny Bte Amin Iskak

Ms Chan Sze Ka Melanie

Mr Charles Rajan s/o Tangga Mani

Ms Chua Wei Xian Chermaine

Mrs Deivanai Surendran

Ms Goh Huibing

Mr Herwin Tanjanika

Ms Ho Lai Mern

Ms Kam Su-Lin

Ms Khairunisah Binte Kassim

Ms Kwong Wai Yoke Carolyn

Mr Lai Chen Ning Kenneth

Mdm Ng Fanny

Ms Noridah Binte Khalil

Ms Nur Aisah Bte Jaffar

Ms Nur Ashikin Binte Maznan

Ms Shalimar Binte Amanullah

Ms Shanthi Sambanthan

Ms Soh Teng Teng Doreen

Mdm Suhaidah Bte Sulaiman

Mdm Suhaini Bte Salleh

Mr Tan Poh Heng Anthony

Ms Teo Lay Heong Jennifer

Ms Wong Wai Sian

Teacher Aides

Ms Adornie Schaeffer De La Rosa Remocaldo

Ms Kong Pui Kuen Evelyn

Mdm Norlina Bte Mohamad

Ms Siti Nur' Ain Bte Samsudin

Ms Siti Nurani Binte Adnan

School Attendants

Mr Chua Hoo Ward

Mdm Ng Wah Eng

Mr Neo Pei Qiang Stanley



Front row (L-R) : Mr Philip Bay Lee Meng, Ms Nur Aisah Binte Jaffar, Ms Azlia Irny Bte Amin Iskak, Mr Kenneth Lai Chen Ning, Mdm Asmah Abdul Khamid, Ms Jeyashini d/o Kanagarajah, Mrs Liza Ow, Mdm Bibi Halimah Abdul Kader, Ms Martina Kueh Bee Hua, Mdm Radziah Abdul Rahman, Mr Winston Wee Kok Poh, Mr Herwin Tanjanika, Mr Andy Ang Hock Seng

Middle row (L-R) : Ms Shanthi Sambanthan, Mdm Noridah Binte Khalil, Ms Wong Wai Sian, Ms Tracy Wong Foong Ling, Ms Abayata Rexsheila Sesaldo, Mdm Maria Bti Sukaimi, Ms Goh Huibing, Mrs Anna Salmon, Mdm Norlina Bte Mohamad, Mdm Nur Ashikin Bte Maznan, Mdm Suhaini Bte Mohd Salleh, Mdm Suhaidah Bte Sulaiman, Ms Kam Su-Lin, Ms Shalimar Binte Amanullah, Ms Carolyn Kwong Wai Yoke, Mrs Doreen Choo Teng Teng, Mdm Ng Wah Eng, Ms Melanie Chan Sze Ka, Mrs Deivanai Surendran, Ms Ho Lai Mern, Ms Ang Lui Yee

Back row (L-R) : Mr Anthony Tan Poh Heng, Mr Charles Rajan s/o Tangga Mani, Mr Lim Seng Poh, Mr Lim Thiam Teck, Ms Adornie Schaeffer De La Rosa Remocaldo, Mrs Jennifer Hong Lay Heong, Mrs Fanny Ong, Ms Chermaine Chua Wei Xian, Ms Siti Nur'Ain Bte Samsudin, Ms Ng Chai Hwee, Ms Sumitha Ramalingam, Ms Zuliyah Bee Binte Lalkhan, Ms Jacqueline Tan Chew Chian, Ms Nur Jannah Binte Ahmad Safi'ee, Mr Kwah Peng Siong, Mr Stanley Neo Pei Qiang, Mr Chua Hoo Ward, Mr Pay Jie Wei, Mr Alcira Arnel Cabreira, Mr Ang Ting Jie

Absent :

Ms Evelyn Kong Pui Kuen, Ms Ayessha Farveen d/o Abusalih and Chan Chut Mui

Staff Members - Katong School

Principal

Mrs Choo Swee Gek

Administrative Manager

Ms Yeo Geok Eng Daisy

Operations Manager

Mr John Thangaraj

Accounts Executive

Ms Lee Poh Sim Jessie

Clerical Officer

Ms Chiam Hui Ming Cindy

Professional Support Staff Assistant

Mdm Amizah Bte Othman

Heads Of Department

Mdm Choo Pee Ling
Ms Gomez Lynette Hanah
Mr Yong Yin Yee (MOE)

Instructors

Mr Hairul Anuar Bin Mohd Haron
Ms Lin Mingli Joyce
Mr Muhammad Fadzil Bin Abdul Hamid
Ms Poh Jie Ying

Teachers

Ms Bhuvaneswari d/o Govindasamy
Ms Chua Ghee Kiat
Mr Jose Manuel Baron Samar
Ms Lim Sze Hui Josephine
Ms Nur Haliza Bte Halik
Ms Nurshahidah Mokhtar
Ms Patricia P. Paramanandham
Mdm Peng Pei Chien (June Peng)
Mrs Rani Day
Ms Risiya Sangar Sharmala
Ms Sarah De Castro Sacro
Ms Seah Lay Keng Kharissa
Ms Sheryll Gavino Eduria
Mrs Singh Serpojan (MOE)

Mdm Sumathy d/o Salayah
Ms Tan Gek Ling Teresa (MOE)
Ms Tang Bee Kwee
Mr Tay Han Whee Samuel
Ms Tay Wan Ting
Ms Teo Soke Wai
Mdm Yong Lee Fong Stella

Teacher Aides

Ms Lee Deanna Teresa
Mrs Pang Boon Jong
Ms Phang Jing Wei
Ms Wee May
Mrs Wong Helen

School Attendants

Mdm Mariam Binti Abdul Jalil
Mdm Yeo Yoke Soi



1st Row (Seated) (L-R) :

Mr Jose Samar, Mrs Rita Yeong, Mdm Choo Pee Ling, Mrs Choo Swee Gek (Principal), Mrs Lynette Yeo, Ms Tang Bee Kwee, Mr Yong Yin Yee

2nd Row (Standing) (L-R) :

Mrs Cindy Wan, Ms Patricia Paramanandham, Ms Josephine Lim, Mrs Helen Wong, Ms Chua Ghee Kiat, Mdm Mimi Chong, Ms Kharissa Seah, Ms Swari Govind, Mrs Sumathy Kalai, Mrs Stella Ho, Mrs Serpojan Singh

3rd Row (Seated on stage) (L-R) :

Mrs Pang Boon Jong, Ms Sheryll Gavino Eduria, Ms Deanna Lee, Ms Sarah D. Sacro, Mdm Yeo Yok Soi, Mdm Mariam Binte Othman, Mrs Rani Day, Ms Sharmala Risiya, Mrs Teresa Lee

4th Row (Standing on stage) (L-R) :

Mrs Quek Soke Wai, Ms Joyce Lin, Mrs Teo Gim Ching, Ms Phang Jing Wei, Ms Tay Wan Ting, Mr Hairul Anuar Bin Mohd Haron, Ms Jessie Lee, Ms Poh Jie Ying, Ms Mella Wee, Mr Muhammad Fadzil Bin Abdul Hamid, Mr Samuel Tay

Not in Picture :

Mr John Raj, Mdm June Peng & Ms Wee May

Staff Members - Chaoyang School

Principal
Mdm Aslinah Bte Ahmad

Acting Vice Principal
Mrs Anita Suwandi

Operations Manager
Mr Ho Lap Fatt

Assistnat Centre Supervisor
Ms Suzlynn Binte Mohamed

Accounts Assistant
Mrs Rebecca Sillarez Costales

Clerical Officer
Mrs Wong Leong Yim Casseina

Professional Support Staff Assistant
Mdm Low Kam Fong Doris

Programme Co-ordinator Assistant
Ms Jayamalar d/o V. Ponniah

Computer Aide
Ms Muntashbagum d/o Haji Maideen

Acting Head Of Department
Ms Lam Bing Ling

Heads Of Department
Mr Aw Leong Yen Patrick
Mrs Norlidah Shahrin

Teachers
Mdm Ang Hwee Lin Carol
Mrs Ong-Chin Christina
Mdm Chui Kit May
Mrs Fazillah Yousoff
Ms Goh Irene
Ms Ho Hui Eng Maggie
Ms Huzaima Bte Hamid
Mdm Kalah d/o Ramasamy
Mdm Khatijah Bte Mohd Jonid
Mdm Koh Hun Ngor Lynn
Mdm Koh Sok Huang Angela
Ms Lim Bee Tiap Christina
Mdm Lim Poh Hoon
Ms Ng Xuan Yi Prisca
Mr Novo Erwin Dela Torre
Mdm Nur Rasyidah Binte Andi Satria
Ms Nur Rasyiqin Binte Andi Satria
Mdm S Nirmala

Ms Solis Wendy Tingab-Ngab
Mrs Sulekha Surash Nair
Mdm Tan Bee Bee Sharon
Ms Tang Tse Chin
Mr Vinasithamby Surendran
Mdm Williams Edith Gertrude

Teacher Aides
Ms Christine Komathi Velu
Ms Goh Sai Huay Lynn
Ms Malathi d/o Ramalingam
Ms Seah Kar Hoong Joanne
Ms Sim Xin Yan Melody

School Attendants
Ms Jamillah Binte Chan Khan
Ms Teo Mei Zi Germaine
Mdm Tumenam Bte Kimin

General Worker
Mr Chum Hock Chan

Gardener
Mr Yeo Yoke Sai



Front Row (L-R) :

Ms Nur Rasyiqin Binte Andi Satria, Ms Huzaima Bte Hamid, Mdm Tan Bee Bee Sharon, Ms Lam Bing Ling, Mrs Anita Suwandi, Mrs Low Siew Ting, Mdm Chui Kit May, Mrs Wong Leong Yim Casseina, Mr Tan Kim Hiong.

Back Row (L-R) :

Mrs Rebecca Sillarez Costales, Ms Christine Komathi Velu, Mdm Kalah d/o Ramasamy, Mr Yeo Yoke Sai, Mr Chum Hock Chan, Mr Ho Lap Fatt, Ms Muntashbagum d/o Haji Maideen, Ms Grace Yeo, Ms Teo Mei Zi Germaine, Ms Jamillah Binte Chan Khan



Front Row (L-R) : Lynn Han Ngoh, Mrs Ong-Chin Christina, Mdm Koh Sok Huang Angela, Mrs Anita Suwandi, Mrs Low Siew Ting, Mrs Fazillah Yousoff, Mrs Sulekha Surash Nair, Mrs Norlidah Shahrin, Mr Aw Leong Yen Patrick

Back Row (L-R) : Mdm Khatijah Bte Mohd Jonid, Ms Tang Tse Chin, Mdm S Nirmala, Mr Novo Erwin Dela Torre, Mr Vinasithamby Surendran, Ms Ho Hui Eng Maggie, Mdm Ang Hwee Lin Carol, Mdm Lim Poh Hoon, Ms Goh Sai Huay Lynn, Mdm Williams Edith Gertrude, Ms Solis Wendy Tingab-Ngab, Ms Lim Bee Tiap Christina,

Professional Support Staff



Front row (L-R) :
Sutha Raman, Ivy Badilla, Elizabeth Teh, Dr Hoili Lim, Tan Chia Nee, Arnel Alcira, Jessica Koh.

Middle row (L-R) :
Roberto Estrella, Raimond Barrineuvo), Amizah Othman, Amarit Kaur, Agnes Koh, Doris Low, Rosalind Lee, Sarah Tham, Bryan Saez, Edgardo Feljohn .

Back row (L-R) :
Jasmine Yeo, Wynne Wee, Joanne Especkerman, Ayessha Farveen, Lau Wan Xin, Ang Lui Yee, Marlyna Mochtar, Sumitha Ramalingam, Ng Chai Hwee, Wong Tak Wee, Nor Chelz

Acknowledgements

Active Employers

Amozonia Landscape
Asteroids Cyber Pte Ltd
Ban Nee Chen Pte Ltd
Beary Nice Nails
BBQ Chicken
Candy Floriculture Pte Ltd
CarElderly Senior Activity Centre
Chatsworth International School
Chye Thiam Maintenance Pte Ltd
The Coffee Bean & Tea Leaf (S) Pte Ltd
Flash Laundry Pte Ltd
Fraser Hospitality Pte Ltd
Dennis Gym
Frankly Maintenance Services Pte Ltd
Green Back Pte Ltd
GoldKist Beach Resort Pte Ltd
Gloria Jeans Coffees
Han's (F & B) Pte Ltd
Holiday Inn S'pore Orchard City Centre
Ho Eng Huat Construction Pte Ltd
IPM Maintenance Service Pte Ltd
ISS Facility Services Pte Ltd
Joan Bowen-The Special Culinary Centre
Kogent Technology Pte Ltd
Laksania/Secret Recipe (Spice Connect Pte Ltd)
Leo Caterers
Macdonalds @ Woodland Civic Centre
Macdonalds @ Riverview Mall
Macdonalds @ Sengkang Sports Complex
Macdonalds @ Bedok
Macdonalds @ West Coast
Macdonalds @ Lot 1
Malay Canteen Stall - Chaoyang School
Mouth Kitchen Pte Ltd
Mouth Work
NTUC Club Investments Pte Ltd
Pac Alliance Pte Ltd
Pan Pacific Hotel
Pizza Hut Singapore Pte Ltd
Plantz Singapore
Prince Landscape and Construction Pte Ltd
Say Boon Cleaning Services
Sun City Maintenance Pte Ltd
Suriya Trading Enterprise (S) Pte Ltd
Swensen's of Singapore Pte Ltd
Subway Singapore Development Pte Ltd
TEHC
Treetops Executive Residences
UMC ServiceMaster Pte Ltd
Wendy's Restaurants Pte Ltd
Zero Spot Laundry Service Pte Ltd

List of Institutions/Agencies/Community Service Partners

All Stars United
APEX Day Rehabilitation Centre For Elderly
Ban Nee Chen Pte Ltd
Bishan Home for the Intellectually Disabled
Bishan ITE
Bridgestones Tyre Sales Singapore
Canon Singapore
Centre for Urban Greenery and Ecology (CUGE)
Chatsworth International School
Cheers Holdings
Children's Charities Association
CHRISTALITE METHODIST HOME
Chung Cheng High School (Yishun)
Citibank N. A. Singapore
Crystallite Methodist Home
Defence Science & Technology Agency
Delta Sports Complex
Eureka Call Centre
Football Association Singapore
Gan Eng Seng Secondary
GE Aviation
Health Promotion Board-School Dental Service and Youth Health Division
Health Sciences Authority (HSA)
Hope Foundation
Hwa Chong Institution
Institute of Technical Education College East
ITE College Central (Bishan Campus)
ITE College East (Simei Campus)
Keppel Corporation
Keppel Land International
Kg Ubi Community Centre Youth Group
Kids Inclusive Sport Club
Kim Seng Community Centre-Youth Executive Committee
Lions Befrienders @ AMK
Lions Befrienders @ Meiling Street
Lions International Stamp Club
Microsoft Operations Pte Ltd
Ministry of Community, Youth and Sports
Mirage Design Landscape and Contract Pte Ltd
National Council of Social Service
National Parks Board , Community In Bloom
National Parks Board
NTUC Eldercare
NYAA Council of Singapore
Oh Chin Huat Hydroponics Farms Pte Ltd
Outram Secondary School
Outward Bound Singapore
Paya Lebar Methodist Secondary
People's Association
Q&M Dental Group
Queenstown Multiple Service Centre
Queenstown Multiservice Centre

Raffles Institution
 Republic Polytechnic
 River Valley High School
 RSAF
 School of the Arts Singapore
 Science Centre Singapore
 Sentosa Leisure group
 Shatec Institutes
 SIA Community Service Club
 Singapore Anti-Tuberculosis Association (SATA)
 Singapore Disability Sports Council
 Singapore Disability Sports Council (SDSC)
 Singapore Institutes of Retail Studies
 Singapore Management University
 Singapore National Employers Federation
 Singapore Police Force
 Singapore Police Logistic
 Singapore Sports Council
 Singapore Zoological Garden
 SingPost
 SingTel Touching Lives Fund
 SMG Training Systems (S) Pte Ltd etc.
 Society for the Physically Disabled
 Sparkz Pte Ltd
 Special Olympics Singapore (SPO)
 St. Patrick's School
 St. Patrick's Secondary School
 Tanjong Katong Secondary School
 Temasek Junior College
 The Boys' Brigade, 42J Singapore Company (Nanyang Primary School)
 The Japanese Association Singapore
 Thye Hua Kwan Indus Moral Home
 Thye Hua Kwan Moral Home For Disabled
 Trident Electronics
 Victoria Junior College
 YMCA
 YMCA of Singapore
 Youth Movement People's Association
 Zero Spot Laundry Service Pte Ltd

Volunteers:

Mrs Valerie Tan-Burden
 Ms Jaslin Chu
 Ms Cathy Elliot
 Ms Tina Jailani
 Mrs Savi Kappor
 Ms Ko Hak Chin
 Mr Kwek Hiong Chin
 Mrs Lee-Lai Kee Kien
 Ms Lim Chiat Hwee
 Mrs Lim Lai Cheng
 Mr Lim Yan Hock
 Mr Collin Low
 Mrs Polly Lu
 Ms Grace Luo
 Ms Magdelene Oh
 Mrs Pinky Pant
 Mdm Eugenie Sia
 Mr Christopher Yeow

In partnerships with Community Chest, National Council of Social Services (up to Jul 2011)

- Marina Bay Sands Pte Ltd
- Singapore Telecommunications Limited (Singtel Touching Lives Fund 2010)
- Tan Chin Tuan Foundation
- Xilinx Asia Pacific Pte Ltd
- MediaCorp Pte Ltd
- Tuas Power Generation Pte Ltd
- Changi Airport Group
- Civil Aviation Authority of Singapore
- NUSSU Rag and Flag 2010
- Ministry of National Development Recreation Club
- Resort World at Sentosa Pte Ltd
- HSBC

Special Thanks To

- Children's Charities Association
- Ministry of Community Development, Youth and Sports
- Ministry of Education
- National Council of Social Service
- National Institute of Education
- Singapore Disability Sports Council
- Special Olympics Singapore
- Ministry of Health
- Keppel Scholars Alumni Association (Keppel Volunteers)
- Keppel Corporation