

SACA

2013/2014
ANNUAL REPORT

Our Vision

Well integrated ex-offenders contributing in a caring society that embodies the spirit of second chances.

Our Mission

As an exemplary organisation in the after care sector, SACA is committed to

- ♥ empowering ex-offenders to take ownership of their own transformation and facilitating their reintegration into society by mobilising them, their families and the public.
- ♥ fostering a change in the mind-set of both ex-offenders and society to enable ex-offenders achieve their fundamental life goals and needs.

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The Rainbow Bridge

There is a Norse legend that speaks of a *Rainbow Bridge* that the gods use to travel to and from earth; and which worthy warriors who have sacrificed themselves in battle use to reach paradise. The *Rainbow Bridge* is a symbol of hope, redemption, comfort and solace for a lifetime of struggle and journeying.

We see some parallels between this bridge and the work of the Singapore After-Care Association (SACA).

Like the *Rainbow Bridge*, SACA hopes to be the link between community acceptance and the client's efforts at reintegration. This is not an easy task; but as the ex-offenders' reintegration affects his entire family it is important work that must be carried out without fail.

Sometimes the coldest Winter can precipitate the most joyful Spring - everyone needs a *Rainbow Bridge* to cross to the other side at some point in their lives. We hope that we can be that bridge that will allow the cause of reintegration and second chances to resonate across our community and add a dash of colour to brighten the lives of our clients and their families.

Eric Lue



Group Photography at Alkaff Bridge by Jonathan Ang Wai Meng.

SECTION 1

Our People

Chairman's Message

Members of SACA

Organisation and Programme Chart

The Team

Training, Development and Enrichment

Chairman's Message

SACA has come a long way since its creation in the nineteen fifties for the sole purpose of providing temporary accommodation for homeless ex-offenders. Ironically today this is about the only service that we don't provide to our ex-offender clients. Indeed in the last two decades the Association has expanded the services it provides and presently includes the family of offenders as a specific client group in one of its initiatives.

Having several initiatives that have been offered for over a decade, the year in review was one which the Association earmarked for a series of reviews – both in terms of the programmes and services as well as systems and processes that have been in place. The first quarter of the financial year saw the wrap-up of a yearlong review of the Case Management Framework Programme. With the programme in its fourteenth year this third review was timely and resulted in the adoption of a more structured evidence-based approach in assisting clients with their reintegration. The relapse-prevention framework adopted for clients has been well received by caseworkers who spent the majority of the year implementing and fine-tuning the recommendations coming out of the said review.

The Education Support Programme was another long-standing offering to go under the microscope. Despite being a brief short-term review, the precursor of a more in-depth review planned for the coming year, several significant enhancements emerged from it. The funding quantum for all supported tertiary courses was enhanced by ten percent. Also the types of courses qualifying for support were expanded to include more of those offered by private education institutions. These changes were made to reflect the changing landscape of educational opportunities that are available to our clients.

Any organisation is only as good as its people and SACA realises that all the improvements to programmes and services in the world will mean little if the people carrying them out are not supported and nurtured to grow as well. Accordingly this past year also witnessed the organisation conducting a thorough review of the professional development pathway for its staff. Significant time and effort was devoted to developing a progression route map for each staff and time was spent discussing this both with the staff concerned as well as their respective supervisors. The Association is well aware that this learning journey cannot stop there and have made this route map a key plank of the long-term nurturing of staff in the organisation.

Alas while there is much to cheer for the Association this past year, the news on the financial front could be much better. For the year in review SACA has had to contend with a deficit in excess of two hundred thousand dollars. My fellow board members and I as well as the staff will work even harder in the coming year to address this. To this end the government's Care and Share matching grant is a most welcome and timely relief and one SACA would like to thank the authorities for.

Just as the ex-offender needs all of society to make his return a successful one, SACA too is all too aware that it has many people to thank as it strives to do its best for the ex-offenders and families that are in need of its help. Accordingly I want to first thank all volunteers for their continued commitment and contribution towards our common cause. They remain the greatest source of manpower and resource the Association can call upon.

Chairman's Message

Another group of people whom I must thank are the donors who have donated generously to SACA during the past year. I would also like to thank corporate organisations and statutory boards that have come forward to sponsor our fund-raising events. Special mention must be made of the Lee Foundation which has continued to lead the way in terms of its unwavering support for our cause and who has generously agreed to continue its considerable financial support for the coming year.

Last but not least, I record my heartfelt appreciation to the Ministry of Home Affairs, Singapore Prison Service, President's Challenge 2013 and the Yellow Ribbon Fund for providing a substantial amount of funding for the various programmes. Without this invaluable support, SACA would not have been able to carry out all the activities benefitting 1,784 clients and families that are detailed in this Report.

Jeffrey E.S. Beh
Chairman



PS – we've decided to do things a bit differently this year and go with a CD-ROM version of the annual report instead of our traditional hard-copy offering. Not only is this a more economical option, we thought we would do our part and help save a few trees in the process.

PATRON

Associate Professor Ho Peng Kee

EXECUTIVE COMMITTEE

Chairman	Mr Jeffrey E S Beh
Vice-Chairman	Mr Lakshmanan s/o Seenivasakan
Hon Secretary	Ms Jennifer Marie
Asst Hon Secretary	Mr Ong Hian Sun
Hon Treasurer	Mr Winston Cheng
Asst Hon Treasurer	Mr Roy Neighbour
Members	Mr Masadi Masdawi Mr Joseph Chia Hock Song Dr Teng Su Ching Dr Hyekyung Choo Mdm Shie Yong Lee

REPRESENTATIVES FROM MINISTRIES

Singapore Prison Service	Mr Alvin Tam / Ms Karen Wong
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STAFF COMMITTEE

Chairman	Mr Jeffrey E S Beh
Members	Mr Lakshmanan s/o Seenivasakan Ms Jennifer Marie Mr Ong Hian Sun Mr Roy Neighbour

EDUCATION COMMITTEE (LFEAS)

Chairman	Mr Lakshmanan s/o Seenivasakan
Members	Ms Karen Wong Mr Prem Kumar

VOLUNTEER AFFAIRS COMMITTEE (VASC)

Chairman	Mr Lakshmanan s/o Seenivasakan
Vice Chairman	Mr Roy Neighbour
Members	Mr Allan Au Ms Clara Yap Ms May Hui Mr PJ Shepherdson Mr Shantosh Mr Vinod Balagopal

TRUSTEES OF THE ASSOCIATION'S PREMISES

The trustees of the Association's premises at 81 Dunlop Street, Singapore 209408 are Mr Sowaran Singh and Mr Bala Reddy.

HONORARY AUDITOR

K S Ng & Co, Certified Public Accountants, continued to play the role of SACA's Honorary Auditor during FY 2013/2014.

The Executive Committee records its appreciation to Dr. K S Ng and his staff for their kind contribution and support for SACA.

Members of SACA

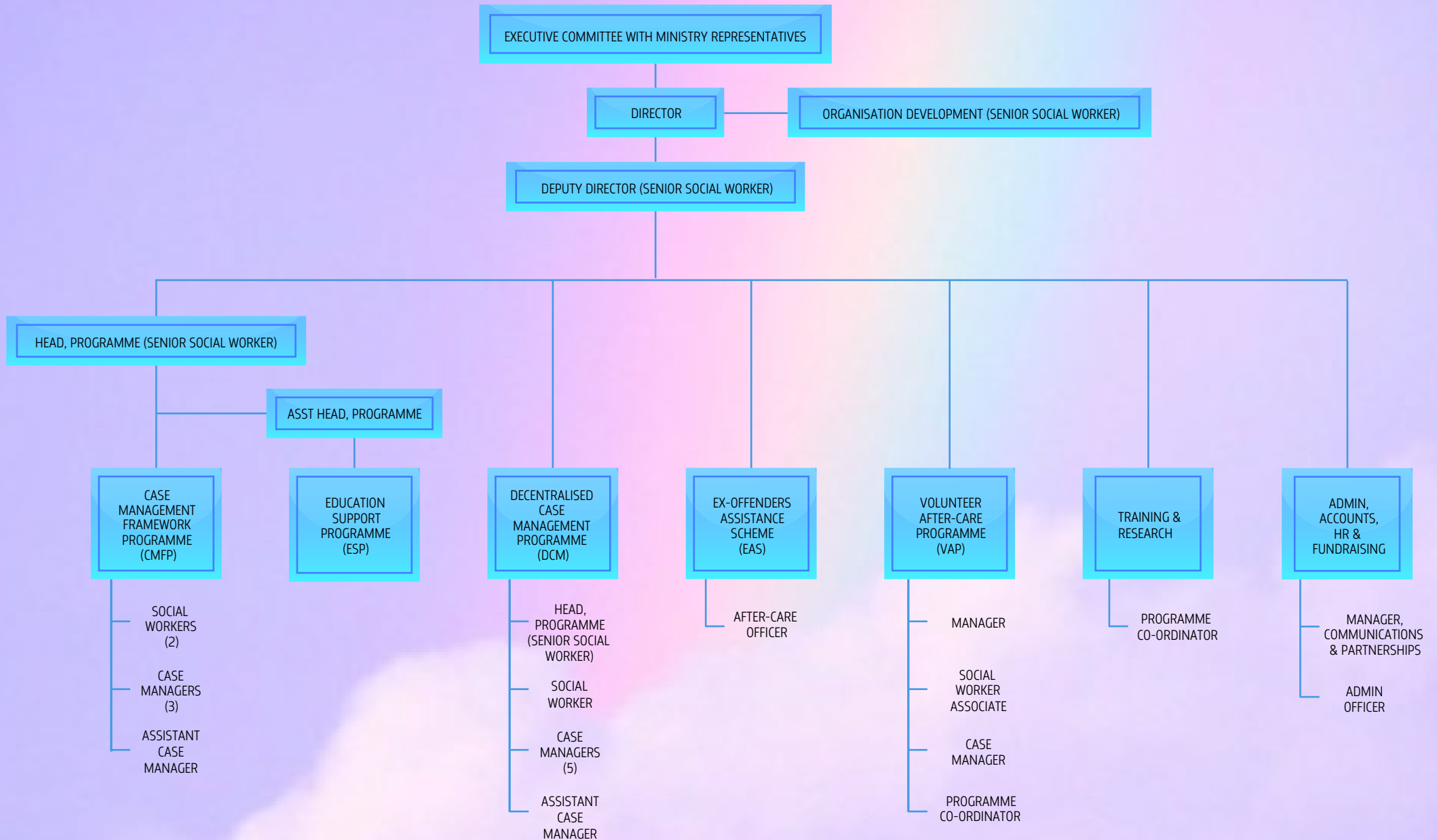
LIFE MEMBERS

1	Mr	Abdul Rahim B Jalil	34	Mr	K C Vijayan	67	Mr	Mathavan Devadas	100	Dr	Sim Boon Wee Timothy
2	Mr	Adnan Abdullah	35	Mr	K V Veloo	68	Mrs	May Hui	101	Mr	Sowaran Singh
3	Mr	Amir Singh	36	Ms	Kamala Ponnampalam	69	Mr	Mohammad Tariq s/o Samsudeen	102	Mr	T S Sinnathuray
4	Mr	Ang Kheng Leng	37	Mr	Kandasamy Chandra Kumar	70	Mr	Muhammad Hidhir B A Majid	103	Mrs	Tai, Mable
5	Mr	Arul Selvamalar	38	Mr	Kane, George	71	Ms	Murugappa Chettiar Sundaravalli	104	Mr	Tan Boon Teck
6	Mr	Bala Reddy	39	Ms	Khong Phui Sheong, Eileen	72	Mr	Narajen Singh	105	Mr	Tan Ho Ping
7	Ms	Baljit Kaur Nijar	40	Mr	Khoo Kim Leng, David	73	Mr	Narayasamy s/o Gobal	106	Mr	Tan Hock Yam
8	Mr	Beh E S, Jeffrey	41	Mr	Khoo Oon Soo	74	Mr	Ng Cheng Thiam	107	Mr	Tan Hye Teck, Richard
9	Mr	Boby S. Kappen	42	Ms	Koh Chai Yim	75	Mr	Ng Royston	108	Dr	Tan Ngoh Tiong
10	Mr	Chen Saii Lih, Patrick	43	Mr	Kong Sui Khian, Richard	76	Mdm	Noorani Binti Mohd Sood	109	Mr	Tan Siong Thye
11	Mr	Cheng, Winston	44	Mr	Koshy, Thomas	77	Ms	Norul Huda Rashid	110	Mdm	Tang Lai Hong
12	Ms	Cheong Wai Leng, Kristine	45	Ms	Lau Bo Chu, Janet	78	Mr	Ong Hian Sun	111	Mr	Tang Soong Jing Stanley
13	Mr	Chia Hock Song, Joseph	46	Mr	Lau Wing Yum	79	Mr	Ong Kar Imm	112	Dr	Teng Su Ching
14	Mr	Chin Kim Tham, Desmond	47	Mr	Lakshmanan s/o Seenivasakan	80	Ms	Ong, Jocelyn	113	Mr	Teo Tze Fang
15	Dr	Choo Hyekyung	48	Mr	Lee Bian Tian	81	Mr	Ooi Keng Hock, Roy	114	Mr	Toh Han Li
16	Mr	Chua Poh Heng, Jordan	49	Ms	Lee, Christine	82	Mr	P O Ram	115	Mr	Toh Hoe Kok, Francis
17	Mr	Devadas Emmanuel Devapragasam	50	Ms	Lee Kwai Sem	83	Mr	P Sivasanmugam	116	Mr	Tseng, Francis
18	Mr	Don Jacob Huber	51	Ms	Lee Liang Chian	84	Mr	Pattabiran Nagarajan	117	Ms	V R Cary
19	Mr	Edgar Troxler	52	Ms	Lee May Fen, Frances	85	Ms	Peh Cheng Hong	118	Mr	Vinod BalaGopal
20	Mr	Edmond Pereira	53	Mrs	Lee Poh Choo	86	Mdm	Phang Seok Sieng	119	Ms	Wang Lan Jee, Janet
21	Mr	Edwin Thompson	54	Mr	Lee Sing Lit	87	Mr	Poh Geok Ek	120	Mr	Wong Cheng Liang
22	Ms	Goh Meibo Guilini, Grace	55	Mrs	Leu Li Lin	88	Dr	R D Gangatharan	121	Mr	Wong Kok Chin
23	Mr	Goh Sin Chan	56	Mr	Lim Aeng Cheng, Charles	89	Ms	R K Rani	122	Mr	Wong Kok Weng
24	Mdm	Goh Suat Cheng	57	Mr	Lim Beng Huat, James	90	Mrs	Roberta Lyn BalaGopal	123	Ms	Wong Kum Foong, Ada
25	Mr	Hamidul Haq	58	Mr	Lim Ewe Huat	91	Mr	Roy Neighbour	124	Mrs	Wong Rita
26	Mr	Hamzah Moosa	59	Mr	Lim Han Boon	92	Mr	S Surenthiraraj	125	Mr	Wong Seng Yoong, Jason
27	Mr	Ho Beng Guan	60	Mr	Lim Kah Keng	93	Ms	Saraswathi Raja Krishnan	126	Mrs	Yang Chiou Chyn
28	Ms	Huen Suling, Joyce	61	Mr	Lim Peck Guan	94	Mdm	Saroja d/o Kanthasamy			
29	Mr	Ismail Ibrahim	62	Ms	Low Chui Hong	95	Mr	Shahiran Bin Abdul Rahman			
30	Ms	Jasbendar Kaur	63	Mr	Low Hwee Huang	96	Mr	Shahril Bin Abdul Ghani			
31	Dr	Jasmine S Chan	64	Ms	Low Lee Kiang, Jasmine	97	Mr	Shaiful Bahari B Sidi			
32	Mr	Jaswant Singh	65	Justice	M P H Rubin	98	Mr	Sirish Kumar			
33	Ms	Jennifer Marie	66	Mr	Masadi Masdawi	99	Mdm	Shie Yong Lee			

ORDINARY MEMBERS

1 Mr Mahadevan Lukshumayeh

Organisation & Programme Chart





FRONT ROW: L-R

Roziawati Binte Ibrahim (Social Worker); Ashanti Caryl-Anne Anandam (Head, Programme. Senior Social Worker); Nur Amalya Binte Ahmad (Programme Co-Ordinator); Kristen Yeo (Assistant Case Manager); Siti Nurulain Binte Yunos (Case Manager); Punithavalli d/o Gunasegaran (Case Manager); Asher Tay (Case Manager); Quek Bee Geok (Assistant Head, Programme).

MIDDLE ROW: L-R

Eric Lue (Manager, Communications & Partnerships); Yvonne Chow (Head, Programme. Senior After-Care Case Manager); Lin Mingjie (Senior Social Worker, Organization Development); Nur Farahin Bte Ahmad (Social Work Associate); Dorothy Tan (Case Manager); Siti Nabilah (Programme Co-Ordinator); Farah Shila Bte Mohd Zaini (Case Manager); Bernice Lim (Case Manager); Rina Lee (Case Manager); Dawn Yet (Deputy Director, Senior Social Worker).

BACK ROW: L-R

Mohamed Naser Bin Zainol (Social Worker); Prem Kumar (Director); Chua Boon Tee (After-Care Officer); Brindha d/o V S Pakianathan (Case Manager); Noraishikin Binte Ismail (Manager, Volunteer Programme); Faustina Tham (Assistant Case Manager); Serene Lim (Social Worker); Jess Choo (Administration Officer); Kylie Li (Case Manager).

Employee Training and Development

In an effort to upgrade their skills and to better the services they provide, our staff attended the following courses and seminars during the year.

CASEWORK & COUNSELLING

1. Cognitive Behavior Therapy (CBT): Introduction
2. Intentional Counselling & Interviewing: Module 1- Attending Skills
3. Syariah Family Law for Social Service Professionals
4. Helping Low Income Families Cope with Financial Issues
5. Solution Focused Brief Therapy: Introduction
6. GateKeepers Intervention Workshop
7. Suicide Intervention Workshop
8. Engaging Hearts & Minds 2013: Working with Malay Families
9. Clinical Supervision
10. ACP-Emotion Focused Intervention
11. ACP- Working with Interpersonal trauma
12. Rehabilitation & Re-Integration Needs of The Ex-Drug Offenders
13. Effective Techniques for Dealing with Highly Resistant Clients
14. Introduction to Communities of Practice
15. Communities of Practice - How to start & cultivate Communities to learn and build capabilities.
16. Handling Difficult Social Service & NPO clients
17. Effective Supervisory Skills for NPO Managers
18. Improving Services through Program Evaluation: The Outcome Management Way!
19. Working with Families & Children of Former Offenders
20. ASIST- Suicide First Aid
21. Understanding the LGBTQ Community in Singapore
22. Impact Seminar 2014: Harnessing Data for Greater Social Impact
23. Principles of Effective Rehabilitation
24. Motivating Offenders to change
25. Social Service Research Network

OTHERS

1. Data Protection training (DPO) for VWOs
2. Thriving at Work! Transforming Compassion Fatigue into Positive Energy



SECTION 2

*Donors &
Volunteers*

Donors of SACA (Individuals)

Donors of SACA (Organisations)

Volunteers of SACA

List of Donors

April 2012 to March 2013

We would like to extend our heartfelt thanks to the following individuals and organisations for their generous and much needed donations.

- | | | | |
|-----------------------------------|-----------------------------|------------------------------|------------------------|
| 1 Adnan Abdullah | 26 Kwee Mei Wan Melissa | 51 Prem Kumar | 76 Tan Wah Lee Joseph |
| 2 Ahmad Fitri Bin Mohamed Ibrahim | 27 Kwek Kim Yee Wendy | 52 Quek Hoon Gek Jennifer | 77 Tan Yong Kiang |
| 3 Beh Cheryl | 28 Lakshmanan S | 53 Ragavan s/o Ramachandran | 78 Tan Yong Le |
| 4 Beh Eng Siew Jeffrey | 29 Lau Wing Yum | 54 Rahamathullah | 79 Tay Hwee Boon |
| 5 Bonnie Oeni | 30 Lee Boon Kiat | 55 Ravi s/o Subramanian | 80 Tay Jia Jia Almeida |
| 6 Chan Wai Keong | 31 Lee Chung Hua | 56 Roy Grenville Neighbour | 81 Dr Teng Su Ching |
| 7 Chao Weng Kin | 32 Lee Wee Nee | 57 Sai Ram Nilgiri | 82 Toh Yude |
| 8 Cheng Howe Ming Winston | 33 Leong Fook Chiew Simon | 58 Saraswathi Raja Krishnan | 83 Wong Keen Onn |
| 9 Chia Jin Ming Benjamin | 34 Lim Ervin | 59 Seah Jade Wei | 84 Wong Kok Weng |
| 10 Dr Chia Wei Tjeh | 35 Lim Joo Bee | 60 Seet Chor Hoon | 85 Wong Li Ling Karen |
| 11 Chng Hwee Hong | 36 Lim Kah Keng | 61 Seng Kang Boon | 86 Yap Bee Hoon Clara |
| 12 Chow Yvonne | 37 Lim Lay Keng | 62 Shie Yong Lee | 87 Yeo Fay |
| 13 Chua Boon Tee | 38 Lim Poh Soon Philip | 63 Sim Hui Ying Yvonne | 88 Yeo Yee Lian Liana |
| 14 Chung Wen Hua | 39 Loo Kuen Feng | 64 Sim Tong Ping Tristan | 89 Ying Wai Lin |
| 15 Don Huber | 40 Low Hui Ling Rachel | 65 Siti Rohana Binte Hamson | |
| 16 Goh Leng Chuang Terrence | 41 Low Jasmine | 66 Sunita Nair | |
| 17 Ho Liam Kiak | 42 Lue Kok Keong Eric | 67 Suriyicala Jennifer Marie | |
| 18 Dr Hyekyung Choo | 43 Mahadevan Lukshumayeh | 68 Tam Yong Wei Alvin | |
| 19 Jamaliah Binte Omar | 44 May Hui | 69 Tan Huan Tiow | |
| 20 Jogesh s/o Kantilal Doshi | 45 Dr Nah Kwang Ming Gerard | 70 Tan Kok Hiang | |
| 21 Kia Jie Hui | 46 Neo Yin Chou Fiona | 71 Tan Li Kiang | |
| 22 Koh Kim Boon | 47 Ng Tso Wong Peter | 72 Tan P.L Phyllis | |
| 23 Koh Sok Sang Julie | 48 Nilgiri Sai Ram | 73 Tan Phillip | |
| 24 Koo QiHui Claire | 49 Ong Hian Sun | 74 Tan Raymond | |
| 25 Kumeresh s/o Suppiah | 50 Ong Zong Bao Max | 75 Tan Tze Kiang | |

List of Donors

April 2012 to March 2013

ORGANISATIONS

	S\$
1 Antara Koh Pte Ltd	1,000
2 CS Tay Foods Pte Ltd	400
3 EJM & Co Pte Ltd	200
4 Everfaith Parking Mgt Pte Ltd	500
5 Glomax Maintenance Services Pte Ltd	500
6 Hong Leong Foundation	5,000
7 Keppel FELS Ltd	10,000
8 Kuan Im Tng Temple (Joo Chiat)	20,000
9 Kwan Im Thong Hood Cho Temple	3,000
10 Lee Foundation Singapore	210,000
11 NTUC FairPrice Foundation Ltd	5,000
12 Resorts World Sentosa Pte Ltd	5,000
13 SING-CHINA Public Administration Research Centre Pte Ltd	800
14 Special Constabulary Sport & Welfare Association	3,000
15 Super Galvanising Pte Ltd	10,000
16 The Media Pte Ltd	500
17 Tote Board / Singapore Pools	20,000
18 Yi Kai Development Pte Ltd	5,000

金基氏李

LEE FOUNDATION



Giving Hope. Improving Lives.



**Kuan Im Tng Temple
(Joo chiat)**



List of Volunteers

as at 31st March 2014

1	MR	ABDUL RAHIMAN MOHAMED ILYAS	36	MS	CHEOW KWAN FOON RACHEL	71	MS	GOH LUCY
2	MR	ABULAIZI S/O MOHD NOOHU	37	MR	CHEW BENG HOE, JIMMY	72	MS	GOH SIEW GEOK
3	MR	ADNAN ABDULLAH	38	MR	CHIA HENG WAH ERIC	73	MR	HANSAN NG
4	MR	ALAGASAMY RAJU SUBRAMANIAM	39	MR	CHIA WEE BOON	74	MS	HARIATI BTE ADAM
5	MR	ALI BIN SENIN	40	MR	CHIN YUEN LOKE ALEX	75	MR	HIRMAN ABDULLAH
6	MR	AMIR SINGH	41	MR	CHING KOO LENG	76	MR	HO CHEOW KUANG JOHN
7	MS	AMY DANIEL	42	MR	CHOI HON KUAN GREGORY	77	MR	HO SIEW KWONG PHILLIP
8	MR	ANDREW VEALE WILLIAM	43	MS	CHOI LAI KUEN ADELIN	78	MR	HO WAI KEONG
9	MS	ANG EU ENG ALICE	44	MS	CHONG GUAN HONG ALICE	79	MS	HOON WEI CHING AGNES
10	MS	ANG HUI ESTHER	45	MR	CHONG KUM YUEN JEFFREY	80	MS	JASBEER KAUR D/O KISHEN SINGH
11	MS	ANG KIM BUAY JOSEPHINE	46	MS	CHONG LEE LEE	81	MS	JEANIE ELIZA BINTE SULAIMAN
12	MS	ANGEL CHIENG HOE MING	47	MS	CHONG LEE NAM	82	MS	JESSICA LAU LAY KOON
13	MS	ANITA ZAHRA VELAR	48	MR	CHOW CHEE WAH	83	MR	JESWANT SINGH BANDAL
14	MS	ANNA MAGDALENE LEONG YUET KHENG	49	MS	CHRISTINA PHILLIPS	84	MR	JOSEMARIA MIGUEL YAP SOON KWEE
15	MR	ANTHONY LAWRENCE	50	MS	CHU KER MIIN JOSEPHINE	85	MR	JOSEPH ROZARIO
16	MR	ANTHONY SAMY FRANCIS XAVIER	51	MS	CHUA AIK WHEE HANNAH	86	MR	K JAYSEILAN
17	MS	ARULSEVI D/O S SELVARAJU	52	MS	CHUA ANNE	87	MS	KAN YOKE CHENG WINNIE
18	MR	AU WAN LEUNG ALLAN	53	MS	CHUA KIM NAYAUDREY	88	MR	KANG CHUN YONG DAVE
19	MS	AYE HNIN YU	54	MR	CHUA LEE KHENG FRANCIS	89	MS	KHO CHIEW PENG
20	MS	BALBIR KAUR D/O SAWARAN SINGH	55	MS	CHUA LIAN KIOK JANE	90	MS	KHONG PHUI SHEONG EILEEN
21	MS	BALJIT KAUR	56	MS	CLARA YAP BEE HOON	91	MR	KHOO JAMES
22	MR	BOBY S KAPPEN	57	MR	DANIEL TIAN	92	MR	KHOO SHEE FEI
23	MR	CHAN CHUN WAI WILLIAM	58	MS	DOLLY CHEW	93	MR	KOH POH SAN
24	MS	CHAN LAY ENG PAMELA	59	MR	DON JACOB HUBER	94	MS	KOH SOK SANG JULIE
25	MR	CHAN LIM SING, EPHRAIM	60	MR	EDGAR TROXLER	95	MS	KOMATHI D/O THIRUPPATHIVASON
26	MR	CHAN PON MUN CHARLIE	61	MS	EMILY D/O MANUEL RAYAN	96	MR	KRISH PHUA TIONG ENG
27	MR	CHAN WENG YIE	62	MS	ESTHER WEE SZU	97	MR	KRISHNAMOORTHY KARTHIKEYAN
28	MR	CHANG JOON KAI	63	MS	FARAH BTE SAUD MARIE	98	MS	KULWINDER KAUR
29	MR	CHEE CHAY WAH IVAN	64	MS	FONG POH YOKE	99	MR	KWOK PUI SUM ROYAL
30	MS	CHEE SUH YIEN CASSANDRA	65	MR	FONG WENG SUN PETER VINCENT	100	MR	LAI SEE TONG
31	MS	CHEN DUN LIN CHRISTINA	66	MR	GAN SU KENG	101	MS	LAU BO CHU JANET
32	MS	CHENG BING LIN AGNES	67	MS	GEETHA GOVINDAN	102	MR	LAU CHEE PHONG JOSEPH
33	MS	CHENG HWEE KIANG SERENE	68	MS	GOH HENG GEAK	103	MS	LAU YAN YONG CHRISTINA
34	MS	CHEONG KEH SING	69	MR	GOH KIAP KIAH KELVIN	104	MS	LEE AI LIN
35	MS	CHEONG KIM PHONG IRENE	70	MS	GOH KUI HWA	105	MR	LEE CHIN HOCK STEVEN

List of Volunteers

as at 31st March 2014

106	MS	LEE CHIN NOI LINDA	140	MS	MARSHAL GAYATHRI REBECCA	175	MR	RAMESH CHIDAMBAR DIXIT
107	MS	LEE CHIN YONG JENNY	141	MR	MATHAVAN NAIR S/O MUKUNAN NAIR	176	MS	RANI D/O RAM H KHOOBCHANDANI
108	MS	LEE HUI LAN WINNIE	142	MS	MAY HUI	177	MS	RITA WONG
109	MR	LEE KEEN MUN CLIFF	143	MS	MIMI MARHAINI MASRI	178	MS	ROHANI BINTE ARIFFIN
110	MS	LEE KIM POH ESTHER	144	MR	MOHAMAD FARID BIN MOHD NOR	179	MR	RONNIE MA SOON PENG
111	MS	LEE LI NGOH PAMELA	145	MR	MOHAMMAD FAUZY BIN YAHYA	180	MS	ROSALYN CRISTYNA LEE
112	MS	LEE LI SONG SHARON	146	MR	MOHAMMAD TARIQ S/O SAMSUDEEN	181	MS	S VIMALA
113	MS	LEE LIANG CHIAN	147	MS	MOLLY ANG SIAK LUANG	182	MR	SAM CHU
114	MR	LEE PING HANG JONATHAN	148	MS	MURUGAPPA CHETTIAR SUNDARAVALLI	183	MS	SAMINAH BTE KEEDAL
115	MR	LEE SHENG KEEN AKEEN	149	MR	MUTHU VENDASALAM	184	MS	SARASWATHI RAJA KRISHNAN
116	MS	LEE WEE NEE	150	MS	NADIAH FARHANAH BINTE MOHAMED	185	MR	SARAVANAN S/O RENGANZHAN
117	MR	LEO JOSEPH	151	MS	NG BEE CHIN GINA	186	MS	SATHU ANANDAVALLI
118	MS	LEOW SIEW LUNAG, JENNIFER	152	MS	NG GEOK HONG	187	MS	SEAH CHEW PENG
119	MR	LIM CHIN CHYE JUSTIN	153	MR	NG KOON CHUAN FRANCIS	188	MS	SEAH KAI NOI KAREN
120	MR	LIM HAN BOON	154	MS	NG PECK HOON EILEEN	189	MS	SEET CHOR HOON
121	MS	LIM HENG LING LINDA	155	MR	NICHOLAS LEE JIN KIAN	190	MR	SEET POH
122	MR	LIM HOCK BENG	156	MR	NILGIRI SAI RAM	191	MS	SERENE TAY LAY CHOO
123	MS	LIM JULIE	157	MS	NIO KWEE KIOW WINNIE	192	MS	SHAKILA D/O MOHD ABDUL LATIF
124	MS	LIM JUNE LEE	158	MS	NOORUNNISA BTE ABDUL RAHIM	193	MR	SHANTOSH
125	MR	LIM KAH KENG	159	MS	NORAINI BTE MOHD	194	MR	SHEPHERDSON PERCIVAL JOSEPH
126	MS	LIM KUEE HUEY	160	MS	NORSHIFA BINTE HANIF	195	MR	SIEW KAI KONG RICHARD
127	MS	LIM LEE CHENG	161	MR	ONG ENG CHUAN	196	MS	SIM BOON GEK
128	MS	LIM SIONG SUSAN	162	MR	ONG KOK CHUAN ANDREW	197	MS	SIM CHUAI SHUN EMILY
129	MS	LIN KAI LI KELLY	163	MS	ONG LEE WEE NICOLE	198	MS	SIOK PIT CHING CAROL
130	MR	LING HUAT MIN AKIRA	164	MS	ONG YEN LI JULIA	199	MS	SISTER SIENA PILLAI
131	MR	LOH CHEE WAH DAVID	165	MS	ONG-LIM HUA ENG	200	MS	SOBANA K DAMOO
132	MS	LOK SIEW LIAN	166	MS	PEARLINE TAN GWEE GUAT	201	MS	SOH POH HIONG ALICIA
133	MS	LOW HUN LING, SHARON	167	MS	PEGGY LEONG	202	MR	SOH YAN LEE ANDY
134	MS	LOW LEE KIANG JASMINE	168	MR	PHUA WEI SEN DAMIEN	203	MS	SOH YAN TIN LARAINÉ
135	MS	LUI CHENG HONG GLORIA	169	MS	POH HWEE HIAN	204	MR	SOON KEN-GEN, GERALD
136	MS	LYE HEN FONG, NANCY	170	MS	PRITAM KAUR D/O MUKTIAR SINGH	205	MR	SOON MIN HIAN MATTHEW
137	MS	MAGARET MARAGATHAVALLI SANTHANA-FRANCIS	171	MR	QUAY LAY PENG JENNIFER	206	MS	STEPHANIE MARILYN MARTIN
138	MR	MAHADEVAN LUKSHUMAYEH	172	MS	RADHA CHOWDHURI	207	MS	STONEY THAM
139	MR	MAK YEW SENG JUSTIN	173	MR	RAHUL RAVINDRA JAIN	208	MR	TAN HYE TECK RICHARD
			174	MR	RAMASAMY SUBRAMANIAM	209	MR	TAN KENG SENG DEREK

List of Volunteers

as at 31st March 2014

210	MS	TAN LAY CHOO CATHY
211	MS	TAN MAY SEAH, CORINA
212	MS	TAN SOCK KENG SAMANTHA
213	MR	TAN SZE TZE WILLIAM
214	MR	TAN WAI HONG ALVIN
215	MS	TAN WOON TSI ZOE
216	MR	TAY CHUAN SENG
217	MS	TE PEI LIN
218	MR	TEE KAI PENG
219	MS	TEO CHYE LAN JOSEPHINE
220	MR	TEO PECK SIM CLEMENT
221	MR	TEO YONG MING, YONVIN
222	MR	TIAN NYONG JAN THOMAS
223	MS	TOH BOON GEOK LYNNE
224	MS	VASUDEVAN YAMINI
225	MS	VHANEY
226	MS	VICKNESWARIE D/O JAGADHARAN
227	MR	VIDIANAND DAS PANICKER
228	MR	VINCENT FELIX SOOSAI RAJ
229	MR	VINOD BALAGOPAL
230	MS	WANG MEI KUI SHANE
231	MR	WONG GEI CHEONG STANLEY
232	MR	WONG TOON SUAN PHILIP
233	MS	WOO SIEW KOON
234	MS	WUN SHIRIN
235	MS	XAVIER ANTHONIAMMAL
236	MR	XIE YAO YU
237	MR	YAM HAI LAW
238	MS	YANG LIEW FANG
239	MR	YEO CHENG HOCK ALVIN
240	MR	YONG SHOU PIN
241	MR	YONG YONG GORDON

248

**TOTAL NO. OF VOLUNTEERS
AS AT 31.03.2013**

**NO NEW
VOLUNTEERS**

7

**TOTAL NO. OF
RESIGNED VOLUNTEERS**

241

**TOTAL NO. OF VOLUNTEERS
AS AT 31.03.2014**

SECTION 3

Activities & Services

- Outreach and Awareness
- Case Management Framework Programme
- Decentralised Case Management Programme
- Ex-offenders Assistance Scheme
- Education Support Programme
- Community Service & Holiday Programmes
- Volunteer After-Care Programme
- Aftercare Professionalization, Research and Training
- Staff Welfare and Teambuilding

Awareness & Outreach

Down but certainly Not Out!

In partnership with Sony Pictures Singapore, SACA premiered White House Down (starring Channing Tatum and Jamie Foxx) on 26 June 2013 at The Grand Cathay.

The movie deals with facing insurmountable odds, taking a stand and protecting what is important in life. The significant values of belief, hope and resilience are similar hallmarks that SACA firmly believes in when assisting with reintegrating ex-offenders and helping their families rebuild their lives.

The Guest-of-Honor for the event, Senior Minister of State Mr. Masagos Zulkifli has always been an avid supporter of reintegration and second chances. Ever supportive of the Association the minister accepted the invitation to the event even though he had several other prior engagements on the day.

The event raised a record S\$137,150; the highest SACA has ever managed for a single event. The money will go towards making up the shortfall to SACA's after-care programmes; which includes counselling, upgrading of skills and the pursuit of education. Some of the sponsors that helped make this the most successful fund-raiser ever include the Lee Foundation, Kuan Im Tng Temple (Joo Chiat), Tote Board, Resorts World Sentosa, Keppel Offshore & Marine, NTUC Foundation, Hong Leong Foundation, Super Galvanising, Yi Kai Development, Kuan Im Thong Hood Cho Temple, the Volunteer Special Constabulary, and SCORE.

SACA would like to say a huge thank you to all our friends, staff, supporters and sponsors. The event was a success. Since 2000, our Charity Film Premiere event has become a major platform for our public outreach and donation drive. We look forward with eager anticipation to the continued support and generosity of our well-wishers!



Case Management Framework Programme

The Case Management Framework Programme (CMFP) is a cornerstone in SACA's portfolio of programs. The CMFP exists to help create a smooth transition for direct-release clients from in-care to after-care (upon their release back into society). CMFP reached out to a total of 722 inmates through mass briefing sessions for the year in review. The programme served 431 clients in total, assisting them with their reintegration needs and goals.

With the completion of the programme review during the previous financial year to standardize and enhance service delivery for clients, efforts were consolidated during the year to carry through the enhancements to the programme. For this purpose, continual training and supervision for caseworkers placed greater emphasis on the effective use of appropriate assessment and intervention tools to help facilitate clients' reintegration goals.

Caseworkers had to assess and engage clients' families whenever possible in an effective and appropriate manner, so that clients could benefit from family support while working on their reintegration efforts. The objective of this cohesive approach signals an effort by SACA to better streamline services to our client groups and to better facilitate clients' needs as every case is different and unique. The support of the family is critical in the overall reintegration effort.

Hence, individual work with clients focused not only on their case management needs, but with special emphasis on their relapse prevention plans so as to reduce their chances of recidivism.

722
INMATES REACHED VIA
MASS BRIEFING SESSIONS

431
CLIENTS WERE SERVED
UNDER THE PROGRAMME



Statistics for CMFP

Breakdown of the number of cases under the CMFP

Cases	MALE				TOTAL
	Chinese	Malay	Indian	Others	
Existing cases *	57	65	21	14	157
New Cases	95	116	45	18	274
Total	95	181	66	32	431
Cases disengaged prematurely **	63	83	26	15	187
Cases completed programme	63	46	20	8	137
Cases to be brought forward to next FY	26	52	20	9	107

* Refers to cases brought forward from March 2013 to the new financial year

** Refers to clients who did not complete the programme or have completed the programme without fulfilling 2 or more outcomes



Breakdown of the assistance rendered under the CMFP

Types of Assistance Provided	No. of Cases
Financial Assistance	16
Employment Assistance	4
Education Assistance	10
Information Referral	182
Counselling (Individual/Family)	836
Accommodation	16
Others - befriending by volunteers, support groups, etc	14
Home Visit	107

Client Outcome and Milestones under the CMFP

Outcome and Milestones	No. of Cases
Clients attended mass briefing on CMFP	722
Client signed up for CMFP	274
Client contacts ACM within the first month after release	163
Client achieved 1 outcome	22
Client achieved 2 outcomes (including either employment or accommodation)	62
Client achieved 3 or more outcomes, (including either employment or accommodation)	75

Decentralised Case Management Programme

“The first step towards getting somewhere is to decide you’re not going to stay where you are.”

— John Pierpont Morgan

Summary Notes:

- ♥ The DCM programme has evolved to focus on Work Release Scheme (WRS) clients
- ♥ Community service events have been introduced specifically for DCM clients
- ♥ The team has expanded over the course of the past 2 years to provide for the intensive needs of clients and their families

It has been over 2 years now since the DCM was first conceptualized and launched. The first year saw tremendous changes occurring in several areas, including the types of client groups referred; the involvement of DCM clients in events and in administrative aspects, all of which contributed to the programme acquiring increasing shape, substance and structure.

By contrast, the second year of the programme has been characterized by an overall sense of smoothness and a drive towards stability. The DCM continued to strive to achieve its twin objectives of providing reintegration support to offenders and their families as well as to coordinate and deliver services present in the community that address the criminogenic needs of offenders in an effort to reduce their likelihood of reoffending.

Increased focus in client groups referred

In March 2013, Prisons extended the DCM for another year. During the extension period, there has been a narrowing in the spectrum of the client groups referred. Prior to this, caseworkers under the programme had provided case management and counselling services to both mandated and voluntary clients.

Since April 2013, however, clients referred for the DCM were primarily clients under the Work Release Scheme (WRS) who had undergone DRC regimes or who were Penal clients. This was a welcome change as it provided caseworkers the opportunity to focus on rehabilitation work with one client group, without having to manage the unique administrative aspects intrinsic to each



Decentralised Case Management Programme

Community Based Programme. It also enabled caseworkers to refine their skills and competency in working with clients on WRS and their families due to having a clearer understanding of the scheme's guidelines and requirements as well as being able to anticipate possible difficulties faced by clients and their families through increased familiarity with this group.

For the year in review, caseworkers provided support to a total of 21 WRS batches (DRC and Penal) through counselling, financial assistance as well as the provision of information and referral services.

Refining of services provided to DCM clients

Joint SACA-SPCSC DCM Case Conferences which were initiated in the early stages of the programme, have been a platform for Reintegration Officers (ROs) and DCM case managers to come together to provide their input on particularly challenging cases. Through this initiative, ROs and DCM case managers have the opportunity to share their assessments on clients' progress and draw up appropriate interventions for clients.

To ensure that cases are progressing smoothly, previous cases that have been brought up in prior meetings would be resurfaced in order to update one another of the outcome of the interventions taken. This also enables ROs to be kept informed of the work performed with clients, which acts to complement the work carried out by both DCM case managers and the ROs, thus improving the efficiency of the services provided to clients and their families.

In addition, regular Case Conferences have served to strengthen the working relationship between both sides, which is evident through avid, enthusiastic and purposeful discussion of cases at the Case Conference level as well as beyond it. This has resulted in DCM case managers as well as ROs being consistently updated on the status of their shared cases so as to ensure that required interventions are taken as promptly as possible.

At the beginning of 2013, events were introduced specifically for DCM clients. This was in contrast to the year before where events for DCM clients were held in collaboration with other existing programmes at SACA. With the increasing numbers of DCM clients, it was decided that it would be beneficial to organize activities that catered specifically to this client group. As such, in April 2013, the first DCM Community Service event was held at the Ang Mo Kio-Thye Hua Kwan Hospital. A second Community Service event for DCM clients was held in September 2013 as well.



Decentralised Case Management Programme

Team DCM!

When the programme was first initiated in 2011, the team comprised of 5 members. By the end of the year in review the team grew to its current strength of 9 members, including a Programme Head/Senior Social Worker, 7 Case Managers and 1 Assistant Case Manager who provides integral administrative support.

The growth of the team reflects the intensity of the case management and counselling needs of clients under the DCM as well as the depth of work and attention case managers strive to provide to each client and their family. To support them in their work with their clients, case managers undergo regular supervision at SACA as well as training in counselling and case management held internally and externally.

What lies ahead...

The current DCM contract, which was due to end in March 2014, has been extended by a further 6 months.

SACA looks forward to continuing to provide case management and counselling services under the DCM-a programme that not only recognizes the challenges faced by clients in their journey towards rehabilitation but also the strength and support that are available to clients within themselves, their families and the communities they reside in, which need to be discovered, uncovered and celebrated.



1379

COUNSELLING SESSIONS
CONDUCTED

Statistics for DCM

Total Cases

DCM Cases	Male	Female
WRS	101	
Direct Release	1	
RS	23	1
WRS (Penal)	29	
HD	1	1

Types of Contact

DCM Cases	Male	Female
Individual Session	1008	5
Family Session	386	2
Home Visit	260	2
Joint Worksite		
Phone / Email Contact	109	

Types of Assistance Provided

DCM Cases	Male	Female
Financial Assistance	55	
Employment Assistance	2	
Education Assistance		
Information and Referral	27	
Counselling (Individual/Family)	1377	2
Accommodation	1	
Others - Befriending by volunteers, support groups, etc	13	

Outcomes achieved under the DCM

Criteria	Actual No.
COMPLETION Client meets at least 3 outcomes from different domains at the post-CBP/release phase. Out of the 3 outcomes, at least 2 of them must either be from the employment/education, family/marital or accommodation domain	25
COMPLETION Client meets at least 2 outcomes from different domains at the post-CBP/release phase. Out of the 2 outcomes, at least 1 of them must either be from the employment/education, family/marital or accommodation domain	27
Client meets at least 2 outcomes from different domains in the post-CBP/release phase	1
Client meets at least 1 outcome at the post-CBP/release phase	17
Client has not met any outcomes at the post-CBP/release phase	11
Client completes his CBP phase and meets at least 2 outcomes from different domains	9
Client completes his CBP phase and meets at least 1 outcome	8
Client completes his CBP phase but does not meet any outcome	1
Client does not complete CBP and meets at least 1 outcome	8
Client does not complete CBP and does not meet any outcome	21
	128

Statistics for DCM

DCM Cases by Gender and Age Group

AGE	MALE						FEMALE						GRAND TOTAL
	20 & below	21 to 29	30 to 39	40 to 49	50 & above	TOTAL	20 & below	21 to 29	30 to 39	40 to 49	50 & above	TOTAL	
Total cases	12	84	72	77	54	299	1	1				2	301
Did not complete¹	3	24	17	19	11	74	1					1	75
Completed²	1	12	10	17	13	53							53

¹ Cases who did not complete programme

² Cases who have completed programme

DCM Cases by Gender and Marital Status

MARITAL STATUS	MALE						FEMALE						GRAND TOTAL
	Single	Married	Separated	Divorced	Living Together	TOTAL	Single	Married	Separated	Divorced	Living Together	TOTAL	
Total cases	160	86	4	48	1	299	1	1				2	301
Did not complete¹	47	17	1	9		74	1					1	75
Completed²	16	23		14		53							53

¹ Cases who did not complete programme

² Cases who have completed programme

DCM Cases by Gender and Education Level

EDUCATION LEVEL	MALE					FEMALE					GRAND TOTAL
	NFE*	Primary	Secondary	Diploma or Higher	TOTAL	NFE*	Primary	Secondary	Diploma or Higher	TOTAL	
Total cases	2	114	135	48	299			1	1	2	301
Did not complete¹	1	33	33	7	74			1		1	75
Completed²		22	22	9	53						53

¹ Cases who did not complete programme

² Cases who have completed programme

* No Formal Education

Ex-offenders Assistance Scheme

Ex-offenders face many challenges and struggles after their release. While some of them have available support to rely on, others have to start afresh independently. The Ex-offenders Assistance Scheme (EAS) functions as a call/walk-in programme to provide after-care support for those not on other aftercare programmes but who require help with their reintegration.

In early 2014, a review of the 12-year-old programme was conducted. Special attention was paid to the nature of the request for assistance from clients over the past two years. About ninety percent of clients approached SACA for assistance pertaining to their basic needs – financial, employment and accommodation. Only a small percentage sought casework and counselling services. The trends over the past two years highlighted that clients

who came with practical needs were not committed to a six-month long programme and often dropped out within three months of receiving some assistance.

As such the programme is currently separated into two phases; the first phase focusing on addressing the physiological needs with the second focusing on the rehabilitation needs of the client. In the first phase, the caseworker adopts a more solution-focused approach, targeting at facilitating clients address their primary issues. Information and referral services are provided to direct and link them with relevant resources. Upon the attainment of these basic needs, the clients experience small successes that give them hope and motivation to proceed to work on achieving higher level needs, such as their rehabilitation goals.

In the second phase, case management and counselling services are provided to address clients' relapse prevention plans and to identify support systems that serve as motivators for the clients. Rehabilitation of ex-offenders does not solely involve the individuals. Their surrounding environment and systems play an influencing role on their rehabilitation. Thus, during this phase, case management services might be extended to their support systems to work on maintaining stability within the system so that the clients can focus on their own rehabilitation goals.

Number of cases seen under EAS

	Total
Cases brought forward	48
New Cases	42
Total Active Cases	90



Statistics for EAS

Cases by Gender and Race

RACE	MALE					FEMALE					GRAND TOTAL
	Chinese	Malay	Indian	Others	TOTAL	Chinese	Malay	Indian	Others	TOTAL	
Cases b/f	18	19	9	0	46		2			2	48
New Cases	17	10	7	7	41		1			1	42
Total Cases	35	29	16	7	87		3			3	90

Cases by Gender and Age Group

AGE	MALE						FEMALE						GRAND TOTAL
	20 & below	21 to 29	30 to 39	40 to 49	50 & above	TOTAL	20 & below	21 to 29	30 to 39	40 to 49	50 & above	TOTAL	
Cases b/f		5	13	20	8	46			1	1		2	48
New Cases		4	7	17	13	41			1			1	42
Total Cases		9	20	37	21	87			2	1		3	90

Cases by Gender and Marital Status

MARITAL STATUS	MALE						FEMALE						GRAND TOTAL
	Single	Married	Separated	Divorced	Living Together	TOTAL	Single	Married	Separated	Divorced	Living Together	TOTAL	
Cases b/f	20	11	2	13		46		2				2	48
New Cases	24	10	0	7		41	1					1	42
Total Cases	44	21	2	20		87	1	2				3	90

Cases by Gender and Education Level

EDUCATION LEVEL	MALE					FEMALE					GRAND TOTAL
	NFE*	Primary	Secondary	Diploma or Higher	TOTAL	NFE*	Primary	Secondary	Diploma or Higher	TOTAL	
Cases b/f	1	11	23	11	46		1	1		2	48
New Cases		16	22	3	41				1	1	42
Total Cases	1	27	45	14	87		1	1	1	3	90

* No Formal Education

Education Support Programme

“If someone is going down the wrong road, he doesn’t need motivation to speed him up. What he needs is education to turn him around.”

— Jim Rohn

Many ex-offenders’ dreams of pursuing an education are hampered due to a variety of reasons. These include a lack of knowledge on upgrading opportunities, lack of family support and guidance, as well as financial constraints. The Education Support Programme (ESP) was implemented to assist those student-clients who are keen in furthering their education to achieve their goals and to create a better future for themselves and their loved ones.

For the past year, a total of 31 students were provided education assistance. These student-clients benefitted from financial subsidies for their education and received support from case managers. The clients also participated in various activities under the programme that encouraged them to lead a healthy pro-social lifestyle.



31

**STUDENTS RECEIVED
EDUCATION ASSISTANCE**

Education Support Programme

Lee Foundation Education Assistance Scheme (LFEAS)

For the year, the Lee Foundation Education Assistance Scheme (LFEAS) provided ESP students with funding support amounting to \$24,287.

Cases by type of referral

Types of Cases	New Cases	Existing Cases*	Total
ESP Direct ¹	7	15	22
ESP Other ²	8	1	9
TOTAL	15	16	31

* Refers to cases brought forward from previous year.

¹ Refers to cases that are walk-ins, call-ins or referrals from external agencies for educational assistance.

² Refers to cases that are under other programmes offered by SACA that are provided education assistance.

Students by Course

Course of Study	No. Of Students
GCE 'N', 'O', 'A' Level, Secondary Level, ITE or approved private institutions	10
Polytechnic Diploma Courses / Approved Private Diploma Courses	11
Degree Courses	4
TOTAL	25

Amount disbursed under Lee Foundation Education Assistance Scheme

Type of Disbursement	Amount Disbursed
Course Fees	\$ 22,366.50
Book Grants	\$ 1,920.00
TOTAL	\$ 24,286.50

Education Support Programme

Education Support Programme (ESP) Activities:

April 2013

Treasure Hunt at Little India

An event was organized in April 2013 to provide ESP students the opportunity to bond and have fun whilst gathering new nuggets of information about Little India, which is a treasure trove enriched with authentic Indian cuisine and a rich cultural history.

The event involved participants exploring and discovering such treasures in the vicinity, which included the sampling of traditional Indian sweets and desserts unique to Little India. Besides appreciating our country's rich diverse cultures, our ESP students were able to demonstrate cognitive and leadership skills in navigating the treasure hunt whilst learning team-building skills.

September 2013

Bowling @ SAFRA (Toa Payoh)

In Sep 2013, a bowling event was held at SAFRA Toa Payoh to provide the students with the opportunity to spend time engaged in a healthy pro-social activity. Many of those who attended the event had their first try at bowling and found themselves enjoying the activity so much that some even considered taking it up as a hobby during their leisure time!

December 2013

Year-End Event

An end of the year event was organized with the purpose of briefing students about increased expectations next year, inform them of events planned for 2014, as well as to provide them with an opportunity to reflect upon their achievements in 2013. During the event, students also demonstrated their creative skills in making appreciation cards for Lee Foundation and MILK Fund for the financial support that they had received. These cards and words of appreciation were showcased in the May 2014 issue of SACA's newsletter, Sparks.

March 2014

Touching the lives of others - Community Service at Apex Harmony Lodge

To enable the students to have the opportunity to contribute back to society and touch the lives of others, they were invited on 23 March 2014 to reach out to residents at Apex Harmony Lodge, a residential facility for people with dementia. They joined other clients and staff of the Association in games and activities that had the residents engaged and entertained that Sunday morning.



Education Support Programme

Graduation Ceremony for ESP Students

Graduating students of the Education Support Programme, including 3 diploma graduates and 1 degree holder, were affirmed and commended for their perseverance and educational achievements on 15 June 2013 in a simple but moving ceremony at the Association's premises. Guests who attended the ceremony included family and friends of the graduates, educators from the Prison School, as well as partners and supporters of the programme such as SCORE and The Community Foundation of Singapore.

As part of the celebration, there was a live band performance, specially put together by an ex-client of the Association. The guest speaker, who was previously an ESP graduate, returned to share about his personal experience about how he encountered difficulties on his own reintegration journey but how he overcame these and moved on to become a motivational speaker to troubled youth, establishing a successful career in the process. Top ESP graduates also provided the audience with first-hand testimonies about their personal journeys and what helped them to press on to ace their courses.



Education Support Programme

Essay writing competition

Initiated in 2010, the essay writing competition is part of SACA's approach to ex-offender education and upgrading. The competition initially served as a platform for student inmates to reflect upon their experiences and to encourage them to express themselves through writing their personal narratives. Prizes are awarded for the best essays with the prizes given to the families of the winners. This gesture allows students to have the opportunity to reach out to their loved ones.

Held in June 2013 within the prisons, a total of 104 students participated, 54 in the Amateur category and 50 in the Open category. The essays underwent two rounds of grading by two separate groups of judges; the first being teachers from the Prison School and the second consisting of professionals from external educational institutions.

To acknowledge the efforts of all who took part, a certificate of participation was given to every individual who took part. In addition the families of the 17 winners received vouchers with values ranging from \$50 to \$350.

Number of participants in the Essay Writing Competition

Application Category	Open Category	Amateur Category	Total
Changi Prison Complex	1	15	16
Changi Woman's Prison	4	7	11
Tanah Merah Prison	45	32	77
TOTAL	50	54	104

104
STUDENTS PARTICIPATED THE
ESSAY WRITING COMPETITION

Education Support Programme

Back-to-School Allowance Scheme

In 2013, the Back-to-School Allowance Scheme was initiated to provide additional support for financially needy student-clients in the Education Support Programme. This initiative is funded by the Mainly I Love Kids (MILK) Fund and aims to help students lighten the burden of their daily living expenses so that they can devote more time and effort to their studies. The support provided comprises a living allowance for food and transport expenses as well as a stationery allowance.

Since the launch of the scheme in the second half of 2013 a total of \$15,685 has been disbursed for the year to provide allowances for 13 student-clients.

Tuition Support

SACA also provided support to ESP students through free tuition classes. A SACA volunteer availed his time to guide and help two GCE private students to prepare for their Principle of Accounts examinations for the period from July to Nov 2013.

Number of Students who received Tuition Support

Education Level	No. of Students Assisted
GCE 'N' Level	1
GCE 'O' Level	1
TOTAL	2

Prison Education Grant

SACA provided secretariat support for the administration of the Prison Education Grant in February 2014. The education grant provides financial assistance for inmate-students who are pursuing their GCE studies during their incarceration and who require financial support to pay for their landmark examinations. This year a total of 195 applications were received. Within the short time-frame of two weeks, SACA staff conducted interviews with the applicants and followed up with their families to process the applications. Recommendations were subsequently put up to the Education Grant Board for their consideration and action.

Community Service & Holiday Programmes

COMMUNITY SERVICE AND HOLIDAY PROGRAMME EVENTS

Looking back, it has been a great year for SACA. For the first time, SACA had organized 4 community service events for all our clients across the various programmes in one calendar year. Such community service initiatives provide an opportunity for our clients to bond and to give back to the community. It is all part of the road towards reintegration.

CMF Community Service

On 20 October 2013, clients were down at the Sree Narayana Mission Home for the first time to engage the elderly residents in activities for the day. Most of the residents were wheelchair-bound and therefore games organized had to be tailored to their needs. Despite the constraints, residents were able to enjoy themselves with simple games such as hitting the can and a modified version of badminton.

Our clients were very engaged and were proactive in helping residents to participate fully in the games. Besides the dance performance segment staged by an external volunteer group, the game of bingo remained everyone's firm favourite. Every participant had lots of fun and through this simple game the rapport built between our clients and the residents was noticeable.



Community Service & Holiday Programmes

Furthermore, clients also made special effort to feed residents their lunch. Many of these residents are unable to feed themselves and require additional attention. It was indeed a very heart-warming sight. The smiles and laughter from the residents and clients made the Sunday spent very worthwhile and memorable.

On a separate occasion, CMF clients gathered on 23rd March at Apex Harmony Lodge for yet another new volunteering experience. This time around clients were given the opportunity to engage with dementia patients. Dementia patients require special care and attention. Even performing basic daily activities can be a challenge for them and may require supervision. For our clients, this interaction was both a valuable learning experience and a sobering one as well.

Clients played simple games with patients such as basketball and passing the ball. The patients enjoyed these games and interaction because it helps them with their gross motor movements and assists them to keep active.

We left Apex Harmony Lodge with a deeper appreciation of the challenges arising from dementia in people. We spent a short time at the home but through such visits, our clients (and all who are involved) have an opportunity to empathise and realise that despite their struggles and obstacles in life, there are people out there who face a daily challenge to do the things most of us take for granted.



Community Service & Holiday Programmes

DCM Community Service

The Decentralised Case Management (DCM) team organized two events for clients at Ang Mo Kio Thye Hwa Kwan Community Hospital. The main objective of the events was to provide an opportunity for clients to give back to the community.

14th April 2013 marked DCM's first foray into organizing a community service event for its clients. 15 clients participated actively in the event. The second visit to the home happened on 22 September 2013 and involved 18 clients.

Itineraries for both the events were similar and demonstrated the clients' desire to do meaningful work and make the day a better one for the patients. Simple games like bingo, darts and joining the dots were played to engage patients in activities to keep them stimulated and engaged. Clients were also more than willing to lend a hand to the patients to provide them with that extra help to successfully complete the tasks. Feedback received for both events was positive and clients welcomed the close interaction that such events afforded them.

Holiday Program

It's Snowing in Singapore!

It is not often that we get to escape the sweltering humidity on our sunny island, however, one of the few places which offers a refuge from the heat is Snow City Singapore. Clients and their



Community Service & Holiday Programmes



families had the opportunity to experience sub-arctic temperatures in a one-of-a-kind experience during the June school holidays.

Games like Winter Olympics and Snowy Treasure were designed to encourage participants to bond within their designated groups and families. These games were not about winning or losing but rather about team-building and working cohesively with one another to reach objectives and complete the challenges.

Among the attractions, the giant snow slope surely was the favourite among families. The exhilarating feel of “free fall” as one glides down the slopes is priceless. The entire set-up is like a massive winter wonderland; with giant candy canes, snow men and decorated igloos. It is a sight to behold! And for many of the families attending this holiday event, it will be the closest that they can come to experiencing real snow. To make the event even more memorable, families were given a special memento; a family picture, to bring home with them.



To top it all up, the event ended off with a lucky draw and clients walked away with practical home appliances as a parting gift. In addition, families were also given entrance tickets to the Science Centre for them to continue to enjoy the rest of the day with their loved ones.

Volunteer After-Care Programme

“You make a living by what you get, but you make a life by what you give”

— Winston Churchill

The high demands of our daily lives usually create a conflict for most of us in deciding whether to give our free time to volunteering initiatives or devoting it to our family and us. Luckily for SACA we have many volunteers who are able to step-up and dedicate some precious time to benefit others in the community. Thank you Volunteers!

Initiative for Incarcerated Mothers & Affected Children (IIMAC)

In February 2012, SACA partnered Changi Women’s Prison in an initiative to assist children under the age of 16 years and their caregivers, while their mothers are incarcerated. The programme is intended to provide a first-level assessment of the state of child-care arrangements for children of incarcerated mothers and connect them with needed services.

While most people are able to have an idea of the effects of incarceration on the individual offender, perhaps what is usually not clearly understood is the extent to which these children are adversely affected by their mother’s incarceration.

This past year, the Association received 256 referrals from Changi Women’s Prison of which 154 clients took up the programme. In all, the concerns of some 233 children and scores of caregivers were highlighted to the Association for assessment and further support.



Volunteer After-Care Programme

What has been commonly discovered in our interaction with these caregivers is the need for financial support to provide for these children in various aspects of their life. Also very often the younger children are not even aware of their mother's imprisonment. There also exists a disturbing trend of several higher risk cases where unsafe living conditions and children not attending school for various reasons were uncovered. In cases requiring assistance especially the higher risk ones, the Association made sure not only to ensure the children were assigned to Social Workers and other care providers but to monitor the case to ensure help was actually being provided to these vulnerable children and their caregivers.

Within the short span of two years, this initiative has certainly made its way into the hearts of our committed team of SACA volunteers. Without them IIMAC would have come to a halt, as a great amount of work with the families requires dedicated and patient follow-up. The expense of having to travel to locations far and wide not to mention the willingness to give up their precious time in the evenings and weekends is indeed commendable.

Compared to the first year where all thirty-two volunteers involved were female, the Association began including male volunteers this past year so as to provide additional support and expertise in engaging the caregivers. This year saw an increase in our pool of volunteers to forty-eight including nine male volunteers. The diverse language ability of the volunteers was undoubtedly able to enhance the rapport between them and especially the older caregivers.

With the demands of the initiative steadily growing the Association organised a recruitment drive in November 2013 for new volunteers.

As with any new undertaking, periodic review and discussion provide for improvements in service delivery. The first dialogue session was conducted

in January 2014 allowing both the coordinating team and the volunteers to clarify various aspects and suggest improvements to the initiative. It has been an ongoing learning for both the Association and volunteers, providing the platform for the exchange of ideas and enhancing future support for the volunteers in their efforts.

With closer cooperation between Prisons and various Family Service Centres it is hoped that the initiative can bridge the identified gaps in impacted families and provide the much needed help to children and their caregivers. This importantly will also allow the inmate mothers the opportunity to focus on their rehabilitation in prison and thus resume their long-term role of caregiver to their children upon release.



Volunteer After-Care Programme

New Initiatives

Volunteer Affairs Sub-Committee

The Volunteer Affairs Sub-Committee (VASC) is a new initiative which brings together the three core sections of the organisation; the volunteers, the staff and the management in ensuring that the valuable volunteering resources available to the Association are maximised. SACA believes that by reaching a shared vision collectively, the very necessary work of reintegrating lives will be improved and strengthened.

The function of the VASC includes providing recommendations on the following aspects of volunteering:

- ♥ Recruitment
- ♥ Training and Upgrading
- ♥ Programme Initiatives
- ♥ Welfare and Recognition

Birthday Wishes for our Volunteers

In April 2013, the Association started sending birthday e-greetings to its Volunteer After-Care Officers. For all their efforts throughout the year, it's a small gesture of appreciation on their special day!



Volunteer After-Care Programme

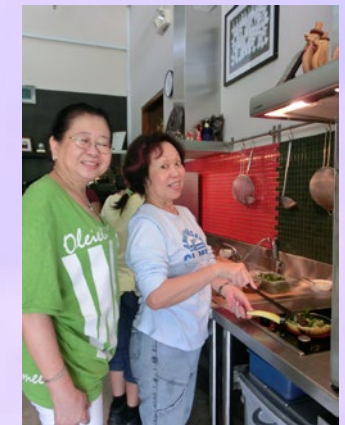
Adventure at Bollywood Veggies

On 20 April 2013 a group of volunteers reconnected with the natural environment at Bollywood Veggies. Located at the beautiful countryside of Kranji, Bollywood is one of the farms that received recognition as part of Singapore Heritage.

The morning started with a guided tour of the farm, it was indeed an enriching tour where volunteers learnt about the common edible food crops also understanding their culinary and medicinal uses.

Volunteers were allowed to discover their inner chefs in the Warrior's Kitchen. They whipped up dishes such as Sambal Omelette, Veggie Tempura, Mango Salad and popiah. It was indeed a relaxing morning with volunteers eating and mingling over the self-made dishes. Just before lunch, volunteers set off again for a mini treasure hunt. The volunteers set off exploring the farm, snapping pictures with the various plants and trees that were introduced to them earlier in the day.

Lunch was a hearty spread of dishes served at the Bollywood Museum. The founder of the farm, the larger-than-life, Ivy Singh-Lim was on hand to share on how she was inspired to start the farm and what keeps her going as an urban farmer. It was indeed a fruitful fun-filled Saturday for all present!



Volunteer After-Care Programme

Hats off to our dedicated Volunteers!

As is customary the Association dedicates one night to the volunteers and its supporters for all their contributions for the past year. On 22 November 2013 the Volunteer Appreciation Night was held at the Furama Riverfront Hotel. SACA was honoured to have its Patron, Professor Ho Peng Kee, as the Guest-of-Honour for the night.

The night was filled with games, sharing by an ex-client and partners, and was topped off by a dance specially put up by staff as a gesture of their appreciation and admiration for all the hard work put in by all concerned this past year.

The evening also witnessed the presenting of awards to volunteers who have surpassed all expectation in dedicating their time and efforts to the cause.



Volunteer After-Care Programme



The following are the special individuals recognised this year.

Outstanding Volunteer 2013

♥ Ms Anita Zahra Velar

Outstanding New Volunteer 2013

♥ Ms Stephanie Marilyn Martin

Merit Award

♥ Mr Tay Chuan Seng

♥ Ms Lok Siew Lian

Fifteen-Year Service Award 2013

♥ Ms Balbir Kaur d/o Sawaran Singh

♥ Ms Lee Liang Chian

♥ Ms Peggy Leong

♥ Sister Siena Pillai

♥ Ms Stoney Tham

Ten-Year Service Award 2013

♥ Ms Chan Lay Eng, Pamela

♥ Mr Mohammad Tariq s/o Samsudeen

♥ Ms Lau Bo Chu, Janet

♥ Ms Lau Yan Yong, Christina

Five-Year Service Award 2013

♥ Ms Nurshifa Binte Hanif

♥ Ms Radha Chowdhuri

SACA's Appreciation Night 2013 was indeed a night to be remembered and treasured!

Volunteer After-Care Programme

Potluck Party 2014

“Volunteers do not necessarily have the time; they have the heart”

- Elizabeth Andrew

Potluck parties provide an ideal opportunity to bond. Our volunteers brought an assortment of food to the party, the menu included; pizza, ‘Kueh Pie Tee’, pineapple rice, fruit salad and many more. Volunteers participated in Singapore’s favourite pastime with relish and gamely participated in Bingo and Pictionary. The volunteers’ artistic skills were put to test as team members made wild guesses about the pictures that were drawn. The party ended with lots of hugs and well wishes for the new year.



Cases Managed by Volunteer After-Care Officers

Overall Case Load by Initiatives

INITIATIVES	NO. OF CLIENTS
Befriending	
Chinese	11
Malay	16
Indian	7
Others	3
TOTAL	37
Coping Skills (Group work)	
No. of Sessions	191
No. of Clients	666
Initiative for Incarcerated Mothers and Affected Children	
Chinese	47
Malay	134
Indian	22
Others	27
TOTAL	230
GRAND TOTAL (CLIENTS UNDER VAP)	933

Professionalisation and Capacity Building

Social Workers and Case Managers are trained professionals guided by a defined code of ethics. Even volunteers navigate by ethical guidelines in their voluntary efforts involving clients. Central to these guidelines or code is the idea of continuous self-reflection and improvement in an ever-present effort to provide the best possible service to those in need. Professionalism in both the individual and collective effort in aftercare is thus critical because it is the only way that the sector can improve and move towards an evidence based approach to address the needs articulated by clients. Training and research form an integral part of this professionalization.

TRAINING

SACA's involvement in training began in 2000 with the focus then primarily on equipping its own volunteers. In 2010 the Association decide to venture out and began providing training to volunteers of the Prison Service.

SACA, working closely with the Prison Service, currently offers both foundation and elective modules as part of the training and equipping of those volunteering within the prisons. The Association has also been tasked to train grassroots volunteers island-wide involved in the Yellow Ribbon Community Project, an initiative that seeks to provide support for the families of incarcerated inmates that require assistance.

The year in review also saw a qualitative expansion in the training provided by the Association with the roll-out of the Development

Framework for Offender Rehabilitation Personnel (DORP) by Prisons. DORP serves as a guiding framework for the professionals in the sector to develop their capabilities regarding the knowledge and skills required in offender rehabilitation to ensure the effective delivery of services to this client group. With this the efforts at upgrading skills encompasses all the people coming together to assist in the important task of reintegrating lives.

Training for the Professionals

The training offered under DORP aims to uplift the skills of the caseworkers, social workers, and other professionals involved in offender rehabilitation. This training framework enables them to learn and share on a common platform harnessing the resources available thus increasing their competency. This shared platform also contributes to the strengthening of ties among the agencies thus facilitating collaboration.

Initiated in January 2014, the following courses were conducted for forty-one professionals

- Principles of Effective Rehabilitation
- Motivational Interviewing

In the pipeline in FY14 are the following courses;

- Core Correctional Practices
- Group Facilitation
- Case Management
- Working with Families of Incarcerated Persons



Professionalisation and Capacity Building

Prison Volunteer Training

The compulsory Basic Prison Training module continued to provide new volunteers with the foundation to prepare for their volunteering in prison. For the year 248 new volunteers from 26 agencies were trained.

The elective modules to enhance the capabilities of active volunteers offered as part of the Developmental Prison Training track was greeted by an overwhelming response this past year. Responding to the enthusiastic demand for upgrading opportunities the Association initiated five courses;

- (i) Working with Youth Offenders
- (ii) Preventing Compassion Fatigue: Caring for Self
- (iii) Applying Basic CBT Concepts to the Offending Population
- (iv) Issues in Corrections
- (v) Working with Substance Abusers

Additionally the following courses continued to be offered this past year;

- (i) Working with Families of Incarcerated Persons
- (ii) Understanding and Helping Offenders with Mental Health Issues
- (iii) Facilitation Skills for Group-work in the Prison Context
- (iv) Using Motivational Interviewing in the Prison Context

For FY13 SACA provided 386 training places for active volunteers in the sector. Feedback received from volunteers regarding the trainers and training was positive.

248
NEW VOLUNTEERS FROM
26 AGENCIES WERE TRAINED UNDER
PRISON VOLUNTEER TRAINING

Yellow Ribbon Community Project (YRCP)

The recently revamped and rebranded Yellow Ribbon Community Project is now in its third year and has seen a steady increase in the grassroots divisions island wide that have come on board to offer help to needy families of incarcerated persons.

For the year, five runs of YRCP training were conducted resulting in 112 grassroots volunteers being equipped to reach out to needy families within their respective divisions. Since its inception in Aug 2010 this training has equipped some 420 grassroots volunteers and has helped create awareness and acceptance for offenders, ex-offenders and their families across the country.



112
GRASSROOTS VOLUNTEERS
BEING EQUIPPED TO REACH
OUT TO NEEDY FAMILIES

Professionalisation and Capacity Building

Befriending Training

In June 2013, SACA initiated the training of volunteers from grassroots and community organisations such as Mendaki and SINDA, under the Befriending Programme offered by the Prison Service.

This programme is conducted over sixteen months with a ten-month pre-release and six-month aftercare phase. The befrienders regularly engage the offenders through face-to-face visits, phone calls and even letter writing during the in-care phase. The purpose of all the interaction is to enable the befriender to establish and develop a relationship with the client that encourages the latter to be more

comfortable with the volunteer. The true test of the effectiveness of this relationship lies in the aftercare phase when the client is expected to face challenges to his reintegration and ideally then turns to his volunteer for pro-social support.

As part of the effort to prepare these volunteers for the tasks outlined above, the training conducted includes topics like Sensitivity & Self Awareness, Ethics, Letter Writing and Understanding Youth & Adult Offenders.

For the year four runs of the training were conducted for 77 volunteers.

In summary, the number of volunteers trained for FY13 is as follows:

	Runs Conducted	Volunteers Trained
Basic Prison Training	10	248
Developmental Prison Training	12	386
Yellow Ribbon Community Project	5	112
Befrienders' Training	4	77
Professional Training	2	41



77
VOLUNTEERS TRAINED
THRU BEFRIENDERS' TRAINING

Professionalisation and Capacity Building

RESEARCH

“Research is creating new knowledge” – Neil Armstrong

Ideally every agency providing social services should continually monitor and evaluate their programmes, policies, practices and, where possible, facilitate research to contribute to the expansion of knowledge, thereby building sector capability in the long term. Research plays an essential role to ascertain and validate facts, assess the effectiveness of the work, identify gaps and key areas of concern, craft relevant training courses, facilitate better understanding and ultimately – being accountable to stakeholders and the wider community.

This past year the Association collaborated with a NUS honours-year student to undertake a research project – “How can the family be a resource? An exploratory study on how the family can help the offender return home”. Family members of clients under the Decentralized Case Management (DCM) Programme were interviewed for the study. The entire project took six months to complete and has provided SACA with insights into the impact of reintegration from the perspective of the family. The researcher used the appraisal model of coping to analyse the findings. The research highlights the correlation between challenges that the family faces (influencing factors) that affect their perception of their loved ones’ reintegration and the types of coping strategies (problem-focused or emotion-focused coping strategies) they subsequently adopt.

Some of the key points highlighted include; the importance of the relationship between the case workers and the client/family, the resources available for the clients and the families, the family’s readiness and preparation for clients’ release, and the competencies of the helping professionals in preparing the families for the return of their loved ones.

Research projects like the above assist professionals in the after-care sector as it provides perspectives that many might not be able to solicit in the process of daily work. Such insights require a neutral individual to devote time and effort to consolidate findings and analyse them. The Association aims to continue to approach client work from a more evidence and theoretical based perspective.



Professionalisation and Capacity Building

STAFF PROFESSIONALISATION

As part of the drive towards greater professionalism, the Association has taken steps to ensure staff are continuously upgrading and better able to monitor their own progress.

Core Competencies and Training Framework

This past year, the Association reviewed the Core Competencies and Training Framework for After-Care Case Managers (ACMs) and Support staff. The framework aims to serve as a guide for staff to attain proficiencies in their area of work and to identify the knowledge and skills needed to carry out the responsibilities at the various stages of their career. Checklists will assist staff and their supervisors keep track of the progress made on a yearly basis. The framework for the ACMs focuses on three key areas: case management skills, counselling skills, and family work skills. For the Support staff the focus is on administrative skills, event/programme planning and implementation skills, and interpersonal skills. The secondary skills sets that were looked at are in the areas of group work, supervision, leadership, research, training, and outreach skills.

A more structured and comprehensive framework will provide staff with an overview of their career path and facilitate better planning and tracking of their progression.



Professionalisation and Capacity Building

Clinical Supervision

Clinical Supervision continues to play an important role in building the competency of caseworkers. It has now become an essential part of the organisation's learning and practice. An important tool that has been developed as part of this supervision framework is the Forensic Assessment which includes;

- Timeline (which tracks client's developmental history, offence history, significant life events etc)
- Criminal Thinking styles (Mollification, Cut-off, Entitlement, Power Orientation, Sentimentality, Super-optimism, Cognitive Indolence, and Discontinuity)
- Offending Paralleling Behaviour (OPB) defined as; any form of offence related behavioural (or fantasized behaviour) pattern that emerges at any point before or after an offence. It does not have to result in an offence; it simply needs to resemble, in some significant aspect, the sequence of behaviours leading up to the offence.



Following up from the Forensic Assessment, caseworkers begin looking into the Relapse Prevention plan with the client. The Relapse Prevention Plan includes;

- Choosing an appropriate new behaviour to keep
- Relapse Prevention Strategies
- Strategies to help anticipate and monitor potential difficulties
- Strategies to help regulate thoughts and feelings
- Strategies to help maintain the new behaviour
- Strategies to provide appropriate outcomes

The process of engaging, assessing and intervening through the forensic framework provides a structure to base the follow-up intervention with the client on thus facilitating his reintegration.



Staff Welfare

Life is about balance. For most of us who work in the office and lead a busy urban lifestyle, it is very important that we regroup and recharge occasionally so that our commitment to our clients is unwavering. With this in mind, the Staff Welfare team planned a series of activities this past year to keep staff in tip-top condition.

Playnation

It is no easy feat to incorporate the fun factor into an activity that should be engaging but take into account various age-groups at the same time. Playnation came to the rescue with the offering of cozy and comfortable private rooms for an afternoon of fun-filled video gaming on the Xbox 360 and Nintendo Wii platforms.

Staff had the opportunity to battle each other out through friendly interactive games like Just Dance 4. So you think you can dance? Yes, would have been the resounding answer from some of the staff!

In between laughter, quick finger movements on the controller, snacks and small talk, new friendships and alliances were formed and old ones renewed.

LaserQuest

Remember the good ol' tag game that we used to play in school with our friends? The wild chase in an attempt to 'tag' someone was guaranteed to send everyone running in every direction. Fast forward to the wireless age and this simple game has taken on a technological twist. LaserQuest at HomeTeam NS @ Bukit Batok was where we discovered this.

The staff were split into groups and put into competing teams. The objective was simple – use the laser guns and shoot your enemy more times than they shoot you. No violence, little evidence of strategy, the arena was full of laughing and screaming trigger-happy folk sometimes hitting their own teammates by accident!

It was a great workout with never a dull moment.



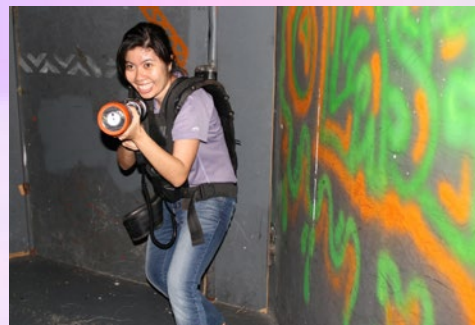
Staff Welfare



Year End Party

To celebrate another year that had gone by and to kick-start a brand new one, an little party was held at the Association for staff to make merry over games, food and drinks.

The Welfare Committee prepared gifts like, mugs, cushions, water bottles, stationery holders and more to give away as lucky draw prizes. The best part was that, everyone was a winner as all walked away with something. Gifts were also exchanged among staff during the party, to encourage each other to persevere and continue to give our very best in the coming year.



Staff Welfare

River Safari

With the official opening of the River Quest Boat Ride at River Safari, we couldn't help but jump on the bandwagon to experience Asia's first ever river-themed wildlife park.

The day started out wet but the gloomy weather did not dampen our spirits and we went ahead with our original plan of a much-needed outdoor getaway. Nothing could stop the Indiana Jones in us from experiencing a safari, not even the rain.

We were greeted with a sudden heavy downpour while on the boat ride and it was a hilarious sight to see everyone scanning the surroundings under their umbrella while trying to keep the rain out in a bid to catch a peek of the wildlife from the Amazon River that were scrambling for shelter too.

Though completely drenched from the ride, how could anyone leave the place without paying a visit to the famous pair of pandas there! See how much our people love them? Giving the mascot such a big hug, it could hardly breathe!

All in all, it was a great day out - fresh air with a generous helping of rain.





SECTION 4

Financial Reporting

Corporate Governance

Statement by The Management Committee

Independent Auditor's Report

Income Statement

Statement of Financial Position

Statement of Changes in Equity

Statement of Cash Flow

Notes to the Financial Statements

Corporate Governance

SACA complies with 20 of the 21 applicable guidelines of the Code of Governance Evaluation Checklist for Institutions of a Public Character (IPCs).

(Full checklist is available at www.charities.gov.sg)

Statement by The Management Committee

We, the undersigned, the management committee of Singapore After-Care Association do hereby state that in the opinion of the management committee, the accompanying Statement of Financial Position, statement of financial activities, statement of changes in funds and statement of cash flow, together with the notes thereon, are properly drawn up so as to give a true and fair view of the state of affairs of the SINGAPORE AFTER-CARE ASSOCIATION as at 31st March 2014 and of the results and of the changes in funds and cash flows for the year ended on that date.



JEFFREY E.S. BEH
CHAIRMAN



CHENG HOWE MING WINSTON
HON. TREASURER



JENNIFER MARIE
HON. SECRETARY

Dated: 5 August 2014

Independent Auditor's Report

To the Members of Singapore After-Care Association

Report on the Financial Statements

We have audited the accompanying financial statements of Singapore After-Care Association, which comprise the statement of financial position as at 31 March 2014, and the income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Singapore Charities Act (Chapter 37), the Societies Act (Chapter 311) and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair profit and loss accounts and statement of financial position and to maintain accountability of assets.

Auditor's Responsibility

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

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

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

Independent Auditor's Report

To the Members of Singapore After-Care Association

Opinion

In our opinion, the financial statements are properly drawn up in accordance with the provisions of the Act and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Association as at 31 March 2014 and the results, changes in equity and cash flows of the Charities for the year ended on that date.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the regulations enacted under the Societies Act to be kept by the Society have been properly kept in accordance with those regulations; and the fund-raising appeals held during the year ended on 31 March 2014 have been carried out in accordance with Regulation 6 of the Societies Regulation issued under the Societies Act (Chapter 311) and proper accounts and other records have been kept of the fund-raising appeal.

During the course of our audit, nothing has come to our attention that causes us to believe that the Charity did not comply with the requirements of Regulation 15 (fund-raising expenses) in the Charities (Institutions of a Public Character) Regulations and the donation monies have not been used in accordance with the objectives of the Charity as an institution of a public character.

K. S. NG & CO.
Public Accountants and
Chartered Accountants

Singapore
5 August 2014

Income Statement

For the financial year ended 31 March 2014

	Note	2014 SGD	2013 SGD
INCOME			
Unrestricted Fund		-	-
Restricted Funds			
Voluntary Income		1,279,727	1,448,079
Fund Generating Activities		143,500	102,120
Investment income		176	174
Rental income		6,110	6,000
Special Employment Credit		1,599	2,050
Wage Credit Scheme Payout		37,631	-
Other Income		120	120
		<u>1,468,863</u>	<u>1,558,543</u>
TOTAL INCOME	5	<u>1,468,863</u>	<u>1,558,543</u>
EXPENDITURE			
Unrestricted Funds			
Audit fee		2,000	-
Depreciation	8	44,283	45,344
Restricted Funds			
Cost of Generating Voluntary Income		133,979	142,962
Cost of Fund Generating Activities		15,456	12,617
Governance Cost		1,485,020	1,339,940
		<u>1,634,455</u>	<u>1,495,519</u>
TOTAL EXPENDITURE	5	<u>1,680,738</u>	<u>1,540,863</u>
(Deficits) Surplus Transferred to Accumulated Funds	5	<u>(211,875)</u>	<u>17,680</u>
Allocation of (Deficits) Surplus as Follows:			
Unrestricted Funds		(46,283)	(45,344)
Restricted Funds		(165,592)	63,024
	5	<u>(211,875)</u>	<u>17,680</u>

Statement of Financial Position

As at 31 March 2014

	Note	2014 SGD	2013 SGD
<u>ASSETS</u>			
<u>Non-Current Assets</u>			
Property, Plant & Equipment	8	111,207	112,601
Total Non-Current Assets		111,207	112,601
<u>Current Assets</u>			
Trade and Other Receivables, Current		135,312	107,232
Grants / Income Receivables, Current	9	133,292	105,212
Other Receivables, Current	10	2,020	2,020
Prepayments		523	1,792
Cash and Cash Equivalents	11	852,091	962,975
Total Current Assets		987,926	1,071,999
Total Assets		1,099,133	1,184,600
<u>EQUITY AND LIABILITIES</u>			
<u>Unrestricted Funds</u>			
General Fund		41,226	171,467
<u>Restricted Funds</u>			
Volunteer After-Care Programme		218,773	183,962
Training & Research		112,908	121,221
Case Management Framework Programme		210,932	300,854
Ex-Offender Assistance Scheme		118,884	143,149
Education Support Programme		2,644	-
Community Befriending Programme		137,294	150,719
Financial Assistance Fund		1,349	1,671
Lee Foundation Education Assistance Scheme		26,197	50,333
Isaac Mannasseh Meyer Bursary		5,650	5,650
General Education Fund		25,838	26,079
MILK Back-to-School		41,535	-
Total Equity		943,230	1,155,105
<u>Current liabilities</u>			
Trade and Other Payables, Current		35,403	28,995
Other Payables, Current	12	35,403	28,995
Deferred revenue	13	120,500	500
Total Current Liabilities		155,903	29,495
Total Liabilities		155,903	29,495
Total Equity and Liabilities		1,099,133	1,184,600

Statement of Changes in Equity

For the financial year ended 31 March 2014

	Total SGD	Unrestricted Funds SGD	Restricted Funds SGD
2014			
Beginning of financial year	1,155,105	171,467	983,638
Transfer of funds	-	(83,958)	83,958
Deficit for the year	(211,875)	(46,283)	(165,592)
End of financial year	<u>943,230</u>	<u>41,226</u>	<u>902,004</u>
2013			
Beginning of financial year	1,137,425	323,996	813,429
Transfer of funds	-	(107,185)	107,185
Surplus/(deficit) for the year	17,680	(45,344)	63,024
End of financial year	<u>1,155,105</u>	<u>171,467</u>	<u>983,638</u>

Statement of Cash Flows

For the financial year ended 31 March 2014

	2014	2013
	SGD	SGD
<u>Cash Flows From Operating Activities</u>		
(Deficits) Surplus before Tax	(211,875)	17,680
Total Adjustments	44,283	45,344
Depreciation	44,283	45,344
Operating Cash Flows before Changes in Working Capital	(167,592)	63,024
Total Changes in Working Capital	99,597	(223,716)
Grants/ Income Receivables	(28,080)	(105,212)
Other receivables	-	1,029
Prepayments	1,269	(1,392)
Other payables & accruals	6,408	3,547
Deferred revenue	120,000	(121,688)
Cash Flows Used In Operations	(67,995)	(160,692)
Net Cash Flows Used In From Operating Activities	(67,995)	(160,692)
<u>Cash Flows From Investing Activities</u>		
Purchase of property, plant & equipment	(42,889)	(3,667)
Net Cash Flows Used In Investing Activities	(42,889)	(3,667)
<u>Cash Flows From Financing Activities</u>		
Net Cash Flows From Financing Activities	-	-
Net Decrease in Cash and Cash Equivalents	(110,884)	(164,359)
Cash and Cash Equivalents, Statement of Cash Flows, Beginning balance	962,975	1,127,334
Cash and Cash Equivalents, Statement of Cash Flows, Ending Balance	852,091	962,975

Notes to the Financial Statements

For the financial year ended 31 March 2014

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

1. Corporate Information

Singapore After-Care Association (SACA) is an Association incorporated and domiciled in Singapore.

The registered office and principal place of activities of Singapore After-Care Association is located at 81 Dunlop Street Singapore 209408.

The objectives of the Association are to provide for the welfare, rehabilitation and counseling services of discharged prisoners after their release.

2. Significant Accounting Policies

2.1 Basis of Preparation

These financial statements have been prepared in accordance with Singapore Financial Reporting Standards ("FRS"). The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars.

2.2 Changes in Accounting Policies

The Association has adopted all the new and revised FRS and Interpretations of FRS ("INT FRS") that are mandatory for application for the financial year.

The adoption of these new or amended FRS did not result in substantial changes to the Association's accounting policies and had no material effect on the financial performance or position of the Association.

Notes to the Financial Statements

For the financial year ended 31 March 2014

2.3 Standards Issued But Not Effective

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after the financial year, and have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Association.

The Association has not adopted the following FRS and INT FRS that have been issued but not yet effective.

	Effective for annual periods beginning on or after
Revised FRS 27 Separate Financial Statements	1 January 2014
Revised FRS 28 Investments in Associates and Joint Ventures	1 January 2014
FRS 110 Consolidated Financial Statements	1 January 2014
FRS 111 Joint Arrangements	1 January 2014
FRS 112 Disclosure of Interests in Other Entities	1 January 2014
Amendments to FRS 32 Offsetting Financial Assets and Financial Liabilities	1 January 2014

The members of the management committee expect that the adoption of the FRS and INT FRS above will have no material impact on the financial statements in the period of initial application.

Notes to the Financial Statements

For the financial year ended 31 March 2014

2.4 Property, Plant and Equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment other than freehold land and buildings are measured at cost less accumulated depreciation and any accumulated impairment losses. Such cost includes the cost of replacing part of the property, plant and equipment and borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying property, plant and equipment. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Association and the cost of the item can be measured reliably.

When significant parts of property, plant and equipment are required to be replaced in intervals, the Association recognises such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its costs are recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in the income statement as incurred.

Depreciation of an asset begins when it is available for use and is computed on a straight-line basis over the estimated useful life of the asset as follows:

Building	-	10 years
Furniture and fittings	-	10 years
Office equipment	-	10 years
Renovation	-	10 years
Computer & peripherals	-	3 years

Notes to the Financial Statements

For the financial year ended 31 March 2014

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is de-recognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on de-recognition of the asset is included in the income statement in the year the asset is de-recognised.

2.5 Impairment of Non-Financial Assets

The Association assesses at each statement of financial position date whether this is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Association makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows expected to be generated by the assets are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used.

Impairment losses of continuing operations are recognised in the income statement, except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

Notes to the Financial Statements

For the financial year ended 31 March 2014

For assets that are previously revalued where the revaluation was taken to other comprehensive income, the impairment is recognised in other comprehensive income up to the amount of any previous revaluation.

For assets excluding goodwill, an assessment is made at each financial year end as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Association estimates the asset's or cash-generating unit's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the income statement, unless the asset is measured at revalued amount, in which the reversal is treated as a revaluation increase.

2.6 Financial Instruments

(a) Financial Assets

Initial recognition and measurement

Financial assets are recognised when, and only when, the Association becomes a party to the contractual provisions of the financial instrument. The Association determines the classification of its financial assets at initial recognition.

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

Notes to the Financial Statements

For the financial year ended 31 March 2014

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Loans and receivables

Non-derivative financial assets with fixed or determinable payments that are not-quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in the income statement when the loans and receivables are de-recognised or impaired, and through the amortisation process.

De-recognition

A financial asset is derecognised when the contractual right to receive cash flows from the asset has expired. On de-recognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in the income statement.

(b) Financial Liabilities

Initial recognition and measurement

Financial liabilities are recognised when and only when, the Association becomes a party to the contractual provisions of the financial instruments. The Association determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction cost.

Notes to the Financial Statements

For the financial year ended 31 March 2014

Subsequent measurement

The measurement of financial liabilities depends on their classification as follows:

(i) *Financial liabilities at fair value through profit or loss*

Financial liabilities at fair value through profit or loss include financial liabilities held for trading. Financial liabilities are classified as held for trading if they are acquired for the purpose of selling in the near term. This category includes derivative financial instruments entered into by the Association that are not designated as hedging instruments in hedge relationships. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Subsequent to initial recognition, financial liabilities at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value of the financial assets are recognised in the income statement. Any gains or losses arising from changes in fair value of the financial liabilities are recognised in the income statement.

The Association has not designated any financial liabilities upon initial recognition at fair value through profit or loss.

(ii) *Financial liabilities at amortised cost*

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest rate method. Gains and losses are recognised in the income statement when the liabilities are de-recognised, and through the amortisation process.

Notes to the Financial Statements

For the financial year ended 31 March 2014

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged, cancelled or expires. When an existing financial liabilities is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the income statement.

(c) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is presented in the statement of financial position, when and only when, there is a currently enforceable legal right to set off the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

2.7 Impairment of Financial Assets

The Association assesses at each reporting date whether there is any objective evidence that a financial asset is impaired.

(a) Financial assets carried at amortised cost

For financial assets carried at amortised cost, the Association first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Association determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment is, or continues to be recognised are not included in a collective assessment of impairment.

Notes to the Financial Statements

For the financial year ended 31 March 2014

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The impairment loss is recognised in the income statement.

When the asset becomes uncollectible, the carrying amount of impaired financial asset is reduced directly or if an amount was charged to the allowance account, the amounts charged to the allowance account are written off against the carrying value of the financial asset.

To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the Association consider factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying amount of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in the income statement.

(b) Financial assets carried at cost

If there is objective evidence (such as significant adverse changes in the business environment where the issuer operates, probability of insolvency or significant financial difficulties of the issuer) that an impairment loss on financial assets carried at cost has been incurred, the amount of loss is measured as the difference between the asset's carrying amount and the present of estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment losses are not reversed in subsequent periods.

2.8 Trade and Other Receivables

Trade and other receivables are classified as loans and receivable.

Notes to the Financial Statements

For the financial year ended 31 March 2014

2.9 Cash and Cash Equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits, and short-term, highly liquid investments that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value. These also include bank overdrafts that form an integral part of the Association's cash management.

2.10 Other Payables

Other payables are classified as financial liabilities at amortised cost.

2.11 Government Grant

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to income statement over the expected useful life of the relevant asset by equal annual instalments.

2.12 Leases

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date: whether fulfilment of the arrangement is dependent on the use of a specific asset or assets or the arrangement conveys a right to use the asset, even if that right is not explicitly specified in an arrangement.

For arrangements entered into prior to 1 January 2005, the date of inception is deemed to be 1 January 2005 in accordance with the transitional requirements of INT FRS 104.

(a) As lessee - Operating lease

Leases where substantially all risks and rewards incidental to ownership are retained by the lessors are classified as operating leases. Operating lease payments are recognised as an expense in income statement on a straight-line basis over the lease term. The aggregate benefit of incentives provided by the lessor is recognised as a reduction of rental expense over the lease term on a straight-line basis.

Contingent rents are recognised as an expense in the income statement when incurred.

Notes to the Financial Statements

For the financial year ended 31 March 2014

(b) As lessor - Operating lease

Leases where the Association retains substantially all risks and rewards incidental to ownership are classified as operating leases. Rental income from operating leases (net of any incentives given to the lessees) is recognised in the income statement on a straight-line basis over the lease term.

Initial direct costs incurred by the Association in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in profit or loss over the lease term on the same basis as the lease income.

Contingent rents are recognised as an revenue in the income statement when earned.

2.13 Revenue

Income in respect of the following are recognised as follows:

(a)	Interest Income	-	recognised on an effective interest basis
(b)	Membership Subscription	-	subscription are accounted for as income in the year to which they relate
(c)	Programme Fee	-	actual basis over the duration of the programme
(d)	Rental Income	-	accounted for on a straight-line basis over the lease terms
(e)	Donations	-	upon receipt of donation
(f)	Grants	-	actual basis over the duration of the programme

Notes to the Financial Statements

For the financial year ended 31 March 2014

2.14 Employee Benefits

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Company pays fixed contribution into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Company has no further payment obligations once the contributions have been paid.

The Association makes contributions to the state pension scheme, the Central Provident Fund (CPF), a defined contribution pension scheme. CPF contributions are recognised as compensation expense in the same period as the employment was performed.

2.15 Funds

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

Notes to the Financial Statements

For the financial year ended 31 March 2014

2.16 Income Tax

No provision for taxation is necessary as the Association as an approved charitable institution and is exempted from tax.

3 Critical Accounting Estimates and Assumptions

There are no significant assumptions or estimates made at the financial year end that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

4. Employee Benefits Expense

	2014 SGD	2013 SGD
Defined contribution plans	401,786	166,633
Salary, wages and bonus	928,662	1,043,357
Other short term benefits	90,476	33,483
	<u>1,420,924</u>	<u>1,243,473</u>

Notes to the Financial Statements

For the financial year ended 31 March 2014

5. Detailed Financial Activities

Year 2014	Unrestricted Fund	Restricted Fund											Total Restricted Fund		
	General Fund	Volunteer After-Care Programme	Training & Research	Case Management		Ex-Offender Assistance Scheme	Education Support Programme	Decentralised Case Management	Community Befriending Programme	Financial Assistance Fund	Lee Foundation Education Scheme	Milk Back to School Allowance Programme		Isaac Mannasseh Meyer Bursary	General Education
				Framework Programme	SGD										
	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	
INCOME															
Voluntary income															
Prison Funding	-	150,628	-	169,031	-	-	308,982	-	-	-	-	-	-	628,641	
Prison Funding - After-Care Professionalisation	-	-	187,000	-	-	-	-	-	-	-	-	-	-	187,000	
NCCS Funding	-	4,654	4,654	65,806	35,648	4,654	4,654	3,105	-	-	-	-	-	123,175	
NCCS Training- VCF Grant	-	200	100	488	-	4,152	588	-	-	-	-	-	-	5,528	
NCCS Training- Salary Support	-	-	-	-	-	-	11,295	-	-	-	-	-	-	11,295	
Score Funding	-	-	-	81,564	-	-	-	-	-	-	-	-	-	81,564	
Yellow Ribbon funding	-	-	-	-	37,000	-	-	-	4,927	-	-	-	-	41,927	
Designed Project Donation															
Volunteer After-Care Programme	-	40,340	-	-	-	-	-	-	-	-	-	-	-	40,340	
Ex-Offender Assistance Scheme	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Education Support Program Funding	-	-	-	-	-	90,000	-	-	-	-	-	-	-	90,000	
Financial Assistance Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Milk - Back to School Fund	-	-	-	-	-	-	-	-	-	-	57,220	-	-	57,220	
Holiday Program Funding	-	75	75	75	75	75	75	50	-	-	-	-	-	500	
General Donation	-	1,809	1,809	1,809	1,809	1,809	1,809	1,203	-	-	-	-	-	12,057	
Singapor Telecom Subsidy	-	72	72	72	72	72	72	48	-	-	-	-	-	480	
Total voluntary income	-	197,778	193,710	318,845	74,604	100,762	327,475	4,406	4,927	-	57,220	-	-	1,279,727	
Fund Generating Activities															
Charity Film Premiere	-	20,572	20,572	20,572	20,572	20,572	20,572	13,718	-	-	-	-	-	137,150	
SACA Appreciation Nite Funding	-	6,350	-	-	-	-	-	-	-	-	-	-	-	6,350	
Total Fund Generating Activities	-	26,922	20,572	20,572	20,572	20,572	20,572	13,718	-	-	-	-	-	143,500	
Investment Income															
Interest Earned on Fixed Deposit/Autosave	-	18	18	18	18	18	19	15	-	-	-	-	-	124	
Investment Income-SACA-A/C 2	-	-	-	-	-	-	-	-	-	52	-	-	-	52	
Total Investment Income	-	18	18	18	18	18	19	15	-	52	-	-	-	176	
Other income															
Rental of Premises	-	917	917	917	917	917	917	608	-	-	-	-	-	6,110	
Membership Fees	-	18	18	18	18	18	18	12	-	-	-	-	-	120	
Special Employment Credit	-	240	240	240	240	240	240	159	-	-	-	-	-	1,599	
Wage Credit Scheme	-	5,645	5,645	5,645	5,645	5,645	5,645	3,761	-	-	-	-	-	37,631	
Total other income	-	6,820	6,820	6,820	6,820	6,820	6,820	4,540	-	-	-	-	-	45,460	
TOTAL INCOME	-	231,538	221,120	346,255	102,014	128,172	354,886	22,679	4,927	52	57,220	-	-	1,468,863	

Notes to the Financial Statements

For the financial year ended 31 March 2014

5. Detailed Financial Activities

Year 2014	Unrestricted Fund	Restricted Fund											Total Restricted Fund		
	General Fund	Volunteer After-Care Programme	Training & Research	Case Management			Education Support Programme	Decentralised Case Management	Community Befriending Programme	Financial Assistance Fund	Lee Foundation Education Scheme	Milk Back to School Allowance Programme		Isaac Mannasseh Meyer Bursary	General Education
				Management Framework Programme	Ex-Offender Assistance Scheme	Ex-Offender Assistance Scheme									
SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	
EXPENDITURE															
Costs of Generating Voluntary Income															
CMFP Expenses	-	-	-	269	-	-	-	-	-	-	-	-	-	-	269
DCM Expenses	-	-	-	-	-	-	413	-	-	-	-	-	-	-	413
Education Support Services	-	-	-	-	-	2,870	-	-	-	-	-	-	-	-	2,870
Milk-Back to School Allowance	-	-	-	-	-	-	-	-	-	-	-	15,685	-	-	15,685
General Education Fund Scheme	-	-	-	-	-	-	-	-	-	-	-	-	-	241	241
Lee Foundation Education Assistance scheme	-	-	-	-	-	-	-	-	-	24,104	-	-	-	-	24,104
Aftercare Professionalisation Expenses	-	-	61,096	-	-	-	-	-	-	-	-	-	-	-	61,096
Financial assistance Fund	-	-	-	-	-	-	-	-	5,249	-	-	-	-	-	5,249
Holiday Programme	-	801	801	801	801	801	801	534	-	-	-	-	-	-	5,340
Volunteer Development & Recognition	-	18,712	-	-	-	-	-	-	-	-	-	-	-	-	18,712
Total Costs of generating voluntary income	-	19,513	61,897	1,070	801	3,671	1,214	534	5,249	24,104	15,685	-	241	133,979	
Costs of Fund Generating Activities															
Charity Firm Premiere	-	2,318	2,318	2,318	2,318	2,318	2,318	1,546	-	-	-	-	-	-	15,454
Online Donation Portal Fees	-	1	1	-	-	-	-	-	-	-	-	-	-	-	2
Total Costs of fund generating activities	-	2,319	2,319	2,318	2,318	2,318	2,318	1,546	-	-	-	-	-	-	15,456
Governance Cost															
Audit fee	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank charges	-	166	165	166	166	166	166	111	-	-	-	-	-	-	1,106
Miscellaneous- Bank charges	-	-	-	-	-	-	-	-	-	84	-	-	-	-	84
Depreciation	44,283	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	409	409	409	409	409	409	275	-	-	-	-	-	-	2,729
Public Education & Awareness	-	570	570	570	570	570	570	380	-	-	-	-	-	-	3,800
Printing of Annual Reports	-	1,178	1,177	1,177	1,178	1,178	1,177	785	-	-	-	-	-	-	7,850
Professional and Legal fee	-	303	303	303	303	303	303	201	-	-	-	-	-	-	2,019
Repair & Replacement of Equipment	-	2,432	2,432	2,432	2,432	2,431	2,431	1,621	-	-	-	-	-	-	16,211
Rental of Equipment	-	991	991	991	991	991	991	658	-	-	-	-	-	-	6,604
Supplies & Materials	-	703	703	703	703	703	703	469	-	-	-	-	-	-	4,687
Salaries, Bonuses & CPF	-	160,399	145,893	394,540	108,940	97,239	396,960	26,477	-	-	-	-	-	-	1,330,448
Staff Welfare & Training	-	2,013	6,167	16,391	1,962	9742	15,294	575	-	-	-	-	-	-	52,144
Subscription Fees	-	38	38	37	37	38	38	25	-	-	-	-	-	-	251
Communications	-	677	677	677	677	677	677	452	-	-	-	-	-	-	4,514
Transport Expenses	-	2,880	3,556	12,257	2,656	2,956	13,456	571	-	-	-	-	-	-	38,332
Utilities	-	2,136	2,136	2,136	2,136	2,136	2,137	1,424	-	-	-	-	-	-	14,241
Total Governance Cost	46,283	174,895	165,217	432,789	123,160	119,539	435,312	34,024	-	84	-	-	-	-	1,485,020
TOTAL EXPENDITURE	46,283	196,727	229,433	436,177	126,279	125,528	438,844	36,104	5,249	24,188	15,685	-	241	1,634,455	
Surplus / (deficit) during the year	(46,283)	34,811	(8,313)	(89,922)	(24,265)	2,644	(83,958)	(13,425)	(322)	(24,136)	41,535	-	(241)	(165,592)	

Notes to the Financial Statements

For the financial year ended 31 March 2014

5. Detailed Financial Activities

Year 2013	Unrestricted Fund		Restricted Fund										Total Restricted Fund			
	General Fund	Volunteer After-Care Programme	Training & Research	Case Management			Ex-Offender Assistance Scheme	Education Support Programme	Decentralised Case Management	Community Befriending Programme	Financial Assistance Fund	Lee Foundation Education Scheme		Milk Back to School Allowance Programme	Isaac Mannasseh Meyer Bursary	General Education
				Management Framework	Programme	Assistance Scheme										
INCOME																
Voluntary income																
Prison funding	-	87,913	-	326,610	-	-	-	247,817	100,000	-	-	-	-	-	-	762,340
Prison funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- After-care Professionalisation	-	-	165,600	-	-	-	-	-	-	-	-	-	-	-	-	165,600
NCCS Funding	-	-	-	119,455	59,035	-	-	-	-	-	-	-	-	-	-	178,490
NCCS Training- VCF Grant	-	-	1,800	10,314	1,422	6,455	8,892	-	-	-	-	-	-	-	-	28,883
NCCS Training- Salary Support	-	-	-	3,947	-	-	-	-	-	-	-	-	-	-	-	3,947
Score Funding	-	-	-	125,970	-	-	-	-	-	-	-	-	-	-	-	125,970
Yellow Ribbon funding	-	42,187	-	-	-	-	-	-	10,838	-	-	-	-	-	-	53,025
Designed Project Donation																
Volunteer After-care Programme	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000
Ex-offender Assistance Scheme	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Education Support Programme Funding	-	-	-	-	-	109,267	-	-	-	-	-	-	-	-	-	109,267
Financial Assistance Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lee Foundation Education Assistance Scheme	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Donation	-	1,529	1,529	1,529	1,530	1,530	1,530	1,020	-	-	-	-	-	-	-	10,197
Donation in Kind	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Singapor Telecom Subsidy	-	54	54	54	54	54	54	36	-	-	-	-	-	-	-	360
Total Voluntary income	-	141,683	168,983	587,879	62,041	117,306	258,293	101,056	10,838	-	-	-	-	-	-	1,448,079
Fund Generating Activities																
Charity Film Premiere	-	14,418	14,418	14,418	14,418	14,418	14,418	9,612	-	-	-	-	-	-	-	96,120
SACA Appreciation Nite Funding	-	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	6,000
Total Fund Generating Activities	-	20,418	14,418	14,418	14,418	14,418	14,418	9,612	-	-	-	-	-	-	-	102,120
Investment Income																
Interest Earned on Fixed Deposit/Autosave	-	19	19	19	19	18	18	12	-	-	-	-	-	-	-	124
Investment Income-SACA-A/C 2	-	-	-	-	-	-	-	-	-	50	-	-	-	-	-	50
Total Investment Income	-	19	19	19	19	18	18	12	-	50	-	-	-	-	-	174
Other Income																
Rental of Premises	-	900	900	900	900	900	900	600	-	-	-	-	-	-	-	6,000
Membership Fees	-	18	18	18	18	18	18	12	-	-	-	-	-	-	-	120
Special Employment Credit	-	307	307	307	308	308	308	205	-	-	-	-	-	-	-	2,050
Total Other Income	-	1,225	1,225	1,225	1,226	1,226	1,226	817	-	-	-	-	-	-	-	8,170
TOTAL INCOME	-	163,345	184,645	603,541	77,704	132,968	273,955	111,497	10,838	50	-	-	-	-	-	1,558,543

Notes to the Financial Statements

For the financial year ended 31 March 2014

5. Detailed Financial Activities

Year 2013	Unrestricted Fund		Restricted Fund										Total Restricted Fund	
	General Fund	Case Management		Ex-Offender Assistance Scheme	Education Support Programme	Decentralised Case Management	Community Befriending Programme	Financial Assistance Fund	Lee Foundation Education Scheme	Milk Back to School Allowance Programme	Isaac Mannasseh Meyer Bursary	General Education		
		Volunteer After-Care Programme	Training & Research											Framework Programme
SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD		
EXPENDITURE														
Costs of generating voluntary income														
CMFP Expenses	-	-	553	-	-	-	-	-	-	-	-	-	553	
Education Support Services	-	-	-	-	28,547	-	-	-	-	-	-	-	28,547	
General Education Fund Scheme	-	-	-	-	-	-	-	-	-	-	-	774	774	
Lee Foundation Education Assistance scheme	-	-	-	-	-	-	-	-	32,361	-	-	-	32,361	
Aftercare Professionalisation Expenses	-	54,064	-	-	-	-	-	-	-	-	-	-	54,064	
Financial Assistance Fund	-	-	-	-	-	-	-	11,757	-	-	-	-	11,757	
Holiday Programme	-	-	-	-	-	-	-	-	-	-	-	-	-	
Volunteer Development & Recognition	-	14,906	-	-	-	-	-	-	-	-	-	-	14,906	
Community Befriending Project Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Costs of Generating Voluntary Income	-	14,906	54,064	553	28,547	-	-	11,757	32,361	-	-	774	142,962	
Costs of fund generating activities														
Charity Firm Premiere	-	1,873	1,873	1,873	1,873	1,873	1,873	1,246	-	-	-	-	12,484	
Online Donation Portal Fees	-	20	20	20	20	20	20	13	-	-	-	-	133	
Total Costs of Fund Generating Activities	-	1,893	1,893	1,893	1,893	1,893	1,893	1,259	-	-	-	-	12,617	
Governance Cost														
Advertising Expenses	-	96	96	96	96	96	96	66	-	-	-	-	642	
Bank Charges	-	120	120	120	120	120	120	80	-	-	-	-	800	
Miscellaneous- Bank Charges	-	-	-	-	-	-	-	-	-	44	-	-	44	
Depreciation	45,344	-	-	-	-	-	-	-	-	-	-	-	-	
Insurance	-	440	440	440	440	440	441	294	-	-	-	-	2,935	
Public Education & Awareness	-	570	570	570	570	570	570	380	-	-	-	-	3,800	
Printing of Annual Reports	-	1,027	1,027	1,027	1,028	1,028	1,028	685	-	-	-	-	6,850	
Repair & Replacement of Equipment	-	2,368	2,368	2,368	2,368	2,368	2,368	1,576	-	-	-	-	15,784	
Rental of Equipment	-	1,000	1,000	1,000	1,000	1,000	1,000	667	-	-	-	-	6,667	
Supplies & Materials	-	735	735	735	735	735	735	491	-	-	-	-	4,901	
Salaries, Bonuses & CPF	-	139,492	122,797	386,049	101,702	116,138	323,193	20,619	-	-	-	-	1,209,990	
Staff Welfare & Training	-	2,415	1,947	10,100	1,279	5,873	7,758	311	-	-	-	-	29,683	
Subscription Fee	-	50	50	50	50	50	50	32	-	-	-	-	332	
Strategy Planning Exercise	-	-	-	-	-	-	-	-	-	-	-	-	-	
Communications	-	703	703	703	703	703	703	468	-	-	-	-	4,686	
Transport Expenses	-	2,682	2,423	14,617	2,330	2,830	11,460	413	-	-	-	-	36,755	
Utilities	-	2,411	2,411	2,411	2,411	2,411	2,411	1,605	-	-	-	-	16,071	
Total Governance Cost	45,344	154,109	136,687	420,286	114,832	134,362	351,933	27,687	-	44	-	-	1,339,940	
TOTAL EXPENDITURE	45,344	170,908	192,644	422,732	116,725	164,802	353,826	28,946	11,757	32,405	-	-	774	1,495,519
Surplus / (deficit) during the year	(45,344)	(7,563)	(7,999)	180,809	(39,021)	(31,834)	(79,871)	82,551	(919)	(32,355)	-	-	(774)	63,024

Notes to the Financial Statements

For the financial year ended 31 March 2014

6. Detailed Changes of Funds

	Unrestricted Fund	Restricted Fund											Total Restricted Fund		
	General Fund	Volunteer After-Care Programme	Training & Research	Case Management		Ex-Offender Assistance Scheme	Education Support Programme	Decentralised Case Management	Community Befriending Programme	Financial Assistance Fund	Lee Foundation Education Scheme	Milk Back to School Allowance Programme		Isaac Mannasseh Meyer Bursary	General Education
				Framework Programme	Assistance Scheme										
SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	
Year 2014															
Balance as at beginning of financial year	171,467	183,962	121,221	300,854	143,149	-	-	150,719	1,671	50,333	-	5,650	26,079	983,638	
Transfer of funds	(83,958)	-	-	-	-	-	83,958	-	-	-	-	-	-	83,958	
Surplus/ (deficit) for the year	(46,283)	34,811	(8,313)	(89,922)	(24,265)	2,644	(83,958)	(13,425)	(322)	(24,136)	41,535	-	(241)	(165,592)	
Balance as at End of financial year	41,226	218,773	112,908	210,932	118,884	2,644	-	137,294	1,349	26,197	41,535	5,650	25,838	902,004	
Year 2013															
Balance as at beginning of financial year	323,999	191,525	129,220	120,045	182,170	4,517	-	68,168	2,590	82,688	-	5,650	26,853	813,426	
Transfer of funds	(107,188)	-	-	-	-	27,317	79,871	-	-	-	-	-	-	107,188	
Surplus/ (deficit) for the year	(45,344)	(7,563)	(7,999)	180,809	(39,021)	(31,834)	(79,871)	82,551	(919)	(32,355)	-	-	(774)	63,024	
Balance as at End of financial year	171,467	183,962	121,221	300,854	143,149	-	-	150,719	1,671	50,333	-	5,650	26,079	983,638	

Notes to the Financial Statements

For the financial year ended 31 March 2014

7. Income Tax Expenses

Reconciliation of tax expense and accounting profit

The tax expense on the profit differs from the amount that would arise using the Singapore Standard rate of income tax as explained below.

	2014	2013
	SGD	SGD
<u>(Deficits) Surplus before tax</u>	(211,875)	17,680
Tax at applicable tax rate of 17% (2013:17%)	(36,019)	3,006
Tax effect of :		
- Income not subject to tax	-	(3,006)
- Non-deductible expense	36,019	
	<u>-</u>	<u>-</u>

The Association is an approved charitable institution and is exempted from tax.

Notes to the Financial Statements

For the financial year ended 31 March 2014

8. Property, Plant and Equipment

	Buildings SGD	Furniture and fittings SGD	Office Equipment SGD	Renovation SGD	Total SGD
Cost					
2013					
Beginning of financial year	109,408	60,171	29,606	237,749	436,934
Additions	-	1,341	2,326	-	3,667
End of financial year	109,408	61,512	31,932	237,749	440,601
2014					
Beginning of financial year	109,408	61,512	31,932	237,749	440,601
Additions	-	41,879	1,010	-	42,889
End of financial year	109,408	103,391	32,942	237,749	483,490
Accumulated Depreciation					
2013					
Beginning of financial year	35,557	41,897	22,247	182,955	282,656
Depreciation	12,308	6,138	3,123	23,775	45,344
End of financial year	47,865	48,035	25,370	206,730	328,000
2014					
Beginning of financial year	47,865	48,035	25,370	206,730	328,000
Depreciation	12,309	5,933	2,266	23,775	44,283
End of financial year	60,174	53,968	27,636	230,505	372,283
Net carrying amount at end of financial year					
2013	61,543	13,477	6,562	31,019	112,601
2014	49,234	49,423	5,306	7,244	111,207

Notes to the Financial Statements

For the financial year ended 31 March 2014

9. Grants / Income Receivables, Current

	2014 SGD	2013 SGD
Grants / Income Receivables, Current	133,292	105,212

10. Other Receivables, Current

	2014 SGD	2013 SGD
Deposits	2,020	2,020

11. Cash and Cash Equivalents

	2014 SGD	2013 SGD
Cash at bank and on hand	852,091	962,975

Cash at bank earns interest at floating rates based on daily bank deposit rates.

12. Other Payables, Current

	2014 SGD	2013 SGD
Accrued operating expenses	35,403	28,995

Notes to the Financial Statements

For the financial year ended 31 March 2014

13. Deferred revenue

	2014	2013
	SGD	SGD
Beginning of financial year	500	122,188
Deferred during the year	120,500	500
Recognised in the income statement	(500)	(122,188)
End of financial year	<u>120,500</u>	<u>500</u>

14. Commitments

Capital Commitments

Future minimum rental payable under non-cancellable operating leases at end of the financial year are as follows:

	2014	2013
	SGD	SGD
Within one year	144	144
Between one to five years	576	
After five years	-	144
	<u>720</u>	<u>864</u>

Notes to the Financial Statements

For the financial year ended 31 March 2014

Operating lease commitments - as a Lessor

Future minimum rental receivable under non-cancellable operating leases at the end of the financial year date are as follows:

	2014	2013
	SGD	SGD
Within one year	6,000	-
Between one to five years	18,500	-
	<u>24,500</u>	<u>-</u>

15. Key Management Personnel

For the purpose of these financial statements, parties are considered to be related to the association if the association has the ability, direct or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the association and the party are subjected to common control or common significant influence. Related parties may be individuals or other entities.

Key management personnel of the association are those persons having the authority and responsibility for planning, directing and controlling the activities of the association. The board of management and the senior management officers are considered as key management personnel of the association.

Notes to the Financial Statements

For the financial year ended 31 March 2014

Compensation of key management personnel

Only member of the Association are deemed to be the key management personnel as they have authority and responsibility for planning, directing and controlling the activities of Association.

	2014	2013
	SGD	SGD
Salaries and bonuses	412,239	340,665
Central Provident Fund contributions	60,832	50,811
Other short term benefits	10,050	7,773
	<u>483,121</u>	<u>399,249</u>

Number of key management in remuneration bands:

	2014	2013
S\$ 50,551 to S\$ 100,000	5	3
Below or equal to S\$ 50,000	2	3
	<u>7</u>	<u>6</u>

16. Financial Instruments by Category

The carrying amount of the different categories of financial instruments is as follows:

	2014	2013
	SGD	SGD
Trade Receivables, Current	133,292	105,212
Other Receivables, Current	2,020	2,020
Cash and Cash Equivalents	852,091	962,975
Total loans and receivables	<u>987,403</u>	<u>1,070,207</u>
Other Payables, Current	35,403	28,995
Total financial liabilities carried at amortised cost	<u>35,403</u>	<u>28,995</u>

Notes to the Financial Statements

For the financial year ended 31 March 2014

17. Fair Value of Assets and Liabilities

Fair value of financial instruments carried at fair value

There are no financial instruments carried at fair value.

Fair value of financial instruments that are not carried at fair value and whose carrying amount are not reasonable approximation of fair value

There are no financial instruments not carried at fair value and whose carrying amount are not approximation of fair value.

18. Financial Risk Management

18.1 Objectives and Policies

The Association is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk and liquidity risk. The Association is not subject to any foreign currency risk, interest rate risk and market price risk. The management committee reviews and agrees the policies and procedures for the management of these risks which are executed by the Accountant. It is, and has been throughout the current and previous financial year, the Association's policy that no derivatives shall be undertaken except for the use as hedging instruments where appropriate and cost efficient. The Association do not apply hedge accounting.

The following sections provide details regarding the Association's exposure to the above mentioned financial risks and the objectives, policies and processes for the management of these risks.

There has been no change to the Association's exposure to these financial risks or the manner in which it manages and measures the risks.

Notes to the Financial Statements

For the financial year ended 31 March 2014

18.2 Credit risk

Credit risk is the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. The Company's exposure to credit risk arises primarily from cash and cash equivalents.

The Association's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure.

Exposure to credit risk

At the end of the financial year, the Association's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial statements.

Financial assets that are neither past due nor impaired

Bank deposits that are neither past due nor impaired are mainly deposits with banks with high credit-ratings assigned by international credit-rating agencies.

Financial assets that are either past due or impaired

All financial assets are current as at the end of the financial year.

No financial assets are impaired during the financial year or as at the end of the financial year.

18.3 Liquidity Risk

Liquidity risk is the risk that the Association will encounter difficulty in meeting financial obligations due to shortage of funds. The Association's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Association's objective is to maintain a balance between continuity of funding and flexibility.

Notes to the Financial Statements

For the financial year ended 31 March 2014

To manage liquidity risk, the Association monitors its net operating cash flow by reviewing its working capital requirements regularly, and maintains an adequate level of cash and cash equivalents. At the end of the financial year, assets held by the Association for managing liquidity risk included cash and short-term deposits.

Analysis of financial instruments by remaining contractual maturities

All financial liabilities are due within one year and the contractual cash flows equals the carrying amount.

18.4 Foreign Currency Risk

The Company is not subjected to any foreign currency risk as all financial assets and financial liabilities are denominated in SGD.

18.5 Interest rate risk

The Association is not exposed to any interest rate risk as the company does not have any interest rate sensitive financial assets or liabilities.

18.6 Market Price Risk

The Association is not exposed to any market price risk as the company does not have any market price sensitive financial assets or liabilities.

19. Authorisation of Financial Statements for issue

The financial statements of Singapore After-Care Association (UEN: S61SS0083L) for the financial year ended 31 March 2014 were authorised for issue in accordance with a resolution of management committee on 5 August 2014.







Rainbow Bridge
Alkaff Bridge, Singapore

...everyone needs a *Rainbow Bridge* to cross to the other side at some point in their lives.
We hope that we can be that bridge that will allow the cause of reintegration and second chances to resonate across our community and add a dash of colour to brighten the lives of our clients and their families.