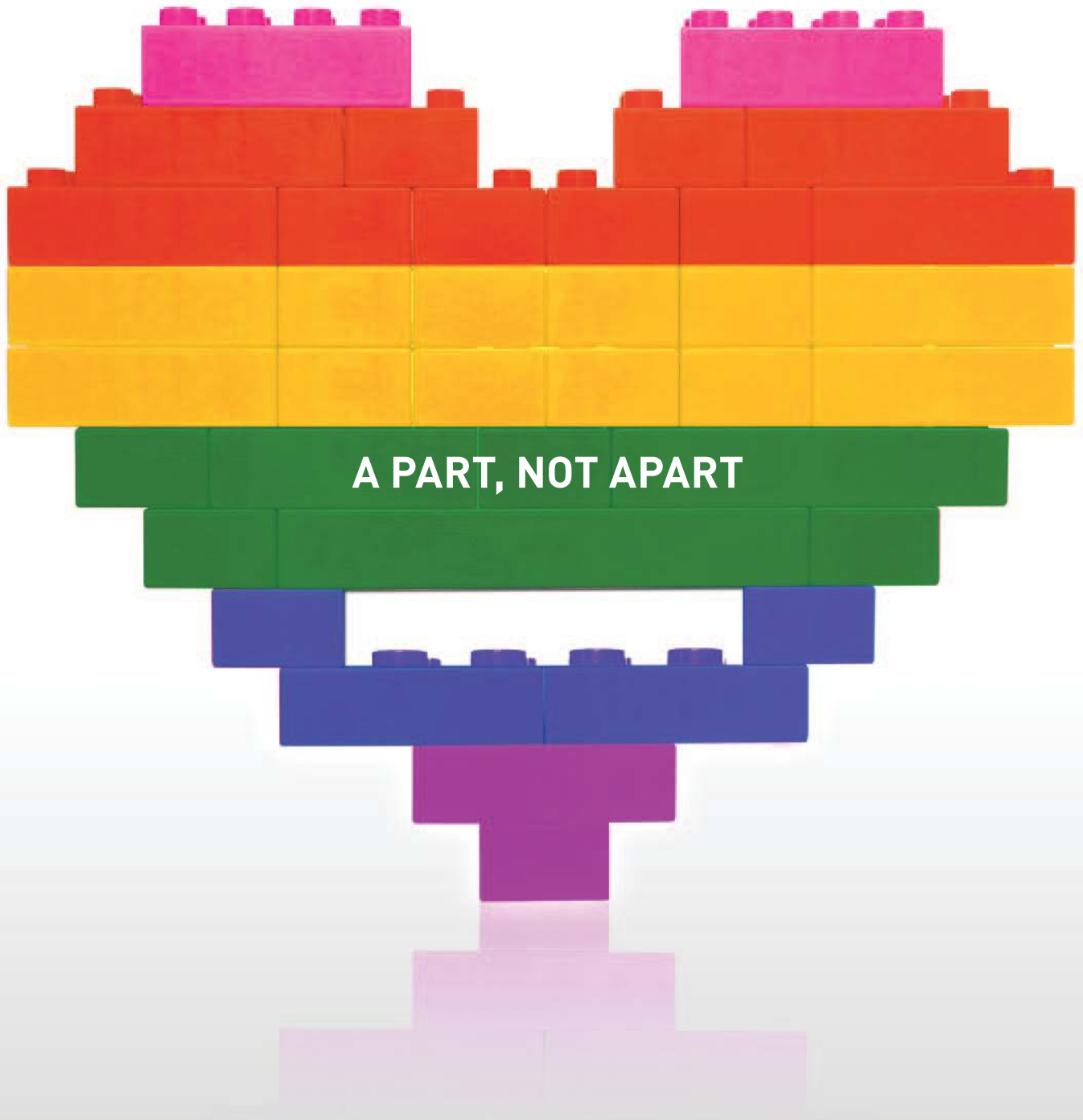


SOCIETY FOR  
THE PHYSICALLY DISABLED  
**ANNUAL REPORT FY2010/2011**



# a part, not apart



On their own, bricks are merely blocks of clay. But when put together, they can become so much more. Combined with others, it could shield and protect, beautify and even uphold, to give and provide what a lone brick cannot if it remained on its own.

Like the brick, no man should stand alone. Each is a part of a community and has a part to play in it, and to contribute to making it unique. Regardless of their abilities, everyone is a part, not apart.

At SPD, we work with people with disabilities to maximise their potentials, so that they can add to the community that they are in. With your support, their being a part becomes possible.

“ *Limitations only go so far.* ”

- Robert M. Hensel



# contents

our mission & our vision	01	SPD ability enterprise	41
our values	02	.....	
board of management	03	specialised assistive technology centre	44
management staff	05	infocomm accessibility centre	48
divisions, departments and functions	07	.....	
key highlights and achievements for FY2010/2011	10	IT apprenticeship programme	51
president's review	11	sheltered workshop	53
.....		employment support programme	55
rehabilitation centre	14	.....	
paediatric rehabilitation programme	19	fundraising	58
SPD therapy hub	23	communications and advocacy	61
SPD@Tampines	24	volunteer management	65
day activity centre	29	.....	
.....		governance	68
specialised case management programme	34	human resource and administration	74
SPD education programme	36	.....	
		financial statements	76
		.....	
		our supporters	105

## our mission

The Society for the Physically Disabled is committed to working in partnership with people with physical disabilities to develop their potential to the fullest so that they can be self-reliant and independent.

## our vision

To build an inclusive community where everyone is a part of it, and not apart from it.

# our values

We are committed to our clients and mission. We place integrity as a key virtue and we strive to be caring and professional in our service delivery.

We strive to maximise abilities and unlock the hidden potentials of people with disabilities. We aim to serve people with disabilities in the following ways:

**Being a partner of choice** - Maximising abilities and unlocking potentials for greater independence through the provision of efficient quality services.

**Engaging in advocacy and sustained public education** - Working towards more inclusiveness and accessibility with a vision of enabling every disabled person to participate in all life domains.

**Use of technology** - Unlocking the potentials of our clients through technology.

**Providing vocational training and employment** - With the aim of promoting inclusion and participation in the workplace.

**Rehabilitation** - Establishing partnerships towards independence.

**Supporting children and youth** - Providing an early start for a better tomorrow for disabled children and youth.

**Developing better internal processes** - Updating, reviewing and improving our processes regularly for quality service delivery.

# board of management



**1 Ms Chia Yong Yong**  
President

**2 Ms Poh Hwee Hian**  
Member

**3 Mr Yeo Jeu Nam**  
Member

**4 Mr Low Wong Fook**  
Member

**5 Ms Soong Foong Yeng Lynda**  
Member

**6 Mr See Cher**  
Vice President

**7 Ms Suman K Balani**  
Member

**8 Mr Abhimanyau Pal**  
Ex-Officio Secretary

**9 Mr Kamalarajan Malaiyandi Chettiar**  
Member

**10 Mr Ngan Wan Sing Winston**  
Honorary Assistant Treasurer

**11 Mr Soh Chee Keong, BBM**  
Honorary Treasurer

\*Not in picture

**Mr Lee Han Yang, BBM**  
Member

### Audit Committee

- **Mr Low Wong Fook**  
Chairman
- **Mr Kamalarajan Malaiyandi Chettiar**  
Member
- **Mr Ngan Wan Sing Winston**  
Member

### The SPD Charity Show 2011 Committee

- **Ms Chia Yong Yong**  
Chairman
- **Ms Suman K Balani**  
Member
- **Mr Kamalarajan Malaiyandi Chettiar**  
Member
- **Dr Ow Chee Chung**  
Member
- **Ms Poh Hwee Hian**  
Member
- **Mr See Cher**  
Member

### Budget and Programme Committee

- **Ms Chia Yong Yong**  
Chairman
- **Mr Lee Han Yang, BBM**  
Member
- **Mr Ngan Wan Sing Winston**  
Member
- **Mr See Cher**  
Member
- **Mr Soh Chee Keong, BBM**  
Member

### Human Resource & Remuneration Committee

- **Ms Poh Hwee Hian**  
Chairman
- **Ms Suman K Balani**  
Member
- **Mr See Cher**  
Member

# management staff



**1 Ms Helen Tay**

Manager, Fundraising & Volunteer Management

**2 Mr Tommy Tng**

General Manager, Sales & Operations

**3 Ms Loi Boon Lee**

Director, Community Partnerships

**4 Ms Khoo Khee Ling**

Head, Community & Social Service Department

**5 Ms Chia Woon Yee**

Director, Technology and Vocational Training

**6 Ms Debbie Khoo**

Senior Manager, Finance

**7 Ms Sarah Yong**

Head Clinical Service, Specialised Assistive Technology Centre

**8 Ms Katherine Sng**

Manager, Communications

**9 Mr Alan Poon**

Head, Administration, Vocational Training





**10 Ms Lee Hui Lin**  
Head, Business Development,  
Vocational Training

**11 Mr Ivan Tan**  
Head, Training Services

**12 Ms Tay Hwee Lin**  
Acting Manager,  
SPD@Tampines

**13 Mr Royson Poh**  
Senior Assistant Director,  
Vocational Training

**14 Ms Michelle Tan**  
Manager, Corporate  
Development, Corporate Services

**15 Ms Renee Ng**  
Manager, Day Activity Centre

**16 Mr Abhimanyau Pal**  
Executive Director

**17 Ms Irene Chia**  
Manager, Human Resource &  
Administration, Corporate  
Services

**18 Mr Ng Jiuan Feng**  
Manager, IT

**19 Ms Joyce Wong**  
Assistant Director,  
Administration, Rehabilitation  
Services

\*Not in picture

**Ms Debbie Chow**  
Senior Manager, SPD Therapy Hub

**Ms Jennifer Chan**  
Manager, Internal Audit

# divisions, departments and functions

## Rehabilitation Services

### Adult Rehabilitation Programme

- Therapy services for neurological, orthopaedic and other medical/surgical conditions
- Therapy@Home service
- Home assessment
- Caregiver training

### Paediatric Rehabilitation Programme

- Therapy Outreach Programme for Pre-Schoolers (TOPPS)
- Continuing Therapy

### SPD Therapy Hub

*(Services listed are provided to partner organisations)*

- Occupational therapy, speech therapy and physiotherapy
- Consultation and rehabilitation programme development
- Supervision and consultation for junior therapists
- Training and development for rehabilitation support staff
- Caregiver training

## SPD@Tampines

- Adult Rehabilitation Programme
- Paediatric Rehabilitation Programme
- Therapy@Home service
- Specialised Case Management Programme

### Day Activity Centre

- Training in activities of daily living and community living skills
- Pre-vocational training
- Social and recreational activities
- Respite care

### Dysphagia Management Programme

- Swallowing management programme for people with disabilities and elderly with swallowing difficulties
- Caregiver training
- Training and development of health professionals and nursing staff

## Community & Social Service Department

### Specialised Case Management Programme

- Case management
- Counselling
- Consultancy on disability issues
- Motivational coaching
- Caregiver support and training
- Befriending service
- Wellness programmes
- Psycho-educational workshops
- Administration of financial assistance schemes

### SPD Education Programme

- Educational bursary award
- Case management
- Learning and development programmes
- School integration support
- SPD Service Card
- SPD Youth Aspiration Award
- Tuition support

### SPD Ability Enterprise

#### Production Workshop

- Employment opportunities
- Bookbinding and book restoration
- Production of fabric- and leather-bound photo albums
- Production of notebooks, lifestyle gifts and greeting cards
- Sale of products at trade fairs and exhibitions

### Multimedia Centre

- Web page design and maintenance
- Web hosting
- Domain registration
- Creation of electronic greeting cards
- Creation of digital art
- Data entry
- e-Filing of income tax returns for taxi drivers

### Technology

#### Specialised Assistive Technology Centre

- Assistive technology (AT) consultation and training for clients and family members
- AT training for professionals working with people with disabilities
- Collaboration with voluntary welfare organisations (VWOs) to implement AT in their programmes and facilities
- Promotion of AT through collaborative efforts with Government agencies, schools and VWOs
- Adaptation and modification of existing devices and fabrication of devices that are not commercially available
- Co-ordination of promotions and public education efforts for AT

#### Assistive Technology Loan Library

- Loan of AT devices for trial, training or temporary accommodation

### Infocomm Accessibility Centre

- Provision of elementary to intermediate level IT training courses
- Collaboration with Government organisations and VWOs to promote IT literacy among people with disabilities
- Advocacy and promotion of digital accessibility
- Co-ordination of the NEU PC Programme under IDA
- Administration of Microsoft Unlimited Potential Scholarship Fund

### Vocational Training

#### Sheltered Workshop

- Vocational skills training
- Consultation and assessment of trainees on vocational skills and further development
- Certified on-the-job training

#### IT Apprenticeship Programme

- Provision of on-the-job training and structured courses to equip trainees with necessary skills for employment in the areas of corporate services, multimedia design and music and video production
- Development of necessary work competencies in trainees through scenario-based modules, commercial projects, internship placements, structured courses and personal development

## Employment Support Programme

- Promotion of employment and retention of people with disabilities in the open market
- Job matching and job placement services
- Job support to assist clients in adapting to and coping with job scope and working environment

## Community Partnerships

### Fundraising

- Implementation of fundraising programmes and projects through direct marketing, events and appeals
- Corporate partnerships
- Share, Touch And Reach-out (STAR) monthly donation programme
- Donation box drive

### Communications and Advocacy

- Public relations and publicity strategies
- Publications and other corporate print and audio-visual materials
- Corporate website and social media accounts
- Visits
- Promotion of key messages through the media, events, collaterals and other opportunities

### Volunteer Management

- Recruitment, training and development of volunteers
- Matching and deployment
- Volunteer appreciation and motivation programmes

## Corporate Services

### Finance

- Financial accounting and statutory reporting
- Cash and assets management
- Budgetary control and management reporting
- Internal control system
- Management information systems appraisal
- Financial evaluation, advice and assistance
- Payroll administration

### Human Resource

- Recruitment
- Benefits and compensation
- Performance appraisal and career progression planning
- Training and development

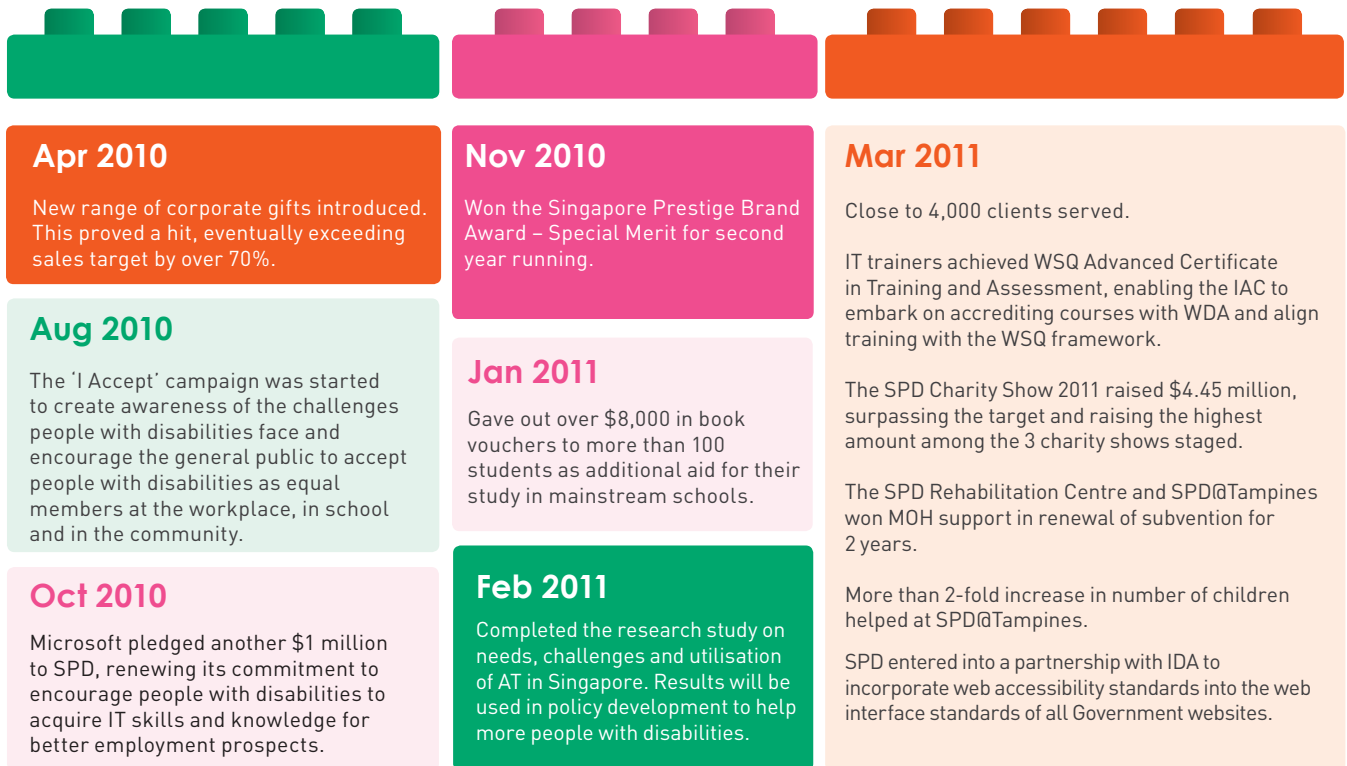
### Administration

- Administrative and logistical support
- Estate management
- Security and fire safety
- Dedicated transport service
- Membership

### Information Technology Support

- Management and support of IT infrastructure
- Administration and enforcement of organisation-wide IT policies
- Deployment of IT resources

# key highlights and achievements for FY2010/2011



## Number of People Helped Over the Years

Description	FY2010/2011	FY2009/2010	FY2008/2009
Total no. of clients served	*4,000	2,800	2,400

\*The SPD Therapy Hub served more partner organisations in the year, resulting in a spike in the number of clients served.

## president's review

It was another eventful year with many highlights as we crossed the mark of serving close to 4,000 people with disabilities through our programmes and services.

We introduced book vouchers to help our young disabled clients who are working towards academic excellence.

While the Rehabilitation Centre operating from the headquarters at SPD Ability Centre won Ministry of Health's (MOH) support in the renewal of its subvention, the rehabilitation centre for adults at SPD@Tampines went through the MOH Audit and was appointed to offer active rehabilitation service. These translate to more help given to people with disabilities to enable them to reach their highest potential through therapy.

In the year, we also worked on and completed a research study on the needs, challenges and utilisation of assistive technology in Singapore. The data will be used to develop policy and practices, signalling greater support for people with disabilities in this area.

As part of our advocacy for greater web accessibility, we went into partnership with Infocomm Development Authority of Singapore to offer web accessibility training to Government organisations, with the aim of helping to improve accessibility in all Government websites.

Among the significant projects of the year was the effort to mark the International Day of Persons with Disabilities. We collaborated with SMRT to put up posters at various stations and trains at the end of 2010, exhorting the public to show consideration for and to accept people with disabilities.

It was a proud moment for us when we won the Singapore Prestige Brand Award – Special Merit for the second year in a row. The recognition the award extends shows us that we are on the right track in positioning SPD, increasing our ability to reach out and to achieve more for people with disabilities.

We staged our third SPD Charity Show at the close of the year. It

**We are both heartened and encouraged by the growing confidence the public has for SPD, a fitting end to the year.**

surpassed the fundraising target and achieved the highest amount ever raised from a TV charity show staged by SPD. We are both heartened and encouraged by the growing confidence the public has for SPD, a fitting end to the year.

We are, however, mindful that the voluntary welfare sector has gone through rapid changes in the last decade and will continue to do so. It will face complex challenges that will require the individual voluntary welfare organisations (VWOs), the Government, corporate sector and community to collaborate to provide solutions for emerging social needs.

We have done well in this so far. In the reporting year, the SPD Therapy Hub collaborated with 32 VWOs. Our Infocomm Accessibility Centre, IT Apprenticeship

Programme and Specialised Assistive Technology Centre, with its people-private-public model, worked with 32 VWOs to offer rehabilitative and training services to people with disabilities. Our TOPPS programme also worked in partnership with six pre-schools to offer rehabilitative services to children with mild disabilities. We will continue to collaborate with the Government, corporate sector and community to reach out to people who require our assistance.

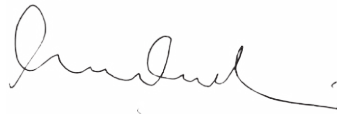
We are grateful for the help and contributions of all our supporters, including our Board members. We regret the stepping down of Mr Koh Nai Teck from our Board of Management. Mr Koh had been an active volunteer of SPD since he joined in 1990. He was instrumental in many key programmes and left a legacy that promotes the welfare of the disabled community. We will remember his selfless support and his efforts to improve the lives of people with disabilities through SPD.

We are happy to have Mr Winston Ngan, Ms Suman K Balani and Ms Lynda Soong join our Board of Management in the year, and look forward to working with them to improve the lives of people with disabilities. On the management front, we are pleased to appoint Mr Abhimanyau Pal as our executive director in December after careful search and consideration. With

more than 15 years of experience in the sector, he will continue to build on our strong foundation and achievement.

Having embarked on a year of consolidation, we look ahead to more in-depth examination and reviews of the different areas of what we do, to boost our services and maximise our resources, in order to better serve people with disabilities.

Through our initiative to heighten the effectiveness and efficiency of SPD, we remain confident in your continued support, and look forward to another year where we work to better the lives of people with disabilities.



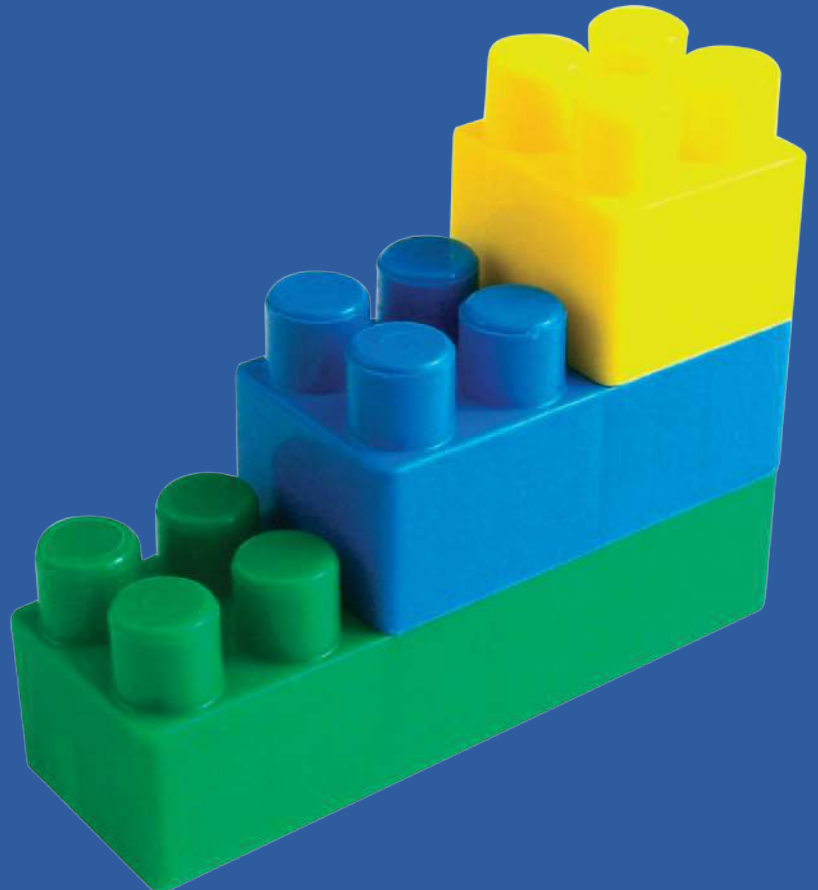
Chia Yong Yong  
President



# rehabilitation services

“ *Continuous effort – not strength or intelligence –  
is the key to unlocking your potential.* ”

– Winston Churchill





# rehabilitation centre

Partnering Towards Independence

## CASE STUDY

Production planner Neo Choon Tong survived a stroke in August 2010 which affected the movements in the right side of his body. He walked with a slight limp and could not write or grab things properly with his right hand. He had to take leave from work as his job then involved a lot of walking and carrying of things.

After being discharged from hospital, Choon Tong enrolled at the SPD Rehabilitation Centre for physiotherapy and occupational therapy. He was enthusiastic and hardworking when engaging in his recovery exercises. He started out with four sessions of occupational therapy and one session of physiotherapy a week for three months. In February 2011, his sessions were reduced to once a week as he had improved significantly in being able to independently carry out his activities of daily living.

Choon Tong has almost completely recovered from the effects of his stroke and has recently been declared by his doctor as being fit for work.

The SPD Rehabilitation Centre provides affordable day rehabilitation services after acute care treatment at hospitals, and rehabilitation and support for people with physical disabilities.

### Accreditation

This year, both the SPD Rehabilitation Centre and SPD@Tampines were successful in achieving accreditation from the

Ministry of Health (MOH) as two of the first six centres in Singapore to provide Community Rehabilitation Services.

This accreditation status allows centres to be financed on new norm costs and in time to come, clients would be able to tap on their MediSave to pay for their treatments at SPD.

To ensure the right siting of clients in an appropriate centre, accredited centres would focus on active rehabilitation services (physiotherapy, occupational therapy and speech therapy) serving clients who have recently suffered from accident, injury or illness and are in the process of recovery and making improvements in their function. Clients who require maintenance therapy would eventually be discharged to a home or other appropriate services such as social day care centres.

### External Support

The SPD Rehabilitation Centre organised a three-day training on geriatric care management with special emphasis on falls and hip fractures for healthcare professionals. The event held in August was done in partnership with All Saints Home, The Salvation Army – Peacehaven Nursing Home, St Luke’s Hospital and Ang Mo Kio Thye Hua Kwan Hospital, with the support of the Agency for Integrated Care (AIC).

In the year, an occupational therapist was also invited to participate as a member of the Building & Construction Authority’s Universal Design Award Assessment Panel.



Description	FY2010/2011	FY2009/2010	FY2008/2009
No. of therapy sessions provided	7,750	8,783	9,257
No. of people helped through therapy sessions	303	289	272
* No. of DMP sessions provided	55	15	-
* No. of people with disabilities helped through DMP sessions	19	9	-

\*DMP was launched in October 2009

## **Dysphagia Management Programme**

Much was done in the year to promote the Dysphagia Management Programme (DMP), a pilot programme launched in October 2009. Formal training sessions on swallowing difficulties were held for over 200 caregivers and healthcare professionals at different times of the year.

The 'Bridging the Gap Between Acute and Community Care' conference on the management of swallowing difficulties was also organised and held at SPD in March 2011. Ms Helen Smith, the manager of speech pathology in South Australia's Queen Elizabeth Hospital, and three local guest speakers and healthcare professionals, spoke at the event which attracted close to 100 participants comprising therapists, dieticians, nurses and administrators from institutions, hospices, hospitals and homes.

DMP also collaborated with the Speech-Language and Hearing Association Singapore (SHAS) to organise the 'Eat. Express. Live. SPD-SHAS Public Forum' at the SPD Ability Centre on 6 November 2010 in celebration of Speech Therapy Week.

## **Recognition**

In recognition of their professionalism, four staff from SPD's Rehabilitation Centre received awards at the Health Manpower Development Programme (HMDP) Awards Ceremony held in July.

In the upcoming year, the Rehabilitation Centre will be introducing maintenance exercise sessions for clients who have completed their active therapy programme, improving the quality of services for clients with cardiopulmonary diagnosis and encouraging greater participation of clients in their recovery through the use of customised home exercise programmes. The centre is also collaborating with AIC on dysphagia-related projects and working with MOH to reach out to more clients.

## Profile of Adult Rehabilitation Clients at SPD Ability Centre

Diagnosis	Age Range							Subtotal	%
	16-24	25-34	35-44	45-54	55-64	65-74	75 and above		
Amputee	0	0	1	1	1	0	1	4	1%
Cardiorespiratory	0	0	0	0	1	3	5	9	3%
Cerebral Palsy	8	13	5	4	1	0	0	31	10%
Dementia/ Parkinson's Disease	0	0	0	1	1	2	1	5	2%
Orthopaedic Conditions	0	0	2	4	1	14	21	42	14%
Spinal Cord Injury	1	0	4	4	3	3	1	16	5%
Spinal Cord Related Diseases	1	0	0	0	2	2	5	10	3%
Stroke	2	2	14	14	29	24	34	119	39%
Traumatic Brain Injury	0	6	3	1	0	0	2	12	4%
Others	3	4	10	10	6	7	15	55	18%
<b>Subtotal</b>	<b>15</b>	<b>25</b>	<b>39</b>	<b>39</b>	<b>45</b>	<b>55</b>	<b>85</b>	<b>303</b>	<b>100%</b>
<b>%</b>	<b>8%</b>	<b>5%</b>	<b>13%</b>	<b>13%</b>	<b>15%</b>	<b>18%</b>	<b>28%</b>	<b>100%</b>	

## Referral Sources of Adult Rehabilitation Clients at SPD Ability Centre

Diagnosis	Referral Centre				Self-Referral	Subtotal	%
	Agency for Integrated Care	Hospitals/ Clinics	Voluntary Welfare Organisations				
Amputee	1	0	0	1	2	1%	
Cardiorespiratory	16	1	0	0	17	8%	
Cerebral Palsy	0	0	0	2	2	1%	
Dementia/Parkinson's Disease	9	1	0	0	10	5%	
Orthopaedic Conditions	38	1	0	3	42	21%	
Spinal Cord Injury	4	0	0	0	4	2%	
Spinal Cord Related Diseases	4	0	0	1	5	3%	
Stroke	61	2	0	2	65	32%	
Traumatic Brain Injury	5	1	0	1	7	3%	
Others	43	0	0	5	48	24%	
<b>Subtotal</b>	<b>181</b>	<b>6</b>	<b>0</b>	<b>15</b>	<b>202</b>	<b>100%</b>	
<b>%</b>	<b>90%</b>	<b>3%</b>	<b>0%</b>	<b>7%</b>	<b>100%</b>		



# paediatric rehabilitation programme

An Early Start, a Better Tomorrow

## CASE STUDY

When Jeffery Ang enrolled in the Paediatric Rehabilitation Programme in 2008, he had a short attention span and difficulty following complex instructions. The 8-year-old spoke very fast and his speech was hyper-nasalised. He could not understand a story after reading it nor answer questions that required inferences and reasoning on his part.

Since undergoing therapy at SPD, Jeffrey has developed speech and language skills and is able to follow two- to three-step instructions. He is also able to read a story and answer questions including those that require inferences and reasoning. Jeffrey progressed significantly and has been discharged from the programme.



The Paediatric Rehabilitation Programme aims to minimise the risk of the development of long-term disabilities in special needs children below 16 years old, by providing early support that complements the therapy services they receive in their special school settings. The programme also supports children undergoing mainstream education and who require continuous therapy services.

The opening of the KK Women's and Children's Hospital (KKH) Department of Child Development at Sengkang Polyclinic and St Andrew's Community Hospital, coupled with the session-based paediatric therapy offered by other voluntary welfare organisations, gave families of children with mild developmental delays more service options.

Despite this, the referral rate of about 100 cases was similar to that of the previous year, but the actual take up of the service was lower,

possibly due to the implementation of single-session classes in more primary schools and consequently more clients requesting for the limited therapy sessions in the afternoon. The change in class schedule could have also resulted in a higher proportion of clients not being able to keep to the regular attendance due to other school commitments and the lack of adult caregivers to take them for therapy sessions. In response to this trend, the occupational therapy manpower for this programme was reduced from September 2010 onwards.

For the year ahead, an extension of operations beyond office hours and/or over weekends will be explored to meet the needs of clients studying in mainstream schools and their caregivers. Specialised programmes will also be developed and sustainability of the programme will be ensured through Government funding and/or corporate donations.

Description	FY2010/2011	FY2009/2010	FY2008/2009
No. of therapy sessions provided	1,838	2,032	2,110
No. of children helped	161	147	146

### Therapy Sessions Conducted Under the Paediatric Rehabilitation Programme at SPD Ability Centre

Type of Service	No. of Therapy Sessions
Occupational Therapy	854
Speech Therapy	939
Home Therapy	5
Group Therapy	40
Total	1,838

## Profile of Paediatric Rehabilitation Clients at SPD Ability Centre

Diagnosis	Age Range			Subtotal	%
	0-6	7-12	13-16		
Attention Deficit Hyperactivity Disorder/Autism Spectrum Disorder	20	49	7	<b>76</b>	47%
Global Developmental Delay	8	16	0	<b>24</b>	15%
Learning Disabilities	1	2	1	<b>4</b>	2%
Physical Disabilities	0	4	3	<b>7</b>	4%
Speech and Language Impairment	8	18	1	<b>27</b>	17%
Others	3	17	3	<b>23</b>	14%
<b>Subtotal</b>	<b>40</b>	<b>106</b>	<b>15</b>	<b>161</b>	<b>100%</b>
<b>%</b>	<b>25%</b>	<b>66%</b>	<b>9%</b>	<b>100%</b>	

## Referral Sources of Paediatric Rehabilitation Clients at SPD Ability Centre

Diagnosis	Referral Source			Subtotal	%
	Hospitals / Clinics	Voluntary Welfare Organisations	Self-Referral		
Attention Deficit Hyperactivity Disorder/Autism Spectrum Disorder	60	6	10	<b>76</b>	47%
Global Developmental Delay	23	2	2	<b>27</b>	17%
Learning Disabilities	4	0	0	<b>4</b>	2%
Physical Disabilities	13	7	3	<b>23</b>	14%
Speech and Language Impairment	7	0	0	<b>7</b>	4%
Others	20	1	3	<b>24</b>	15%
<b>Subtotal</b>	<b>127</b>	<b>16</b>	<b>18</b>	<b>161</b>	<b>100%</b>
<b>%</b>	<b>79%</b>	<b>10%</b>	<b>11%</b>	<b>100%</b>	





# spd therapy hub

A Partner of Choice for Quality Rehabilitation

The SPD Therapy Hub provides therapy services to community voluntary welfare organisations (VWOs) and helps to address some of the problems the community sector faces with recruiting and retaining therapists.

Services include occupational therapy, physiotherapy and speech therapy offered to the clients of various community organisations including special education schools, day rehabilitation centres, nursing homes, and community hospitals. The SPD Therapy Hub also offers clinical supervision to therapy staff of partner organisations as well as its own staff.

The SPD Therapy Hub served 2,153 clients in partner organisations and more than 800 in-house clients in the financial year, far exceeding the target of 1,500.

## Reviews

In surveys conducted in September 2010 and March 2011, all partner organisations reported satisfaction

with the services rendered by the therapists.

An on-site assurance survey conducted by the National Council of Social Service (NCSS) in July 2010 to review the SPD Therapy Hub's performance also showed that the programme met all the key performance indicators.

When it is implemented, the Allied Health Bill would require professional registration of physiotherapists and occupational therapists and clinical supervision for newly-graduated local therapists and some foreign-trained therapists to ensure quality and excellence in these disciplines.

The SPD Therapy Hub is ready to offer clinical supervision support to VWOs during this transition.

For the immediate future, the SPD Therapy Hub will continue to grow and expand according to the needs of the community and interests of partner organisations.

Description	FY2010/2011	FY2009/2010	FY2008/2009
*No. of organisations served	32	23	18
**No. of people helped	2,984	2,092	1,879

\*Number includes internal programmes and partner organisations

\*\*Number includes clients served in internal programmes and partner organisations

# SPD@Tampines

Reaching Out to the Heartlands

## CASE STUDY

Poh Chee Seng enrolled at SPD@Tampines in November 2010 for therapy as the right side of his body had been affected by stroke. The 61-year-old was not able to perform any movements with his right upper limb and could only walk up to 20 metres with a quad stick.

Since undergoing physiotherapy and occupational therapy sessions at the centre, Chee Seng has made marked improvements. While he could not feed himself previously, he can now do that and other activities of daily living more efficiently, and independently walk up to 200m.

SPD@Tampines brings quality adult and paediatric rehabilitation services to people living in the east.

## TOPPS

Following the recommendation in the Enabling Masterplan 2007 - 2011, SPD@Tampines began offering direct intervention services to children in selected mainstream pre-schools. The service has evolved to become the Therapy Outreach Programme for Pre-Schoolers (TOPPS) funded by Temasek Cares in 2010.

Ahead of the ending of the Enabling Masterplan in 2011, the Ministry of Community Development, Youth and Sports (MCYS) expressed its aim to assist children with learning difficulties and speech and

language disorders by providing appropriate services to enable them to stay in the mainstream. Since February 2011, there has been greater interest in TOPPS with MCYS and NCSS initiating meetings with SPD@Tampines to obtain updates.

Having received feedback from child care operators on challenges faced when serving children with mild developmental delay or learning difficulties, MCYS approached SPD@Tampines to develop a training course for staff managing children with learning disabilities in mainstream child care centres. The centre developed and began offering a three-day training course from April 2011.

# SPP@Tampine

## Rehabilitation Centre for Children & Adults



Society for the  
Physically Disabled

**Operation Hours:**

Mondays to Fridays

Saturdays

Sundays and Public Holidays

8.00am - 6.00pm

By Appointment only

Closed

In the year, the TOPPS team conducted training courses for close to 50 NTUC First Campus pre-school teachers. Participants were taught how to identify pre-schoolers with learning difficulties and classroom management strategies. A speech and language stimulation course was also conducted for parents in May 2010.

NCSS appointed SPD to conduct a research study on the impact of a community-based therapy outreach programme for mainstream pre-schoolers to understand the perception of parents and pre-school teachers of TOPPS. The study comprised a quantitative survey done with 22 pre-school teachers and interviews with five caregivers of pre-schoolers with learning difficulties.

The response was mostly positive with more than 90% of the teachers indicating that TOPPS has been beneficial for the children and 86% agreeing to recommend it to other children. Caregivers commented that with TOPPS conducted on-site during school hours, it was more convenient for them to access support services needed by the children. This point was also

appreciated by working parents who did not have time or could not find anyone to help bring the children for services.

The year saw a two-fold increase in the number of children served. Efforts were made to serve more clients at a faster rate in order to cater to more in the long waiting list.

### Adult Rehabilitation

The SPD@Tampines Adult Rehabilitation Programme also underwent a service audit by MOH and was successful in securing Government funding. It is one of the first six centres in Singapore to receive the accreditation which allows centres to be financed on new norm costs and, in time to come, allow clients to use MediSave to pay for their treatments at the centre.

With more general practitioners requesting the Community Health Centre (CHC) to provide physiotherapy sessions for patients with musculoskeletal issues, the CHC was exploring with SPD@Tampines the possibility of the centre providing professional services at the CHC. This programme was targeted to be rolled out in June 2011.

SPD@Tampines hosted 53 visitors in the year, mostly from hospitals, ministries and VWOs.

Looking ahead, SPD@Tampines will work on developing specialisation in the different areas of paediatric rehabilitation as well as integrating caregiver and pre-school teacher training in the rehabilitation process.

The centre will work closely with KK Women's and Children's Hospital's Department of Child Development, NTUC First Campus and PAP Community Foundation through TOPPS and strengthen collaborations with grassroots organisations through community outreach networking in the Tampines area.

SPD@Tampines will also improve rehabilitation standards of the Adult Day Rehabilitation Programme by developing systems, structures, standards, and specialised training for staff, as well as engage caregivers actively in the rehabilitation process.



Description	FY2010/2011	FY2009/2010	FY2008/2009
No. of therapy sessions provided	3,489 for children	2,938 for children	2,755 for children
	2,482 for adults	2,156 for adults	1,880 for adults
No. of people helped	275 children	132 children	153 children
	138 adults	115 adults	120 adults

## Profile of Adult Rehabilitation Clients at SPD@Tampines

Diagnosis	Age Range								Subtotal	%
	16-24	25-34	35-44	45-54	55-64	65-74	75 and above			
Amputee	0	0	1	0	1	1	0	3	2%	
Cerebral Palsy	1	0	0	0	0	0	0	1	1%	
Dementia/Parkinson's Disease	0	0	0	0	1	1	6	8	6%	
Orthopaedic Conditions	0	0	0	0	2	1	12	15	11%	
Spinal Cord Injury	1	1	0	1	2	2	0	7	5%	
Spinal Cord Related Diseases	0	0	0	5	0	2	2	9	6%	
Stroke	1	1	4	7	14	13	26	66	48%	
Traumatic Brain Injury	0	0	0	2	0	0	0	2	1%	
Others	3	1	1	5	2	6	9	27	20%	
<b>Subtotal</b>	<b>6</b>	<b>3</b>	<b>6</b>	<b>20</b>	<b>22</b>	<b>26</b>	<b>55</b>	<b>138</b>	<b>100%</b>	
<b>%</b>	<b>4%</b>	<b>2%</b>	<b>4%</b>	<b>15%</b>	<b>16%</b>	<b>19%</b>	<b>40%</b>	<b>100%</b>		

## Referral Sources of Adult Rehabilitation Clients at SPD@Tampines

Diagnosis	Referral Centre				Self-Referral	Subtotal	%
	Hospitals/ Clinics	Agency for Integrated Care	Voluntary Welfare Organisations				
Amputee	1	0	0	0	1	1%	
Cerebral Palsy	0	0	0	0	0	0%	
Dementia/Parkinson's Disease	0	8	0	0	8	6%	
Orthopaedic Conditions	2	20	1	1	24	18%	
Spinal Cord Injury	0	2	1	1	4	3%	
Spinal Cord Related Diseases	0	4	1	1	6	4%	
Stroke	2	51	4	5	62	46%	
Traumatic Brain Injury	0	2	0	0	2	1%	
Others	1	23	1	3	28	21%	
<b>Subtotal</b>	<b>6</b>	<b>110</b>	<b>8</b>	<b>11</b>	<b>135</b>	<b>100%</b>	
<b>%</b>	<b>4%</b>	<b>82%</b>	<b>6%</b>	<b>8%</b>	<b>100%</b>		

## Profile of Paediatric Rehabilitation Clients at SPD@Tampines

Diagnosis	Age Range				Subtotal	%
	0-6	7-12	13-16	18		
Autism Spectrum Disorder/Attention Deficit Hyperactivity Disorder	26	61	12	0	99	46%
Global Developmental Delay	15	14	0	0	29	13%
Intellectual Disabilities	1	1	0	0	2	1%
Learning Disabilities	59	9	1	0	69	5%
Speech/Language Impairment	20	37	1	1	59	27%
Others	2	14	1	0	17	8%
<b>Subtotal</b>	<b>123</b>	<b>136</b>	<b>15</b>	<b>1</b>	<b>275</b>	<b>100%</b>
<b>%</b>	<b>45%</b>	<b>50%</b>	<b>5%</b>	<b>0%</b>	<b>100%</b>	

## Referral Sources of Paediatric Rehabilitation Clients at SPD@Tampines

Diagnosis	Referral Centre				Subtotal	%
	Centre for Enabled Living	Child Guidance Clinic	Hospitals/Clinics	SingHealth/Tampines Polyclinic		
Autism Spectrum Disorder/Attention Deficit Hyperactivity Disorder	1	4	40	0	45	33%
Global Developmental Delay	0	0	16	1	17	12%
Intellectual Disabilities	0	1	2	0	3	2%
Learning Disabilities	0	1	6	0	7	5%
Speech/Language Impairment	0	3	50	1	54	39%
Others	0	1	11	0	12	9%
<b>Subtotal</b>	<b>1</b>	<b>10</b>	<b>125</b>	<b>2</b>	<b>138</b>	<b>100%</b>
<b>%</b>	<b>1%</b>	<b>7%</b>	<b>91%</b>	<b>1%</b>	<b>100%</b>	

# day activity centre

## Towards Greater Independence

### CASE STUDY

Eric Ho was involved in a road traffic accident in 1997. He survived with serious brain injuries that caused him to have difficulty controlling his movements and emotions. His parents became financially burdened as they paid for different forms of treatment for him over many years even though they did not have a constant source of income due to their ill health and old age.

Eric started attending SPD's Day Activity Centre (DAC) in May 2003. The 38-year-old received training in activities of daily living, pre-vocational and community living skills, and also participated in socio-recreational activities where he could integrate with the community. His transport fees to and from SPD as well as DAC fees were subsidised. Besides these, his family also received free monthly groceries.

One of the biggest challenges in Eric's rehabilitation was helping him cope with his erratic temper. He would throw sudden tantrums and make attempts to leave the DAC. Now, with repeated enforcement and training by DAC's training officers, Eric is able to better control himself.

The DAC provides care and training opportunities in simple life skills for people with disabilities, with the aim of helping them to achieve their highest level of functioning. The DAC also provides respite for caregivers as they entrust their child/ward in its care, giving them time to work or pursue their own interests without worry.

The clients at DAC go through training in activities of daily living, pre-vocational skills, community living skills and socio-recreational skills. As part of community integration, they also go on regular outings such as visits to the nearby market and shopping centre as well as trips to the swimming pool and library, and take train rides.





## Reviews

Annual case conferences were held between the training officers, occupational therapists, case management officers and individual clients with their caregivers to discuss the clients' progress and set new goals. Case reviews were held in September 2010 between relevant staff and therapists to ensure that the clients' goals were progressively achieved.

The annual survey on the level of satisfaction with DAC's services with 50 caregivers received 47 responses. The survey showed that 87% of caregivers were satisfied with DAC's services with 79% agreeing that clients at the centre were meaningfully engaged.

NCSS conducted a review on the Enhanced Programme Evaluation System (EPES) data submitted by DAC in compliance with the Service Standards Requirements. The on-site assurance team found the DAC staff to be competent,

knowledgeable, dedicated, focused and experienced in their work. Even clients of DAC also shared that staff were generally approachable and responded promptly to their needs.

On learning that another Day Activity Centre was going to be set up at the nearby Bukit Merah area, DAC staff met up with the management of the new centre to understand the types of services being offered and to assess how to jointly meet the needs of people with disabilities in our community.

In the coming year, aims of the DAC include developing specialised programmes such as supported computer learning for slow learners and basic telephone skills to upgrade clients' basic skills sets. Emphasis will be on enhancing DAC as a social day centre by providing avenues for clients to showcase their talents. Plans are also underway to build up the professional skills of DAC staff through monthly in-service training.

Description	FY2010/2011	FY2009/2010	FY2008/2009
No. of training hours provided	11,517	10,800	10,668.5
No. of people helped	62	57	54

## Training Conducted at DAC

Area of Training	No. of Hours
Activities of Daily Living	2,790
Pre-Vocational Skills	3,601
Community Living Skills	2,694
Socio-Recreational Skills	2,433
<b>Total</b>	<b>11,518</b>

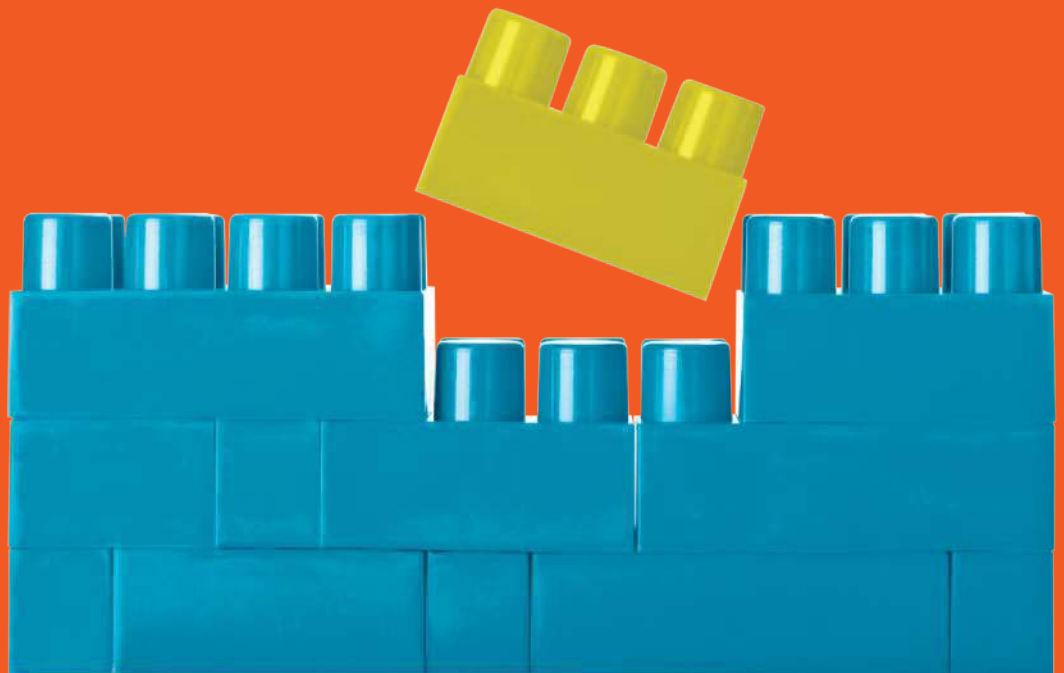
## Profile of DAC Clients

Diagnosis	Age Range					Subtotal	%
	16-24	25-34	35-44	45-54	55 and above		
Cerebral Palsy	5	14	2	2	0	23	37%
Intellectual Disabilities	2	2	1	3	1	9	15%
Stroke	0	1	3	3	0	7	11%
Traumatic Brain Injury	0	2	4	2	0	8	13%
Others	4	4	5	2	0	15	24%
<b>Subtotal</b>	<b>11</b>	<b>23</b>	<b>15</b>	<b>12</b>	<b>1</b>	<b>62</b>	<b>100%</b>
<b>%</b>	<b>18%</b>	<b>37%</b>	<b>24%</b>	<b>19%</b>	<b>2%</b>	<b>100%</b>	

# community & social service department

“ *We cannot live only for ourselves. A thousand fibers connect us with our fellow men.* ”

– Herman Melville



# specialised case management programme

## Strengthening Through Support

### CASE STUDY

Mdm Chong KC is 82 and lives alone in a spartan one-room rental flat. The elderly single woman lost contact with her next-of-kin during the Japanese Occupation. Since her late 60s, she has been living independently, surviving on Public Assistance.

Prone to falls due to her age, Mdm Chong sustained a fall at home late last year. She was hospitalised and subsequently underwent a hip surgery. After her discharge, she was referred to SPD for active rehabilitation where a social worker also worked on applying for therapy subsidies for her. In the process, the social worker saw that Mdm Chong had social needs beyond financial support. Having lost confidence moving about on her own after her fall, Mdm Chong was at a risk of social isolation. She stopped visiting the drop-in centre for seniors she frequented before the fall and would stay at home.

To address the issues, the Specialised Case Management Programme (SCMP) found an experienced befriender to visit Mdm Chong regularly to monitor her condition and provide emotional support. The social worker also worked with another volunteer to identify potential danger zones at her home and made provisions for them, such as sponsoring a small electric kettle in place of a large kettle to reduce the risk of Mdm Chong being scalded by hot water. The volunteer also provided financial aid and food rations after Mdm Chong's discharge from hospital to help her cope. Further to this, the social worker contacted the staff of the drop-in centre for seniors to establish a working relationship to ensure communication and synergy of services since Mdm Chong had no telephone or other means of contact.

In all, the SCMP rallied resources from the community to provide holistic care and ensure the safety of Mdm Chong who is now better looked after and happier.



The SCMP empowers individuals with physical disabilities to lead fulfilling lives by helping them to cope with life challenges and realise their potentials. Services under the programme include counselling, case management support and advice for people with disabilities and their families. SCMP leverages on existing SPD programmes and services to provide a comprehensive spectrum of support and care.

In the year, the SCMP conducted over 200 home visits and helped close to 560 people. Referrals were received from hospitals, community organisations, family service centres (FSC), the Centre for Enabled Living (CEL), AIC, informal contacts, and SPD's internal departments. Social workers also approached the media for contacts of people with newly-acquired disabilities covered in the news.

### Activities

In building good relations with community partners, social workers made presentations on disability awareness to the staff and clients of partner VWOs and hospitals as well as organisations in the public sector such as The Hongkong and Shanghai Banking Corporation Limited.

In August 2010, SCMP was engaged by the Ministry of Defence (MINDEF) to provide case management support and services to MINDEF/Singapore Armed Forces service personnel injured during service. The service contract was for two years.

A new groceries project by NTUC FairPrice Foundation was launched in January 2011. The supermarket chain pledged to sponsor \$72,000 worth of vouchers per year for two years to help provide groceries for 200 needy families under the SCMP.

In the coming year, SCMP will be implementing a framework for providing supervision to social workers and case management officers, an integral process in enhancing clinical learning, professional development and attitudes.

The department will also continue working towards the accreditation of all social workers and case management officers. This is part of a process started in 2009 to ensure professional standards of social work practice, promote continuing education and training of social workers and social service professionals, and improve professional image.



Description	FY2010/2011	FY2009/2010	FY2008/2009
No. of people helped under SCMP	559	*663	1,000

\*Admissions were streamlined that year, and changes made to the admission criteria

# spd education programme

I Learn, I Grow, I Serve

## CASE STUDY

H'ng Hui En is an 8-year-old stroke survivor in a family of four. Her father is the sole breadwinner of the family while her mother takes care of her and her primary school-going sister.

When social workers from the Community & Social Service Department learnt about her through a newspaper report that was published in the middle of 2010, they approached the family offering assistance.

After a thorough assessment, it was clear that Hui En would benefit from rehabilitation services and counselling, while her family needed social support and financial assistance. Given her age, Hui En had great potential to become more independent but her family had difficulties taking her for medical follow-ups at the hospital, which was crucial for her development.

SPD's case worker provided counselling to Hui En and her parents to help them adjust in the recovery period. She also found a tutor under SPD's Tuition Programme to help Hui En catch up with the lessons she had missed in the six months she couldn't attend school due to her condition. Hui En participated in SPD's Learning & Development Centre's (LDC) educational and motivational courses, workshops and recreational activities where she began to know more friends. The case worker also applied for a transport scheme for Hui En so that her parents could continue to take her for medical follow ups. Hui En is recovering well and is back at school.





The SPD Education Programme aims to build resilience in children and youth with disabilities in coping with challenges of daily living and to level the playing field for them. The programme provides educational support, opportunities in learning, development and rehabilitation services, and advocates for the reduction of barriers of accessibility by working with parents, teachers and peers, and case management officers.

In the year, social workers continued to raise awareness of disabilities by giving talks to students at universities, polytechnics and primary schools. The team also conducted a training workshop for allied educators on 25 June 2010 to share information on the community resources and support available for students with special needs in mainstream schools.

Book vouchers worth over \$8,000 were disbursed to 102 Primary and Secondary school bursary recipients at the annual SPD Education Programme Award Presentation Ceremony held at the SPD Ability Centre on 28 January 2011.

Sponsored by Credit Suisse, the vouchers helped to defray the cost of purchasing text and assessment books, leaving the bursaries for the payment of school fees and for pocket money and other school-related expenses. At the same event, \$91,200 in bursaries were also presented to 129 students and \$32,100 worth of service cards to 107 students. Two youths who showed a passion and talent in the area of sports received the SPD Youth Aspiration Awards of \$5,000 each.

In the upcoming year, social workers will continue to work closely with schools to improve support for teachers and peers of students with disabilities through school talks while more training opportunities will be made available to befrienders of clients. Plans are also underway to organise a Teachers' Seminar and to improve on the Disability Resource Handbook for Teachers which was introduced in 2009.

Description	FY2010/2011	FY2009/2010	FY2008/2009
No. of physically disabled students helped under the SPD Education Programme	145	166	170
Amount disbursed through bursary award	\$91,200	\$99,750	\$124,100
No. of bursary award recipients	129	155	157
Amount disbursed through service cards	\$32,100	\$36,000	\$41,100
No. of service card recipients	107	131	137
*Amount disbursed through book vouchers	\$8,010	-	-
No. of book voucher recipients	102	-	-
#Amount disbursed through SPD Youth Aspiration Award	\$10,000	\$10,000	-
No. of SPD Youth Aspiration Award recipients	2	2	-
No. of training places provided at LDC for students with disabilities and their families	243	137	**376
No. of training places provided at LDC for educators and peers of students with disabilities	1,549	1,935	1,367

\*The book voucher was introduced in 2011

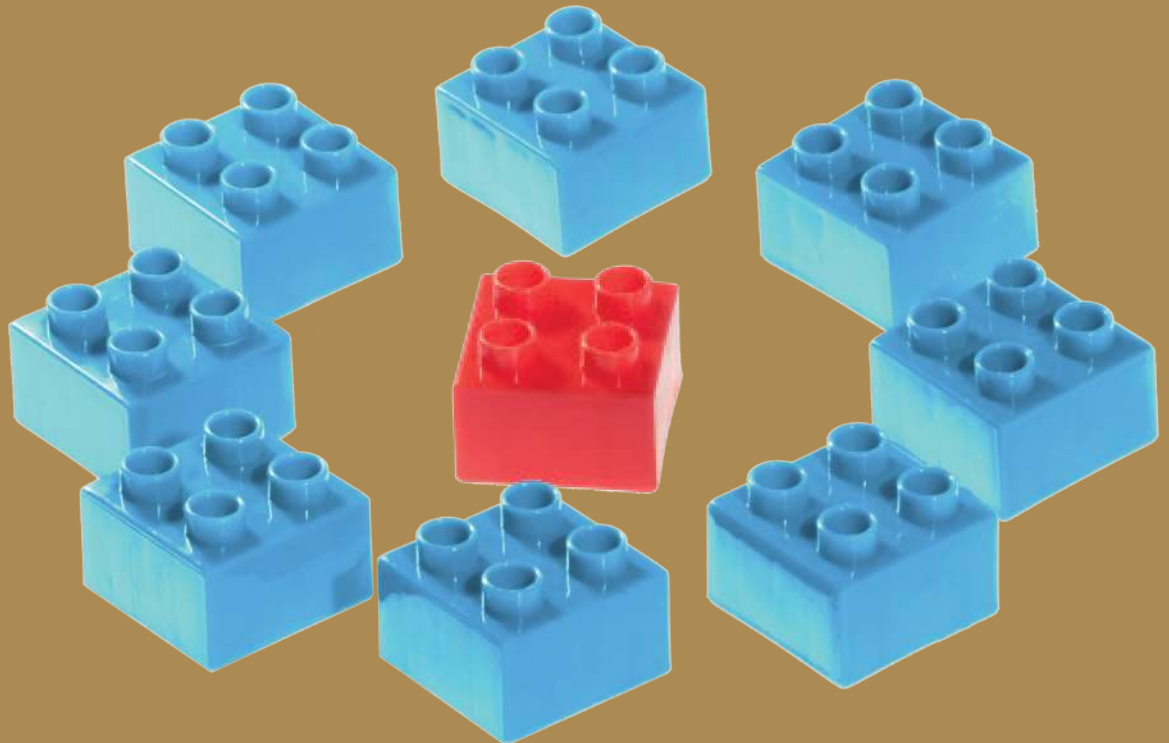
#The SPD Youth Aspiration Award was launched in January 2010

\*\*That year saw more corporate partners initiating service learning projects for LDC clients

# SPD ability enterprise

“ *Every individual has a place to fill in the world and is important in some respect whether he chooses to be so or not.* ”

– Nathaniel Hawthorne



# SPD ability enterprise

## Enhancing Employability

The SPD Ability Enterprise provides supported employment for people with disabilities under the Production Workshop and Multimedia Centre.

### Production Workshop

A new range of corporate gifts introduced in the year was well-received by customers and exceeded the target by 73%. The product line included specially-designed photo frames, notebooks and CD holders wrapped in wallpaper covers, as well as gift tags.

With sponsorship from Ricoh (Singapore) Pte Ltd, the Production Workshop (PWS) was able to acquire a new high-speed photocopying machine which helped the department to generate more income through its photocopying services.

### Multimedia Centre

Since 2004, the Multimedia Centre (MMC) has been offering

a free income tax e-filing service to taxi drivers in appreciation of the support given to people with disabilities in the area of transportation. Held from 15 March to 18 April 2011, 937 taxi drivers benefited from the service provided by four people with physical disabilities with the help of a volunteer. Cash contributions amounting to over \$7,000 was received from cabbies who used the service.

The annual greeting cards project remained a major income-earner even as more organisations became more environmentally conscious and moved from printed greeting cards to e-cards.

The Ability Enterprise will continue to explore other viable business activities to enhance the financial independence of the people with physical disabilities in the programme.



Description	FY2010/2011	FY2009/2010	FY2008/2009
No. of clients at PWS	14	15	17
No. of clients at MMC	4	5	4
Total no. of clients	18	20	21



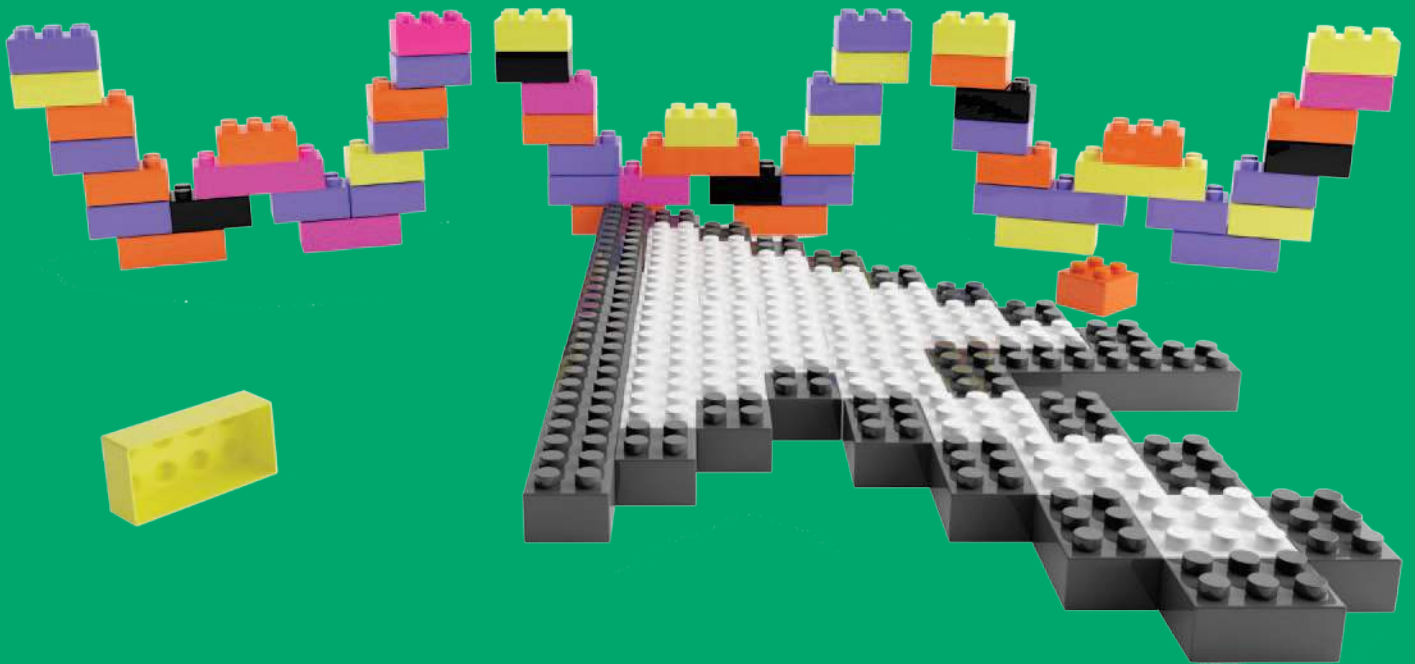
## Sales Revenue of SPD Ability Enterprise

Description	FY2010/2011	FY2009/2010	FY2008/2009
Sales revenue of PWS	\$196,000	\$122,000	\$144,000
Sales revenue of MMC	\$246,000	\$246,000	\$322,000
Total sales revenue	\$442,000	\$368,000	\$466,000

# technology

“ I know of no more encouraging fact than the unquestioned ability of a man to elevate his life by conscious endeavour. ”

– Henry David Thoreau



# specialised assistive technology centre

Providing Opportunities, Unlocking Potentials

## CASE STUDY

19-year-old Chuan Chen was diagnosed with cerebral palsy when she was young. Last October, as she was preparing for her GCE 'O' Levels, she experienced significant difficulties when physically writing out her answers especially for compositions, comprehension and humanities subjects where long answers were needed. This was due to her abnormal fluctuating muscle tone, involuntary muscle actions and unco-ordinated movement patterns which impair her gross and fine motor skills.

Working with Chuan Chen to identify a suitable device to help her overcome her difficulties, SPD's assistive technology (AT) specialist recommended the word prediction software Soothsayer. Chuan Chen was also recommended an adapted keyboard and joystick mouse to use when she needed to type instead of write.

The centre further worked with Chuan Chen's school and the Singapore Examinations and Assessment Board to facilitate other accommodations. That enabled Chuan Chen to sit for and complete her GCE 'O' Level examinations which she passed.





The Specialised Assistive Technology Centre (ATC) aims to unlock the potential of individuals with disabilities through the use of assistive technology (AT). The centre advocates the use of AT in areas of daily living and encourages the innovation and development of AT devices.

In the year, the centre did comprehensive assessments for 132 people with disabilities.

### AT Study

The centre also completed the 'Assistive Technology in Singapore – Needs, Challenges and Utilisation' study to evaluate

the needs, challenges and AT utilisation from the perspectives of AT and non-AT users. Working with experts from the National University of Singapore (NUS), Nanyang Technological University (NTU), Nanyang Polytechnic and Western Australia's Centre for Inclusive Schooling, the centre conducted focus group discussions, written surveys and face-to-face interviews with close to 900 participants. A report summarising the findings, implications and recommendations was sent to NCSS which commissioned the study.

Description	FY2010/2011	FY2009/2010	FY2008/2009
No. of assessments conducted	132	139	143
No. of people helped	108	116	127
No. of training hours provided	688	982	1,084
No. of items loaned from the AT Loan Library	52	87	51
No. of PATA projects	114	99	54





### DAISY Survey

A pilot survey on user perception in the use of Digital Accessible Information SYstem (DAISY) talking books was jointly conducted by the Specialised ATC, IT Apprenticeship Programme, Infocomm Accessibility Centre and the National Library Board. The study evaluated the feasibility of providing such books to the public.

Three books written by local authors were converted to the DAISY format and distributed to 30 participants who had difficulty reading printed material, finding books they wanted in digital format and navigating digitally-formatted books. Having given their feedback for this initial stage of the project, the participants have been given access to books from international website Bookshare which offers accessible books and periodicals for readers with print disabilities. They would have to complete a survey form at the end of the project so that further assessments can be made on the suitability of DAISY for local use.

### Public Education

The centre continued to conduct training on basic AT devices and their applications for the HMI therapy assistants, NUS' bio-engineering course students and partnering VWOs. Besides understanding the theory, the participants also tried their hand at using AT devices.

Representatives of the Specialised ATC were invited to speak at the NUS Masters in Speech Pathology course. Therapists from the centre supervised Republic Polytechnic students in a pilot study on profiling wheelchair-users in Singapore, and in coming up with a prototype for a solar-powered wheelchair. They were also part of the judging panel for the Institute of Technical Education's (ITE) biennial ITE-IBM AT Competition 2010/2011.

Aside from these, the therapists participated in the BAKTI-MIND Conference organised by Badan Amal dan Kebajikan Isteri-isteri (BAKTI) and Malaysian Information Network on Disabilities (MIND) and held in Malaysia from 15 to 18 October 2010. They conducted workshops and gave a lecture on AT and augmentative and alternative communication devices to more than 200 therapists, teachers and special educators from Malaysia, Australia and Singapore. The workshops were well-attended and received good feedback from the participants. Representatives of the Specialised ATC were also invited to speak at a public forum for Down Syndrome Association (Singapore).

### PATA

In the course of the year, the Specialised ATC continued with Project AT for ALL (PATA), adapting and modifying devices for disabled

people with unique needs that devices in the market do not meet. PATA also provided servicing for wheelchairs and maintenance of rehabilitation equipment. In addition to fulfilling a service gap, PATA enabled the Specialised ATC to form working relationships with various organisations such as Republic Polytechnic and ITE to engage their students in hands-on and practical work.

### AT Loan Library

The AT Loan Library continued to serve the needs of people with disabilities. In the year, 52 loans were made.

The Specialised ATC looks forward to consolidating and further developing quality and variety of services. Despite the cessation of the National Volunteer & Philanthropy Centre's funding for PATA, the Specialised ATC will continue to provide the service on a smaller scale.

# infocomm accessibility centre

Bridging the Digital Divide

## CASE STUDY

In a bid to enhance the employability and lifestyle of its students, the Association for Persons with Special Needs (APSN) Katong School approached the Infocomm Accessibility Centre (IAC) to provide IT training courses for its students that was aligned with APSN's English language curriculum.

From January 2011, IAC trainers conducted customised IT training courses for 31 APSN students aged between 13 and 17. In a short period of time, the students improved in their typing speeds and technique as well as learnt how to search for information using the Internet. The year-long course is yet to end but good reviews have already been received.

The IAC provides IT training across disability types to bridge the digital divide and enhance the employability of people with disabilities. The centre also administers the Microsoft Scholarship Programme and the IDA's NEU PC Plus Programme for disabled people.

In the year, the centre ran close to 70 basic and over 20 intermediate IT courses. Trainees were mostly from partner VWOs. The IAC also introduced eight new courses to its curriculum, including training in digital piano, digital manga art, online marketing of Google

Analytics, robotics, stop-motion and use of social media.

### **Tweet Meet**

The Tweet Meet was a month-long civic movement organised by the IAC to encourage members of the public to help bridge the digital divide for people with disabilities. Held in June, it culminated in a 'digital picnic' at SMU Campus Green on 26 June 2010. The event offered people with disabilities and the public the opportunity to interact with each other physically and via online platforms such as Facebook, Twitter and Skype. The initiative was part of the 'SOW



– It's Time to Grow' campaign to encourage the public to sign up someone they knew who had disabilities and little or no computer knowledge, who could benefit from one of the many IAC courses.

### Digital Accessibility Promotion

The centre represented SPD in promoting digital accessibility at the Accelerating Asia Pacific 2010 Summit organised by Microsoft Singapore from 14 to 15 December 2010. At the event, former clients also shared their experience on receiving training at SPD and finding employment.

The event brought together partners from the region to showcase their work, transfer knowledge and create new networks and relationships, with the larger aim of showing ways in which public and private institutions, individuals and groups could contribute to building a better Asia.

### Award Presentation and Graduation

The Microsoft Unlimited Potential Scholarship Award Presentation and ITAP Graduation Ceremony 2010 was held on 7 October. Four students with disabilities pursuing IT diplomas in local polytechnics received scholarship grants from Microsoft Singapore at the event.

### WSQ Certification

In the year, IAC trainers achieved the Workforce Skills Qualifications (WSQ) Advanced Certificate in Training and Assessment. With this certification, IAC will in the coming year be working towards accrediting its training tracks with the Singapore Workforce Development Agency and aligning the training with the WSQ framework.

Description	FY2010/2011	FY2009/2010	FY2008/2009
*No. of classes held at IAC	102	113	74
No. of training places offered	819	827	603
No. of new courses introduced	14	18	*35
No. of people helped	496	348	226

\*IAC was officially launched in July 2008

# vocational training

“ *I never teach my pupils; I only attempt to provide the conditions in which they can learn.* ”

– Albert Einstein



# IT apprenticeship programme

## Building a Competent Workforce

### CASE STUDY

Edwin Koh was diagnosed with spinal cerebellar atrophy, a disease that affects the area of the brain that controls muscle co-ordination and balance. The 33-year-old fell frequently when he was younger and now walks with the aid of a walking stick.

A mechatronics engineering graduate of a local polytechnic, he previously managed to secure contract and temporary positions. In April 2010, Edwin decided to join the IT Apprenticeship Programme's (ITAP) Corporate Services track to improve his typing speed and pick up additional office skills. The training strengthened his office administration skills and brought him up-to-date with current job demands. After graduation, Edwin secured a job through ITAP as an administrative officer with a recruitment agency.

The apprenticeship training programmes at ITAP focus on providing relevant and practical IT skills training to enhance the employability of people across disability types. So far, the ITAP has been providing training in the Corporate Services and Multimedia Services tracks.

The ITAP Graduation Ceremony and Microsoft Unlimited Potential Scholarship Award Presentation 2010 held on 7 October saw 19 trainees presented with graduation certificates for successfully completing their respective courses.

The department initiated the 'Web Accessibility Advocacy' project, partnering with the Infocomm Development Authority of Singapore to incorporate web accessibility standards into the web interface standards of all Government websites. Under the project, ITAP trainers began providing training to all National Library Board staff on web accessibility from April 2011.

In the coming year, ITAP will be working towards the accreditation of its training tracks with the Singapore Workforce Development Agency under the Workforce Skills Qualifications framework.



# sheltered workshop

## Shaping Personal Capabilities

### CASE STUDY

Chan Sze Ting survived a stroke when she was 9 which resulted in weakness in the right side of her body and limited her chances of attending a regular school and working. The 22-year-old joined the Sheltered Workshop in July 2010 as a shy trainee with no work experience and little social contact.

At the workshop, Sze Ting did various contract work like packaging and sorting. Her hardworking attitude and willingness to learn soon saw her being recommended by her supervisors to work on-site at a job enclave in November 2010. Sze Ting became more confident and expanded her skills to include tagging, more intensive packaging and sorting, as well as simple administrative work. She also travels to work on her own as part of her training towards open employment.

Armed with her new skills and possessing more confidence, Sze Ting is now one step closer to securing a job in the open market.







The Sheltered Workshop provides vocational training through sub-contract work such as packaging, letter-shopping, tagging of products and assembly of components, where trainees can earn an allowance as they work. Some trainees also have the opportunity to work on-site at clients' companies in a real work environment which improves their employability. The programme helps to integrate people with disabilities into the community, increases their self-esteem and self-worth as well as provides pre-employment preparation and training.

With the improving economy, there was a 15% increase in sales revenue in the year. The workshop worked with 18 organisations of which eight were newly-acquired in the year.

To enhance their employability, 18 clients attended the beginner level of the Workplace Literacy and Numeracy course conducted by NTUC Learning Hub from 21 April to 13 October 2010.

In the coming year, greater emphasis will be given to training for open employment in preparation for more job opportunities anticipated with the improving economy.

# employment support programme

A Sound Foundation for Greater Independence

## CASE STUDY

When he was 23, Lim Jin Sheng sustained a traumatic brain injury in 2006 due to a motorcycle accident. Although independent in his activities of daily living, the injury affected his mobility and speed of response to stimuli. He had to quit his job as a senior administrator at a finance department of a local hospital as he was not able to perform his duties effectively. He was unable to secure another job thereafter.

In order to increase his chances of employment, Jin Sheng enrolled for courses at the Infocomm Accessibility Centre in August 2008 and went on to join the IT Apprenticeship Programme's (ITAP) Corporate Services track from September 2009 to June 2010 where he received re-training in office skills.

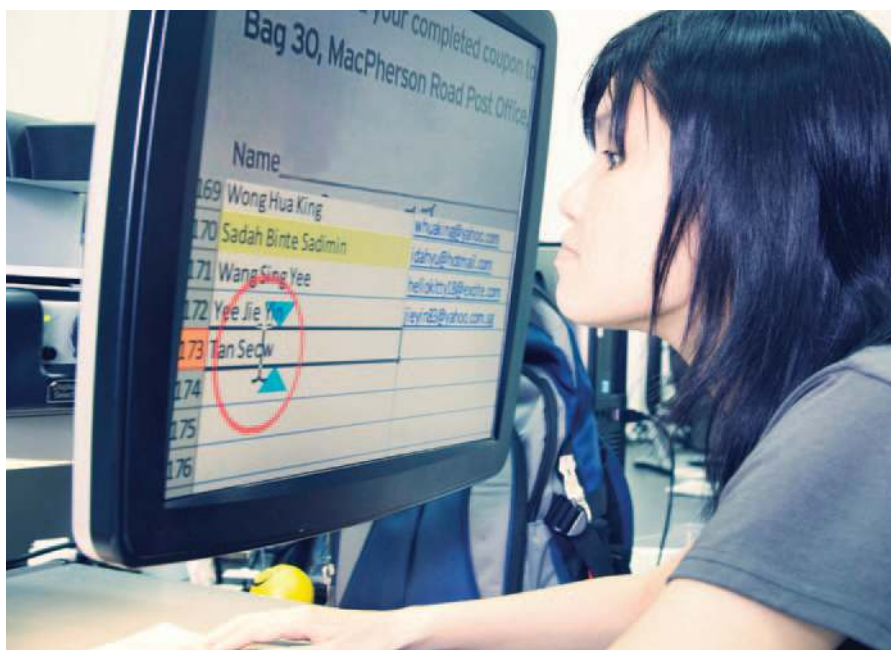
When he expressed interest in securing a job in the open market after completing his ITAP training, the Employment Support Programme (ESP) assessed and matched Jin Sheng to positions suitable to his abilities.

Through the help of ESP, Jin Sheng has been engaged as an administrative assistant at a company that manufactures components and parts for the oil and gas industry. The ESP is helping him to cope with and adapt to his current working environment.

The ESP was launched on 1 March 2010 to provide job placement and job support services for trainees undergoing SPD's vocational training programmes.

With the Singapore National Employers Federation taking the lead in opening the doors of potential employers, 109 job offers were made to the ESP. Many of the offers required job redesign and adjustments to be made to the physical environment to make it accessible for people with disabilities.

In the coming year, the ESP will focus on developing expertise in job-redesign and worksite accessibility.



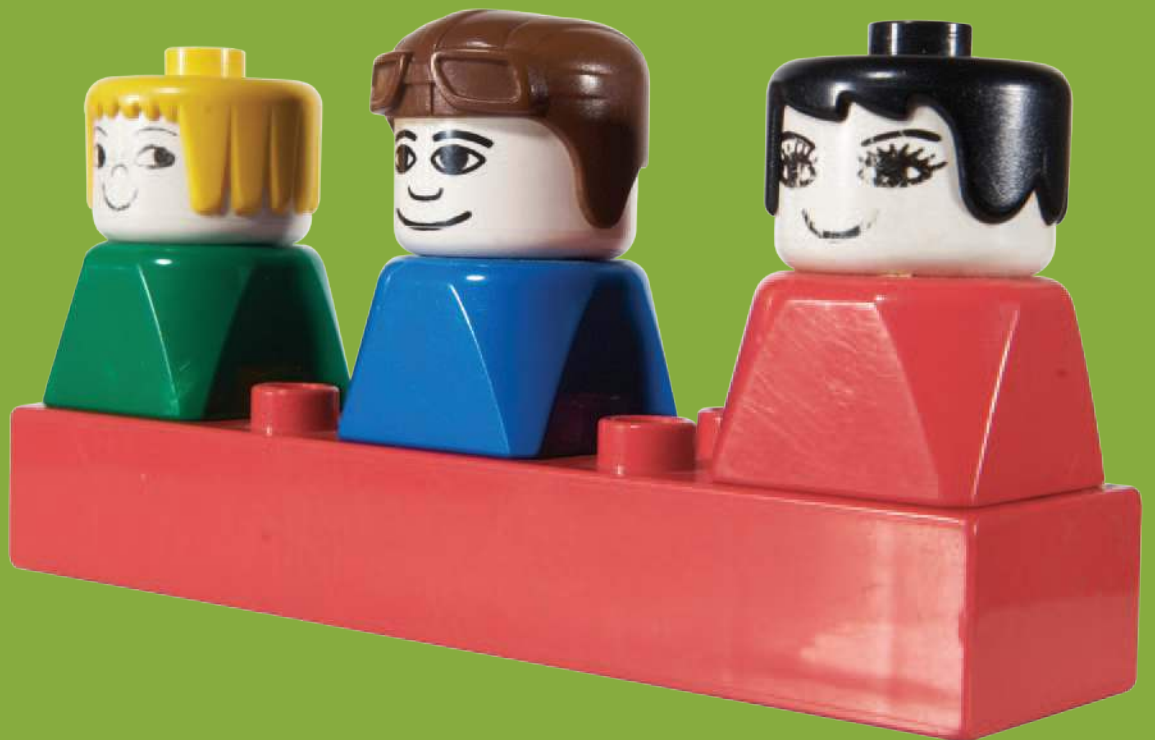
Description	FY2010/2011	FY2009/2010	FY2008/2009
No. of ITAP trainees	70	54	39
No. of ITAP graduates	9	27	4
*No. of ESP clients	65	-	-
No. of successful job placements	26	9	6
No. of Sheltered Workshop trainees	93	96	97
Sales revenue of Sheltered Workshop	\$94,085	\$81,568	\$238,000

\*ESP was started on 1 March 2010

# community partnerships

“ *Strong reasons make strong actions.* ”

– William Shakespeare



# fundraising

## Effective and Efficient Fundraising

The aim of the Fundraising Department is to raise funds through public and corporate sponsorships for SPD's programmes and services.

In the year, the department exceeded the fundraising target of \$4.8 million. An increase in the public's knowledge and trust in SPD's commitment towards governance as well as the recovering global economy could have contributed to the increase in the number of donors and donations received.

### SPD Events

To kick off the year, SPD conducted its fifth flag day on 10 April 2010. With the support of more than 2,300 students, individuals, staff and beneficiaries who spent a day soliciting for donations islandwide, close to \$75,000 was raised.

The 'I Accept' campaign was launched in August 2010 to raise funds for and create awareness of the challenges people with disabilities faced. The campaign encouraged acceptance of people with disabilities as equal members

in the workplace, school and the community. To achieve the project objectives, 'I Accept' badges and t-shirts were specially-designed, produced and sold at \$2 and \$15 respectively. The campaign helped to raise over \$65,000 for SPD.

The Charity Hongbao annual charity drive started in 1999 was held during the Lunar New Year period in February 2011 to encourage students to make a donation and share the festive joy with the disabled community. This year saw more than 26 primary and secondary schools, and 55 child care centres and kindergartens taking part to raise over \$128,000.

The SPD Charity Show 2011 <<真情无障爱>>, SPD's third, raised \$4.45 million, exceeding the target of \$3.5 million. This is the highest amount achieved so far by SPD through a TV charity show. Staged on 13 March 2011 at 7pm over Channel 8, the show graced by Senior Minister Goh Chok Tong involved MediaCorp TV artistes, foreign celebrities and people with disabilities as well as SPD clients. Funds were raised through



corporate and individual donations, events and telephone call-ins. The success of the show was made possible by the generosity of partners, donors and supporters.

### Third-Party Events

Microsoft Singapore renewed its support for people with disabilities by committing to raise \$1 million in the following four years and making a donation of \$210,000 towards SPD's IT programmes. To commemorate the official opening of The Straits Trading Building, The Straits Trading Company donated \$83,000 and dedicated another \$17,000 to the SPD Rehabilitation Subsidy Fund. The Singapore Island Country Club (SICC) donated \$20,000 from funds raised through the SICC May Day Charity 2010. The contribution will be channelled to SPD's various programmes and services.

To alleviate the financial hardships of needy clients in SPD, NTUC FairPrice Foundation donated \$144,000 to the Daily Needs Programme. Low-income families under the programme will receive \$30 worth of NTUC vouchers for their grocery needs every month for the next two years. Marina Bay Sands also donated \$60,000 to help disabled people who are burdened with sudden financial crises.

Several partner organisations raised funds for programmes that serve SPD's young clients. NatSteel Holdings donated \$120,000 to underwrite the SPD Education Programme bursaries for two years. Temasek Cares donated \$444,632 to TOPPS to prepare children below 6 years old with mild-moderate developmental delay for education in mainstream schools.



The National Institute of Education (NIE) raised \$60,000 to provide educational support for disabled students through the NIE Director's Race 2011. CapitaLand Hope Fund also donated \$50,000 in support of the continuing therapy programme for children provided at SPD@Tampines.

Under its Gift of Mobility Programme, SMRT Corporation donated \$50,000 to SPD to provide financial support to needy clients requiring point-to-point travel services. The Kuan Im Tng Temple also donated \$35,000 to provide transport subsidy while Chevron Singapore donated \$42,000 worth of diesel vouchers for the year to help defray SPD's transport costs and to keep the service affordable.

### Others

A direct mail appeal sent to past individual donors raised close to \$400,000 for SPD's overall programmes and services. SPD's

monthly contribution programme, Share, Touch and Reach-out (STAR) and donation box collection at Caltex service stations and NTUC FairPrice and Cheers outlets remained a stable source of income for SPD.

In the coming year, the department will continue to build donor relations through regular updates of SPD's programmes and services and the progress of SPD's clients.



Description	FY2010/2011	FY2009/2010	FY2008/2009
Total amount raised	\$6,056,853	\$4,671,850	\$3,597,026
Individual donors	\$3,476,680	\$3,380,551	\$2,088,351
Corporate donors	\$2,580,173	\$1,291,299	\$1,508,675

# communications and advocacy

## Increasing Awareness

The Communications Department promotes public awareness of SPD and also highlights through the media issues and challenges people with disabilities face to help advance the welfare of people with disabilities in general.

It upholds the corporate image of SPD, engages in public relations and produces publications such as SPD's quarterly newsletter ExtraPage and annual report. It manages the corporate website and Facebook account to ensure that supporters receive up-to-date information on the happenings at SPD.

### Media Coverage

In the year, The SPD Charity Show 2011 garnered the greatest publicity in a single event with over 2,000 mentions in separate mass media and other platforms. To promote The SPD Charity Show 2011, advertisements were put up in SMRT's stations and trains from 17 February to 23 March 2011 promoting SPD's programmes and services in general and urging members of the public to watch out for the show and to call the donation hotline numbers.

Another event that generated significant media interest was The Tweet Meet organised by the IAC. Held in June 2010 to increase awareness of IAC's courses for people with disabilities, the event garnered 21 mentions online and 10 in print and broadcast media.

The Straits Times' forum published a letter by SPD on 12 May exhorting the authorities to lead the sector in developing and providing sustained support for special needs children from pre-school level. This followed the Ministry of Education's announcement of making mainstream schools more accessible to children with special needs.

Local women's magazine Women's Weekly worked with the department in featuring a typical week in the life of SPD president Ms Chia Yong Yong in a two-page spread. The journal-styled report was aimed at increasing awareness of the challenges people with disabilities faced by highlighting barriers Ms Chia, a wheelchair-user, encountered going about her daily life. The November 2010 story prompted a reader to write to the magazine



expressing how inspired she was after reading the article.

The department also assisted various media with their requests. In April 2010, a reporter made regular visits to SPD for about a month to document the daily activities and routines of an SPD staff for a special report on accident survivors which appeared in The Straits Times in October 2010.

Of the coverage in the media where SPD was mentioned, almost 30% touched on SPD's advocacy subjects such as technology, employment of disabled people, physical and transport accessibility and acceptance of disabled people. These platforms enabled SPD to advance the cause of people with disabilities.

### International Day of Persons with Disabilities

To commemorate the International Day of Persons with Disabilities, the department facilitated a Today reporter who was working on an article on the visibility of disabled people in Singapore.

The article published on 4 December took stock of what had been done for people with disabilities in Singapore and what was still lacking. SPD provided comments and also linked the reporter to a person with disabilities whose comments were largely featured in the article.

Another activity under the International Day of Persons with Disabilities saw the department



putting up a series of four posters in SMRT's stations and trains to urge members of the public to show support and consideration for people with disabilities. The posters, which featured people with disabilities receiving support at a lift, train platform and in the community, were put up from 2 December 2010 to 16 February 2011.

This was done as part of the 'I Accept' campaign started in August 2010 to generate greater awareness of the challenges people with disabilities faced, and encourage the general public to accept disabled people as equal members at the workplace, in school and in the community.

A campaign website was started at <http://www.spd.org.sg/i-accept/home/index.html> bearing information on disabilities, challenges people with disabilities face, and providing tips on how to interact with people with disabilities.

### Online Presence

The SPD official website remained a reliable and updated source of information on SPD among online users. The site received 196,288 hits in the year. The SPD Facebook account, which went 'live' in October 2009 as an informal communication medium between SPD and the public, received an average of 200 weekly visits.

### Visits

Close to 200 guests visited the SPD Ability Centre and SPD@Tampines. Visitors comprised mostly students, corporate supporters, VWO representatives, volunteers and foreign guests. Among these were representatives from the Christopher and Dana Reeve Foundation, the Thai Ministry of Information & Communication Technology, Malaysia's Department of Social Welfare and Malaysian Ministry for Women, Family and Community Development including Her Excellency Senator Shahrizat Abdul Jalil.

### Recognition

On 9 December 2010, SPD was awarded the Singapore Prestige Brand Award (SPBA)-Special Merit for the second year running. The award recognises and honours good brand building practices among non-profit organisations.

## Media Coverage

Out of the 87 occasions SPD was mentioned in the various forms of the media, the following subjects were covered:

Focus	No. of Occasions	Articles/Broadcast Opportunities			
		English	Vernacular	Online	#Others
*Technology	7	12	6	31	1
*Employment of people with disabilities	9	6	6	4	-
*Physical accessibility	2	1	1	-	-
*Transport accessibility	2	2	-	-	-
*Integration/Acceptance of people with disabilities	3	3	2	4	-
Early intervention	3	2	1	-	2
Education	2	-	2	-	-
Public education on people with disabilities in general, including featuring people with disabilities	15	9	7	4	-
Recreation	3	27	-	2	-
Corporate	25	31	25	37	**4,328
Fundraising	11	9	4	17	5
The SPD Charity Show 2011	1	**1,146	**978	45	-
Rehabilitation	2	2	-	-	3
Volunteering	2	-	-	2	-
<b>Total</b>	<b>87</b>	<b>1,250</b>	<b>1,032</b>	<b>146</b>	<b>4,339</b>

\*SPD's advocacy topics

\*\*Figures include The SPD Charity Show 2011 trailers and SPBA outdoor screenings

#Denotes other opportunities and below the line medium that do not fall into the conventional mass medium

# volunteer management

## Building a Capable and Efficient Resource

The Volunteer Management Department strives to reach out to and recruit volunteers to supplement the work of staff and complement SPD's resources to meet service and programme needs. At the same time, the department looks into the needs of volunteers in the areas of personal development and well-being.

In the year, 4,292 volunteers provided help to SPD in administrative work, fundraising, befriending, home improvement projects, social and recreational activities, modification of devices, IT training, hair-cutting services, groceries delivery and more.

Volunteers comprised students and individuals who signed up on their own or who provided help through the companies they worked for. Their consolidated efforts came up to close to 6,700 volunteer sessions with each session averaging at three hours, translating to more than 20,000 hours of service given to SPD.

### Regular Programmes

Staff volunteers from the Asia Pacific Breweries Foundation

and individuals who signed up on their own or with friends extended their participation in the Groceries for Charity programme by delivering groceries, sponsored by the foundation, to SPD's clients from low-income families once a month.

For the second year running, staff volunteers from Holiday Inn Atrium Singapore provided quarterly care-giving services at the DAC. The volunteers organised activities and even hosted the DAC clients at the hotel on several occasions.

Volunteers from the Land Transport Authority visited the DAC once a month to take the clients on MRT rides as part of the DAC's community integration programme.

DAC clients also benefitted from the contributions of regular volunteer groups such as Ms Frances Chua and her team who conducted fortnightly music therapy sessions and the volunteers from Singapore Soka Association who organised bi-weekly song sessions at the centre for the past six years. The Freedom Adventure Club organised activities



and outings for SPD's younger clients on a quarterly basis.

Doctors from the Leong Clinic and hairstylists from both Rieme Hair & Beauty Training Centre Pte Ltd and Hair Fitness faithfully volunteered services relating to their expertise to help keep the expenses of SPD's clients down. DAC's swimming programme at the nearby swimming pool remained a weekly affair supported by volunteers.

### Ad-Hoc Activities for Clients

Staff volunteers from NatSteel Holdings Pte Ltd helped in the servicing, repair, adaptation and modification of assistive technology devices at the Specialised Assistive Technology Centre three times over the past year.

Volunteers from organisations like The Straits Trading Company Limited, Timberland, FMC Technologies, Sarada Kindergarten and Singapore General Hospital provided help in areas of care-giving, fundraising, organising of outings and more.

### Activities for Volunteers

A training session covering roles of befrienders, communicating with and do's and don'ts when interacting with SPD clients was held at SPD for existing volunteers. The session was conducted by SPD's senior social worker Angela Chung.

In appreciation of the hard work of the dedicated volunteers, a day trip to Malacca was organised and held on 27 November as part of Volunteer Appreciation Day.



Description	FY2010/2011	FY2009/2010	FY2008/2009
No. of volunteers	*4,292	1,880	**8,484
No. of volunteer sessions	6,688	4,780	11,684
No. of service hours	20,000	14,000	35,000

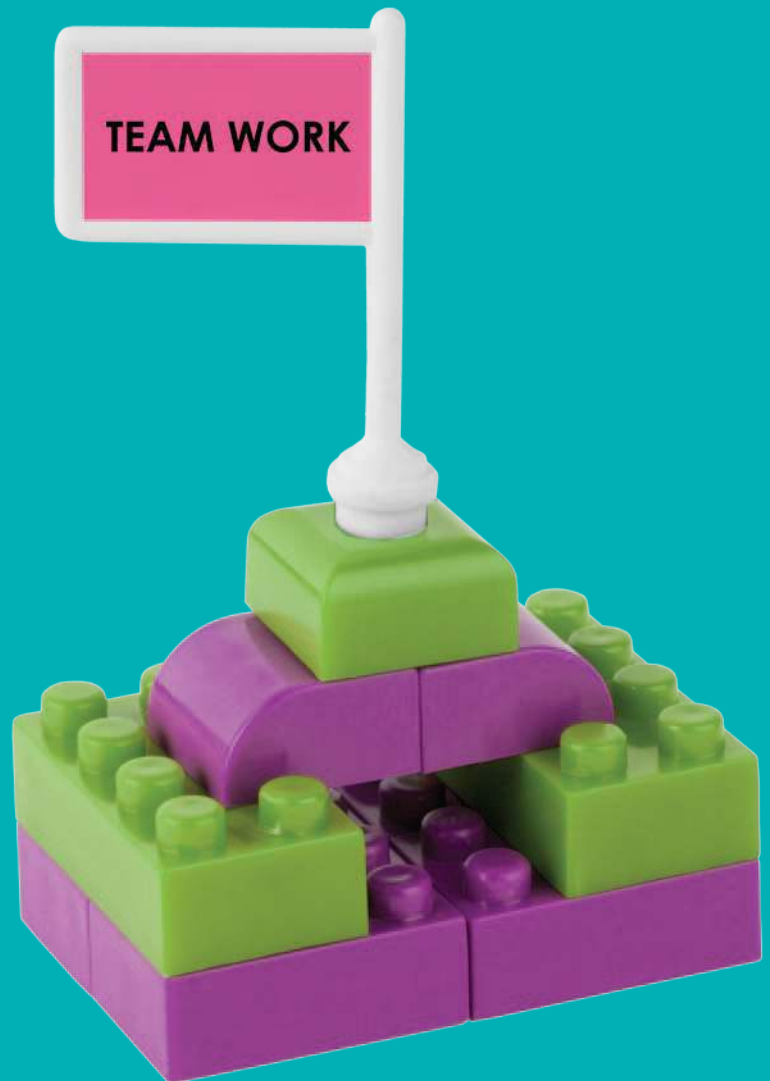
\*A flag day was held in the year requiring help from more volunteers

\*\*Two events were held that year requiring help from more volunteers

# corporate services

“ *The universal brotherhood  
of man is our most precious  
possession.* ”

– Mark Twain



# governance

## Improving Transparency and Accountability

At SPD's Annual General Meeting (AGM) held on 21 Aug 2010, a new Board was elected to serve from 2010 to 2012, in compliance with SPD Constitution Rule 3.2.3 (ii). Three new members joined the Board, bringing different skills, experience and perspectives as part of the Board's succession and renewal. They were Ms Suman K Balani, Mr Ngan Wan Sing Winston and Ms Soong Foong Yeng Lynda.

Immediately after the AGM, the Office Bearers were appointed. At the same time, members were elected to sit on the Budget & Programme Committee, Audit Committee and the Human Resource & Remuneration Committee.

The Human Resource & Remuneration Committee was newly-formed to advise the Board of Management on all matters relating to the employment and remuneration of senior management staff members, including the appointment of the executive director.

### **Reserves Policy**

SPD takes a pragmatic approach to keeping reserves with a view to balancing the immediate needs of the clients and sustainability. National surveys show that many individual donors are from lower-middle and middle income groups and probably do not have huge savings themselves. With this in mind, it is prudent to maintain a reserve level of no more than three years.

A three-year reserve will help ensure financial stability and sustainability, and allow us to promote, develop and provide welfare programmes and services to people with physical disabilities. As at 31 March 2011, SPD's reserves stood at about eleven months.

SPD's Board regularly reviews the organisation's financial results and position via quarterly financial performance updates, forecasts, the budgetary exercise and annual financial statements approval to ensure adequate reserves to fulfill SPD's continuing obligations.

### Conflict of Interest Policy

All Board members and employees are required to comply with SPD's conflict of interest policy which requires each, when dealing in matters concerning SPD, to exercise his/her best care, skill and judgement for the sole benefit of SPD, and to make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest. Staff and Board members are to be excluded from discussions and approvals of transactions to which they have a conflict of interest.



### Salary Bands of Top Executives

SPD is a large Institute of a Public Character (IPC) based on the Code of Governance classification of turnover/expenditure. To ensure a competent and professional management team to manage the organisation, its senior management salary scale is pegged at 'up to and not exceeding' the National Council of Social Service's second tier top management salary banding.

The following table shows the annual remuneration\* banding of our top three key executives for the year:

*Annual Remuneration	No. of Executives
Less than \$100,000	0
\$100,000 - \$150,000	3

\*Annual remuneration includes salary, bonus and employer's CPF



## Board of Management Attendance at Board Meetings

Name	Designation for Term 2008–2010 (ending 21 August 2010)	* Designation for Term 2010–2012 (starting 21 August 2010)	Attendance at Board Meetings (April 2010–31 March 2011)
Ms Chia Yong Yong	President	President	4 out of 5
Mr See Cher	Member	Vice President	5 out of 5
Mr Soh Chee Keong, BBM	Honorary Assistant Treasurer	Honorary Treasurer	4 out of 5
Mr Ngan Wan Sing Winston	Member	Honorary Assistant Treasurer	5 out of 5
Ms Suman K Balani	Member	Member	5 out of 5
Mr Kamalarajan Malaiyandi Chettiar	Member	Member	3 out of 5
Mr Lee Han Yang, BBM	Member	Member	4 out of 5
Mr Low Wong Fook	Member	Member	4 out of 5
Ms Poh Hwee Hian	Honorary Treasurer	Member	3 out of 5
** Ms Soong Foong Yeng Lynda	-	Member	2 out of 3
Mr Yeo Jau Nam	Member	Member	4 out of 5
# Mr Koh Nai Teck	Vice President	-	Nil

\*An election of Board members was held on 21 August 2010

\*\*Co-opted wef 11 November 2010

#Mr Koh Nai Teck took a leave of absence from June 2010 and stepped down from the Board of Management in August 2010

## Code of Governance Evaluation Checklist for the Year Ended 31 March 2011

S/No.	Code Description	Code ID	Compliance	Explanation (If Compliance in Progress, Not Complied or Not Applicable)
<b>BOARD GOVERNANCE</b>				
<b>Board Roles, Composition and Bye-laws</b>				
1	The Board is wholly independent from the paid executive management of the charity. If the governing document permits paid staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2a	Complied	
2	Paid staff does not chair the Board.	1.1.2b	Complied	
3	There is a maximum term limit of four consecutive years for the Treasurer (or equivalent) position.	1.1.6	Complied	At the end of each term (equivalent to two years), the chairmanship will be evaluated by the Board and may be re-appointed for another term.
<b>Board Structure</b>				
4	There are Board committees (or designated Board members) with documented terms of reference in place to oversee the following areas, where appropriate: <ul style="list-style-type: none"> <li>a. Audit;</li> <li>b. Programmes and Services;</li> <li>c. Fundraising (Applicable to IPCs &amp; Large Charities);</li> <li>d. Appointment/Nomination (Applicable to IPCs &amp; Large Charities);</li> <li>e. Human Resource (Applicable to IPCs &amp; Large Charities); and</li> <li>f. Investment (Applicable to Large IPCs).</li> </ul>	1.2.1	Complied	
<b>Board Meetings</b>				
5	The Board meets regularly with a quorum of at least one-third or three members (or as required by the governing document).	1.3.2	Complied	
<b>STRATEGIC PLANNING</b>				
<b>Vision &amp; Mission</b>				
6	The Board periodically approves and reviews the vision and mission of the charity. They are documented and communicated to the public or its members.	2.1.1	Complied	

**Operations Plan**

7	The Board regularly approves and reviews a strategic/work plan for the charity to ensure that the activities are aligned to the charitable objectives.	2.2.2	Complied
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**CONFLICTS OF INTEREST****Related Party Transaction**

8	There are documented procedures for Board members or paid staff to declare actual or potential conflicts of interest to the Board.	3.1.1	Complied
9	Board member with conflicts of interest do not vote or participate in decision making in the matter.	3.1.2	Complied

**HUMAN RESOURCE MANAGEMENT****Staff & Volunteers**

10	There are documented human resource policies approved by the Board for paid staff (and volunteers, where appropriate).	5.1.1	Complied
11	There are systems for regular supervision, appraisal and personal development of the executive head, paid staff (and key volunteers, where appropriate).	5.1.5	Complied
12	No paid staff or Board member (where applicable) is involved in setting his own remuneration.	5.1.6	Complied

## FINANCIAL MANAGEMENT & CONTROLS

### Budget Planning & Monitoring

- |    |  |       |          |
|----|--|-------|----------|
| 13 | The Board approves an annual budget for the charity's corporate and programme plans and monitors its budget expenditure regularly. | 6.1.1 | Complied |
|----|--|-------|----------|

### Operational Controls

- |    |   |       |          |
|----|---|-------|----------|
| 14 | The Board ensures periodic internal reviews on controls, processes, key programmes and events.                                      | 6.2.2 | Complied |
| 15 | The charity ensures internal control systems are in place with documented procedures, approved by the Board, for financial matters. | 6.2.3 | Complied |

### Asset Management

- |    |   |       |          |
|----|---|-------|----------|
| 16 | The charity discloses its reserves policy in the annual report. | 6.3.1 | Complied |
|----|---|-------|----------|

## DISCLOSURE & TRANSPARENCY

- |    |  |        |                |                                   |
|----|--|--------|----------------|-----------------------------------|
| 17 | The charity makes available to its stakeholders an annual report. (Financial accounts are tabled at the Annual General Meeting, if required by the governing document).  | 8.1.1  | Complied       |                                   |
| 18 | Board members are not remunerated for their Board services.  | 8.1.2a | Complied       |                                   |
| 19 | The charity discloses the exact remuneration and benefits received by each individual Board member in the annual report.   | 8.1.2b | Not applicable | Board members are not remunerated |
| 20 | The charity discloses annual remuneration of the top three key executives in salary bands of less than \$100,000, and subsequent bands of \$50,000 in the annual report. | 8.1.3  | Complied       |                                   |

## PUBLIC RELATIONS & CORPORATE COMMUNICATIONS

- |    |   |       |          |
|----|---|-------|----------|
| 21 | The charity communicates its mission, programmes or activities to key stakeholders. | 9.1.1 | Complied |
|----|---|-------|----------|

# human resource and administration

## A Dynamic Force, an Effective Organisation

In the year, 124 staff were employed in SPD, including 14 craftsmen at the Production Workshop and four designers with disabilities at the Multimedia Centre.

SPD made good use of training funds provided by the Government such as NCSS' VWOs-Charities Capability Fund and AIC's Healthcare Manpower Development Programme, to allow staff to upgrade and further develop their skills through training courses, overseas attachments and post-graduate courses.

Overall, SPD invested close to \$140,000 on training, representing over 3% of payroll.

### Recreation and Welfare

Social and recreational activities were organised throughout the year by different departments to foster teamwork and promote interaction. They included a National Day celebration, Christmas party, Lunar New Year celebration and Staff Day and Annual Dinner.

### Estate Management

The department continued to work closely with the private operator handling SPD's estate management to ensure the provision of quality building maintenance and housekeeping for staff and clients.

### Transport

SPD provides transport service to ferry clients who are unable to take public transportation to SPD for programmes and services.

A fresh tender was called in October 2010 and Caring Fleet was awarded the contract in January 2011 to complement SPD's existing transport provider.

In the year, SPD's transport service provided daily door-to-door service and shuttle runs between Tiong Bahru Plaza and SPD Ability Centre that benefitted more than 250 clients.



# financial statements

“ *Optimism is the faith that leads to achievement.  
Nothing can be done without hope and confidence.* ”

– Helen Keller



**The Society for the Physically Disabled**  
(Registered In Singapore)

**Financial Statements  
for the Year Ended 31 March 2011**

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**CONTENTS**

Statement by the Board of Management	<b>77</b>
Report of the Auditors to the Members of The Society for the Physically Disabled	<b>78</b>
Statement of Financial Position	<b>80</b>
Statement of Comprehensive Income	<b>81</b>
Statement of Changes in Funds	<b>83</b>
Statement of Cash Flows	<b>84</b>
Notes to the Financial Statements	<b>86</b>

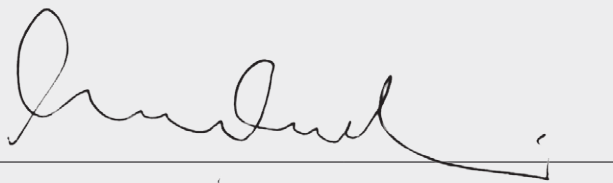
## The Society for the Physically Disabled (Registered in Singapore)

### Statement by the Board of Management

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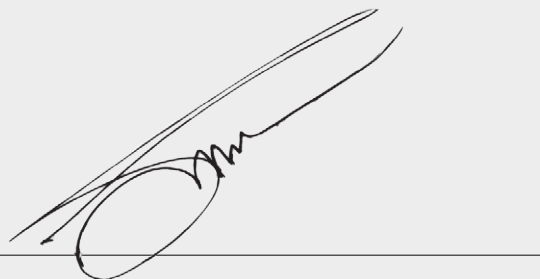
In the opinion of the Board of Management, the accompanying statement of financial position, statement of comprehensive income, statement of changes in funds and statement of cash flows together with the notes thereto are drawn up so as to give a true and fair view of the state of affairs of the Society as at 31 March 2011, and of the results of the activities, changes in funds and the cash flows of the Society for the year then ended.

On behalf of the Board of Management,



**CHIA YONG YONG**

President



**SOH CHEE KEONG**

Honorary Treasurer

Singapore  
27 June 2011



# Report of the Auditors to the Members of The Society for the Physically Disabled (Registered in Singapore)

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## Report on the Financial Statements

We have audited the accompanying financial statements of The Society for the Physically Disabled ('the Society'), which comprise the statement of financial position as at 31 March 2011, and the statement of comprehensive income, statement of changes in funds 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 Societies Act, Chapter 311 ('the Act') 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 balance sheets 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 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 judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal 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.

## 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 Society as at 31 March 2011 and of the results, changes in funds and cash flows of the Society for the year ended on that date.

## Report of the Auditors to the Members of The Society for the Physically Disabled (Registered in Singapore)

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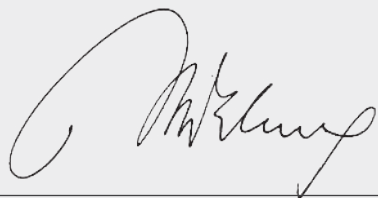
### Report On Other Legal and Regulatory Requirements

In our opinion,

- (a) the accounting and other records required by the Act to be kept by the Society have been properly kept in accordance with the provisions of the Act; and
- (b) the fund raising appeals held for the year ended 31 March 2011 have been carried out in accordance with regulation 6 of the Societies Regulations issued under the Act and proper accounts and other records have been kept of the fund raising appeals.

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

- (a) the donation and other receipts of the Society were not used for approved projects and the purposes intended; and
- (b) the 30% cap mentioned under Regulation 15 of the Charities Act, Chapter 37 (Institutions Of A Public Character) Regulations 2007 has been exceeded.



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**SUHAIMI SALLEH & ASSOCIATES**

Public Accountants and  
Certified Public Accountants  
Singapore  
27 June 2011

# The Society for the Physically Disabled

(Registered in Singapore)

## Statement of Financial Position as at 31 March 2011

	Notes	2011 S\$	2010 S\$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	3	5,577,877	5,235,676
Fixed deposits	4	4,228,553	2,082,253
Trade and other receivables	5	2,707,196	2,127,141
Prepayments		14,029	16,253
Inventories	7	169,697	36,872
		<u>12,697,352</u>	<u>9,498,195</u>
<b>NON-CURRENT ASSET</b>			
Property, plant and equipment	6	6,746,740	7,928,118
		<u>19,444,092</u>	<u>17,426,313</u>
<b>TOTAL ASSETS</b>			
<b>FUNDS AND LIABILITIES</b>			
<b>CURRENT LIABILITY</b>			
Trade and other payables	8	2,252,312	1,260,641
<b>NON-CURRENT LIABILITY</b>			
Deferred capital donations and grants	9	6,212,926	7,309,618
		<u>8,465,238</u>	<u>8,570,259</u>
<b>TOTAL LIABILITIES</b>			
<b>FUNDS</b>			
Accumulated general fund	10a	9,945,291	7,826,235
Lee Boon Huat education fund	10b	132,226	132,171
Sinking fund	10c	901,337	897,648
		<u>10,978,854</u>	<u>8,856,054</u>
		<u>19,444,092</u>	<u>17,426,313</u>
<b>TOTAL FUNDS AND LIABILITIES</b>			

The accompanying notes form an integral part of these financial statements

## The Society for the Physically Disabled

(Registered in Singapore)

### Statement of Comprehensive Income for the Year Ended 31 March 2011

	Notes	2011 S\$	2010 S\$
<b>INCOME</b>			
Donations		<b>6,056,853</b>	4,671,850
Grants and funding		<b>3,612,680</b>	4,096,999
Programme and transport fees		<b>1,402,291</b>	1,174,041
Amortisation of deferred capital donations and grants	9	<b>1,137,584</b>	1,174,263
Sales of work		<b>506,688</b>	436,532
Bank interest		<b>32,778</b>	22,543
Miscellaneous income		<b>23,129</b>	20,713
Gain on disposal of property, plant and equipment		<b>1,065</b>	1,451
Membership fees		<b>490</b>	120
		<b>12,773,558</b>	11,598,512
<b>EXPENDITURES</b>			
Staff cost	13	<b>5,420,231</b>	4,892,759
Depreciation of property, plant and equipment	6	<b>1,400,328</b>	1,477,469
Fund raising costs		<b>875,077</b>	685,869
Transport assistance to clients		<b>625,594</b>	616,563
Expenses relating to sales of work	11	<b>544,951</b>	532,212
Public education expenses		<b>491,006</b>	384,881
Repairs and maintenance: land and building		<b>254,565</b>	201,546
Utilities		<b>184,896</b>	183,704
Education grant		<b>128,592</b>	141,224
Supplies and materials		<b>106,538</b>	106,047
Specific assistance to clients		<b>97,731</b>	54,419
Staff benefits	13	<b>95,050</b>	74,824
Professional fees		<b>87,041</b>	97,265
Staff training		<b>81,680</b>	76,707
Insurance		<b>41,811</b>	35,920
Communications		<b>39,942</b>	41,496
Repairs and maintenance: vehicles		<b>32,347</b>	51,079
Staff transport claim		<b>30,602</b>	25,859
Repairs and maintenance: equipment		<b>21,066</b>	9,619

The accompanying notes form an integral part of these financial statements

# The Society for the Physically Disabled

(Registered In Singapore)

## Statement of Comprehensive Income for the Year Ended 31 March 2011

	Notes	2011 S\$	2010 S\$
Rental of premises		19,804	19,739
Property, plant and equipment expensed off		19,242	55,458
Rental of office equipment		16,287	19,622
Miscellaneous expenses		11,269	4,780
Recruitment expenses		11,171	12,525
Volunteer development and recognition		7,826	4,986
Subscription		4,896	4,087
Bank charges		1,176	2,195
Property, plant and equipment written-off		39	883
Bad debts and allowance for debt impairment		-	14,537
		<b>10,650,758</b>	<b>9,828,274</b>
<b>SURPLUS FOR THE YEAR</b>		<b>2,122,800</b>	<b>1,770,238</b>
<b>Surplus allocated to:</b>			
Accumulated general fund	10a	2,119,056	1,765,839
Lee Boon Huat education fund	10b	55	565
Sinking fund	10c	3,689	3,834
		<b>2,122,800</b>	<b>1,770,238</b>

The accompanying notes form an integral part of these financial statements

## The Society for the Physically Disabled

(Registered In Singapore)

### Statement of Changes in Funds for the Year Ended 31 March 2011

	Accumulated General Fund S\$	Lee Boon Huat Education Fund S\$	Sinking Fund S\$	Total S\$
Balance at 1 April 2009	6,060,396	131,606	893,814	7,085,816
Surplus for the year	1,765,839	565	3,834	1,770,238
<b>Balance at 31 March 2010 and 1 April 2010</b>	<b>7,826,235</b>	<b>132,171</b>	<b>897,648</b>	<b>8,856,054</b>
Surplus for the year	2,119,056	55	3,689	2,122,800
<b>Balance at 31 March 2011</b>	<b>9,945,291</b>	<b>132,226</b>	<b>901,337</b>	<b>10,978,854</b>

# The Society for the Physically Disabled

(Registered In Singapore)

## Statement of Cash Flows for the Year Ended 31 March 2011

	Notes	2011 S\$	2010 S\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Operating surplus for the year		2,122,800	1,770,238
Adjustments for:			
Depreciation of property, plant and equipment	6	1,400,328	1,477,469
Loss on disposal of property, plant and equipment		39	883
Gain on disposal of property, plant and equipment		(1,065)	(1,451)
Donations-in-kind		(29,450)	(13,632)
Amortisation of deferred capital donations and grants	9	(1,137,584)	(1,174,263)
Bad debts and allowance for debt impairment		-	14,537
Interest income earned		(32,778)	(22,543)
Reversal of allowance for debt impairment		(290)	-
<b>Operating surplus before working capital changes</b>		<b>2,322,000</b>	<b>2,051,238</b>
(Increase)/decrease in inventories		(103,375)	3,884
(Increase)/decrease in trade and other receivables		(573,644)	88,009
Decrease/(increase) in prepayments		2,224	(5,011)
Increase/(decrease) in operating payables		991,671	(722,323)
<b>Net cash flows generated from operating activities</b>		<b>2,638,876</b>	<b>1,415,797</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Investment in fixed deposits		(2,146,300)	(1,005,933)
Interest income received		26,657	22,730
Proceeds from disposal of property, plant and equipment		1,065	1,451
Purchase of property, plant and equipment	6	(218,989)	(164,732)
<b>Net cash flows used in investing activities</b>		<b>(2,337,567)</b>	<b>(1,146,484)</b>

The accompanying notes form an integral part of these financial statements

## The Society for the Physically Disabled

(Registered In Singapore)

### Statement of Cash Flows for the Year Ended 31 March 2011

	Notes	2011 S\$	2010 S\$
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Deferred capital donations received	9	40,892	76,066
<b>Net cash flows generated from financing activities</b>		<b>40,892</b>	<b>76,066</b>
<b>Net increase in cash and cash equivalents</b>		<b>342,201</b>	<b>345,379</b>
<b>Cash and cash equivalents brought forward</b>		<b>5,235,676</b>	<b>4,890,297</b>
<b>Cash and cash equivalents carried forward</b>	3	<b>5,577,877</b>	<b>5,235,676</b>
<b>Cash and cash equivalents carried forward comprise:</b>			
Cash at bank		2,337,141	1,372,169
Short-term bank deposits		3,233,066	3,855,837
Cash in hand		7,670	7,670
<b>Cash and cash equivalents</b>	3	<b>5,577,877</b>	<b>5,235,676</b>

The accompanying notes form an integral part of these financial statements



# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

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### 1. Corporate Information

The Society is registered under the Societies Act, Chapter 311 and is domiciled in the Republic of Singapore. Its Unique Entity Number (UEN) is S64SS0052D.

The registered address of the Society is located at 2 Peng Nguan Street, SPD Ability Centre, Singapore 168955.

The principal activities of the Society are the promotion, development and provision of welfare programmes and services to people with physical disabilities, so as to develop their potential to the fullest.

### 2. Summary of Significant Accounting Policies and Estimates

#### (a) Statement of compliance

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (FRS).

#### (b) Basis of preparation

##### (i) Functional and presentation currency

The financial statements are expressed in Singapore dollars which is the Society's functional and presentation currency.

##### (ii) Basis of measurement

The financial statements have been prepared under the historical cost convention except as described in the accounting policies below.

#### (c) Interpretations and amendments to FRS

In the current financial year, the Society has adopted all the new and revised FRS and interpretations of FRS ("INT FRS") that are relevant to its operations and effective in the current financial year. The adoption of the standard did not have any material effect on the financial statements.

##### (i) Standards issued but not yet effective

The new/revised FRS, INT FRS and amendments to FRSs that were issued at the date of authorisation of these financial statements but not yet effective until future periods have not been adopted in the preparation of these financial statements. Management believes that the adoption of the revised standards and interpretations will have no material impact on the financial statements in the period of initial application.

#### (d) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any. All items of property, plant and equipment are initially recorded at cost.

The initial cost of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Any trade discounts and rebates are deducted in arriving at purchase price. Expenditure incurred after the property, plant and equipment have been

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

### 2. Summary of Significant Accounting Policies and Estimates (Continued)

#### (d) Property, plant and equipment (Continued)

put into operation, such as repairs and maintenance and overhaul costs, is normally charged to the statement of comprehensive income in the period in which the costs are incurred. In situations where it can be clearly demonstrated that the expenditure has resulted in an increase in the future economic benefits expected to be obtained from the use of an item of property, plant and equipment beyond its originally assessed standard of performance, the expenditure is capitalised as an additional cost of property, plant and equipment.

Individual asset items in excess of S\$500 are capitalised when acquired.

Depreciation is computed on a straight-line basis over the estimated useful life of the assets as follows:

Leasehold building	5 – 25 years
Assistive devices and technical aids	3 – 5 years
Computer equipment	3 years
Office equipment, furniture and fittings	5 – 10 years
Motor vehicles	5 years
Satellite centre	5 years
Electrical equipment	5 years
Machinery	10 years

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets or, where shorter, the term of the relevant lease.

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

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

#### (e) Impairment of non-financial assets

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Whenever, the carrying amount of an asset exceeds its recoverable amount, an impairment loss is recognised in the statement of comprehensive income.

Reversal of impairment losses recognised in prior years is recorded when there is an indication that the impairment losses recognised for the asset no longer exist or have decreased. The reversal is recorded in income.

However, the increased carrying amount of an asset due to a reversal of an impairment loss is recognised to the extent it does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for that asset in prior years.

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

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### 2. Summary of Significant Accounting Policies and Estimates (Continued)

#### (f) Inventories

Inventories comprising mainly raw materials for book-binding and photo albums and finished goods such as photo albums and hand-made notebooks are valued at the lower of cost and net realisable value. Cost is determined on an annual weighted average basis and includes freight and handling charges. Allowance is made where necessary for obsolete, slow-moving and defective inventory in arriving at the net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Donated stocks for resale are valued at net realisable value and donated stock of gift vouchers and petrol cash cards are valued based on their face value.

#### (g) Financial assets

Financial assets are recognised on the statement of financial position when, and only when, the Society becomes a party to the contractual provisions of the financial instrument.

##### (i) Classification

##### Loans and receivable

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and

receivables. Such assets are initially recorded at fair value plus directly attributable transaction costs. Subsequent to initial recognition, such assets are carried at amortised cost using the effective interest method. Gains and losses are recognised in the statement of comprehensive income when the loans and receivables are derecognised or impaired, as well as through the amortisation process.

The Society's financial assets under loans and receivables are cash and cash equivalents, trade and other receivables and fixed deposits.

The Society does not have any other category of financial assets other than loans and receivables.

##### (ii) Impairment

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

If there is objective evidence that an impairment loss on loans and receivables carried at amortised costs 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. The carrying amount of the assets is reduced through the use of an allowance account. The amount of the loss is recognised in the statement of comprehensive income.

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

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### 2. Summary of Significant Accounting Policies and Estimates (Continued)

#### (g) Financial assets (Continued)

##### (ii) Impairment (Continued)

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. Any subsequent reversal of an impairment loss is recognised in the statement of comprehensive income, to the extent that the carrying value of the assets does not exceed its amortised cost at the reversal date.

#### (h) Financial liabilities

Financial liabilities include trade payables and other payables. Financial liabilities are recognised in the statement of financial position when, and only when, the Society becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value of consideration received less directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

Gains and losses are recognised in the statement of comprehensive income when the liabilities are derecognised as well as through the amortisation process.

#### (i) Derecognition of financial assets and financial liabilities

A financial asset is derecognised where the contractual rights to receive cash flows from the asset have expired. On derecognition of a financial asset, the difference between the carrying amount and the sum of the consideration received is recognised in the statement of comprehensive income.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or has expired. Where an existing financial liability 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 derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the statement of comprehensive income.

#### (j) Cash and cash equivalents

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

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

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### 2. Summary of Significant Accounting Policies and Estimates (Continued)

#### (k) Provisions

Provisions are recognised when the Society has a present obligation (legal or constructive) where as a result of past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligations and a reliable estimate can be made of the amount of obligation. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate.

#### (l) Leases

##### (i) Operating lease

Leases are classified as operating leases when the lessor effectively retains substantially all the risks and benefits of ownership of the leased item. Operating lease payments are recognised as an expense in the statement of comprehensive income 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.

##### (ii) Finance lease/Hire purchase lease

Leases of assets which the Society assumes substantially the risks and rewards of ownership are classified as finance leases.

Finance leases are capitalised at the inception of the lease at the lower of the fair value of the leased property, plant and equipment and the present value of the minimum lease payments.

Each lease payment is allocated between the liability and the finance charges so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in borrowings. The interest element of the finance cost is taken to the statement of comprehensive income on the remaining balance of the liability for each period.

#### (m) Contingencies

Contingent liabilities are not recognised in the financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognised in the financial statements but disclosed when an inflow of economic benefit is probable.

#### (n) Deferred capital donations and grants

Deferred capital donations and grants represents:

- (i) Deferred capital fund transferred from building fund upon completion of the construction of building or at a distinct phase of the construction for the purpose of identifying the utilisation of building construction and its related expenditures; and

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

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### 2. Summary of Significant Accounting Policies and Estimates (Continued)

#### (n) Deferred capital donations and grants (Continued)

- (ii) Deferred capital fund received/receivable for purchase of property, plant and equipment.

Deferred capital donations and grants is systematically amortised to the statement of comprehensive income and expenditure statement over the estimated useful life of the relevant property, plant and equipment.

#### (o) Recognition of income

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Society and the revenue can be reliably measured. Revenue is measured at fair value of the consideration received or receivable. The following specific recognition criteria must also be met before revenue is recognised:

##### (i) Donations

Donations are recognised when received. Income recognition is only deferred when the donor specifies that the donations can only be used in future accounting periods or the donor has imposed certain conditions which must be met before the Society has unconditional entitlement.

##### (ii) Grants

Grants are not recognised until there is reasonable assurance that the grant will be

received and all conditions attached to it will be complied. Grants for capital expenditures are recognised as deferred capital grant in the statement of financial position. Income is recognised on a systematic basis over the useful life of the assets purchased.

##### (iii) Programme and transport fees

Programme and transport fees represent income from rendering of services to people with physical disabilities. Such fees are recognised as income once the services are rendered.

##### (iv) Interest

Interest income is recognised as the interest accrues based on the effective interest method.

##### (p) Finance costs

Interest expenses and similar charges are expensed in the statement of comprehensive income in the period in which they are incurred, except to the extent that they are capitalised as being directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial period of time to prepare for its intended use or sales.

##### (q) Employee benefits

##### (i) Pensions & other past employment benefits

The Society makes contributions to the Central Provident Fund Scheme in Singapore, a defined contribution pension scheme. These contributions are recognised as an expense in the period in which the related service is performed.

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

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### 2. Summary of Significant Accounting Policies and Estimates (Continued)

#### (q) Employee benefits (Continued)

##### (ii) Employee leave entitlement

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

#### (r) Significant accounting judgements and estimates

The preparation of the Society's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future. They are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

Judgements. In the process of applying the Society's accounting policies, management did not make any judgement, apart from those involving estimations, which has a significant effect on the amounts recognised in the financial statements.

Estimates and Assumptions. The key assumptions concerning the future and other key sources of estimation involving uncertainty at the statement of financial position date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

#### (i) Estimated useful lives of property, plant and equipment

Management determines the estimated useful lives and the related depreciation for its property, plant and equipment based on the period over which the property, plant and equipment are expected to provide economic benefits. Management's estimation of the useful lives of property, plant and equipment is based on collective assessment of industry practice, internal technical evaluation and experience with similar assets.

These estimations are reviewed periodically and could change significantly due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of property and equipment and intangible assets. Management will increase the depreciation where useful lives are less than what have previously been estimated.

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

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### 2. Summary of Significant Accounting Policies and Estimates (Continued)

#### (r) Significant accounting judgements and estimates (Continued)

##### (i) Estimated useful lives of property, plant and equipment (Continued)

A reduction in the estimated useful lives of property, plant and equipment and would increase recorded expenses and decrease non-current assets. Based on management's assessment, no change in the estimated useful lives of property, plant and equipment is required as of the reporting date. The carrying value of property, plant and equipment as of 31 March 2011 and 2010 amounted to S\$6,746,740 and S\$7,928,118 respectively.

##### (ii) Estimated allowance for impairment of receivables

The Society assesses whether objective evidence of impairment exists for receivables that are individually significant, and collectively for receivables that are not individually significant. Allowance for impairment of receivables is maintained at a level considered adequate to provide for potentially uncollectible receivables.

Trade and other receivables amounted to S\$2,707,196 and S\$2,127,141 as of 31 March 2011 and 2010, respectively. Based on management's assessment, no allowance

for debt impairment is required in 2011. In the previous year however, allowance for debt impairment was S\$290.

##### (iii) Impairment of non-financial assets

FRS requires that an impairment review be performed when certain impairment indicators are present.

Property, plant and equipment are subject to impairment test or whenever there is a strong indication that the asset is impaired. This requires significant judgement of the duration, extent and other factors to which the fair value of the property, plant and equipment is less than its carrying amount, including factors such as industry and sector performance, changes in technology and operational and financing cash flow.

Based on management's evaluation no allowance for impairment losses of property, plant and equipment is required as of 31 March 2011 and 2010.

##### (s) Events after the reporting date

Post year-end events that provide additional information about the Society's position at the reporting date (adjusting events) are reflected in the financial statements. Post year-end events that are not adjusting events are disclosed in the notes to the financial statements when material.



# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

### 3. Cash and Cash Equivalent

	2011 S\$	2010 S\$
Cash at bank	2,337,141	1,372,169
Cash in hand	7,670	7,670
Short-term bank deposits	3,233,066	3,855,837
	<u>5,577,877</u>	<u>5,235,676</u>

### 4. Fixed Deposits

	2011 S\$	2010 S\$
Fixed deposits	<u>4,228,553</u>	<u>2,082,253</u>

The fixed deposits have an effective interest rate of return of 0.29% to 0.52% (2010: 0.4075% to 0.4650%) per annum and an average maturity of up to 273 days (2010: 153 days).

### 5. Trade and other Receivables

	2011 S\$	2010 S\$
Trade receivables	132,396	137,222
Less: Allowance for debt impairment	-	(290)
	<u>132,396</u>	<u>136,932</u>
Grant receivable	544,476	424,900
Deposits and other receivables	2,030,324	1,565,309
	<u>2,707,196</u>	<u>2,127,141</u>

**The Society for the Physically Disabled**  
(Registered In Singapore)

**Notes to the Financial Statements  
for the Year Ended 31 March 2011**

**6. Property, Plant and Equipment**

2011	Leasehold Building S\$	Assistive Devices/ Technical Aids S\$	Computer Equipment S\$	Office Equipment, Furniture and Fittings S\$	Motor Vehicles S\$	Satellite Centre S\$	Electrical Equipment S\$	Machinery S\$	Total S\$
<b>Cost</b>									
At 1 April 2010	14,261,478	1,307,002	1,084,070	1,070,460	502,935	326,559	161,439	48,864	18,762,807
Purchases	5,571	14,203	118,824	1,442	66,068	-	12,881	-	218,989
Donations-in-kind	-	-	-	-	-	-	-	-	-
Adjustment	-	-	1,520	-	(95,794)	-	-	-	1,520
Disposals	-	(2,466)	-	(16,060)	-	-	(42,127)	(7,599)	(164,046)
<b>At 31 March 2011</b>	<b>14,267,049</b>	<b>1,318,739</b>	<b>1,204,414</b>	<b>1,055,842</b>	<b>473,209</b>	<b>326,559</b>	<b>132,193</b>	<b>41,265</b>	<b>18,819,270</b>
<b>Accumulated depreciation and impairment losses</b>									
At 1 April 2010	7,621,521	933,154	728,674	789,654	460,300	185,051	89,466	26,869	10,834,689
Depreciation for the year	659,068	310,150	245,522	65,403	29,332	65,311	21,852	3,690	1,400,328
Adjustment	-	-	1,520	-	-	-	-	-	1,520
Disposals	-	(2,466)	-	(16,060)	(95,794)	-	(42,088)	(7,599)	(164,007)
<b>At 31 March 2011</b>	<b>8,280,589</b>	<b>1,240,838</b>	<b>975,716</b>	<b>838,997</b>	<b>393,838</b>	<b>250,362</b>	<b>69,230</b>	<b>22,960</b>	<b>12,072,530</b>
<b>Net carrying value</b>									
<b>At 31 March 2011</b>	<b>5,986,460</b>	<b>77,901</b>	<b>228,698</b>	<b>216,845</b>	<b>79,371</b>	<b>76,197</b>	<b>62,963</b>	<b>18,305</b>	<b>6,746,740</b>
<b>2010</b>									
<b>Cost</b>									
At 1 April 2009	14,261,478	1,299,546	982,900	1,074,100	556,038	326,559	120,748	48,864	18,670,233
Purchases	-	7,456	89,058	21,201	-	-	47,017	-	164,732
Donations-in-kind	-	-	13,632	-	-	-	-	-	13,632
Disposals	-	-	(1,520)	(24,841)	(53,103)	-	(6,326)	-	(85,790)
<b>At 31 March 2010</b>	<b>14,261,478</b>	<b>1,307,002</b>	<b>1,084,070</b>	<b>1,070,460</b>	<b>502,935</b>	<b>326,559</b>	<b>161,439</b>	<b>48,864</b>	<b>18,762,807</b>
<b>Accumulated depreciation and impairment losses</b>									
At 1 April 2009	6,963,289	569,282	467,731	748,924	473,479	119,739	77,102	22,581	9,442,127
Depreciation for the year	658,232	363,872	262,463	65,571	39,924	65,312	17,807	4,288	1,477,469
Disposals	-	-	(1,520)	(24,841)	(53,103)	-	(5,443)	-	(84,907)
<b>At 31 March 2010</b>	<b>7,621,521</b>	<b>933,154</b>	<b>728,674</b>	<b>789,654</b>	<b>460,300</b>	<b>185,051</b>	<b>89,466</b>	<b>26,869</b>	<b>10,834,689</b>
<b>Net carrying value</b>									
<b>At 31 March 2010</b>	<b>6,639,957</b>	<b>373,848</b>	<b>355,396</b>	<b>280,806</b>	<b>42,635</b>	<b>141,508</b>	<b>71,973</b>	<b>21,995</b>	<b>7,928,118</b>

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

### 7. Inventories

	2011 S\$	2010 S\$
Donated stocks for resale	29,450	-
Gift vouchers and petrol cash cards	114,000	-
Raw materials	12,778	15,120
Finished goods	13,469	21,752
	<u>169,697</u>	<u>36,872</u>

### 8. Trade and other Payables

	2011 S\$	2010 S\$
Trade payables	766,491	157,407
Other payables	14,046	24,345
Advance receipts	551,715	399,912
Accruals	919,360	678,277
Deposits received	700	700
	<u>2,252,312</u>	<u>1,260,641</u>

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

### 9. Deferred Capital Donations and Grants

	Building fund S\$	IDA grant S\$	MCYS grant S\$	Tote Board grant S\$	Total S\$
<b>Cost</b>					
At 1 April 2009	14,568,321	1,249,113	538,891	29,938	16,386,263
Additions during the year	-	7,692	64,775	3,599	76,066
Disposals during the year	(43,392)	-	-	-	(43,392)
<b>At 31 March 2010 and 1 April 2010</b>	<b>14,524,929</b>	<b>1,256,805</b>	<b>603,666</b>	<b>33,537</b>	<b>16,418,937</b>
<b>Additions during the year</b>	<b>-</b>	<b>40,892</b>	<b>-</b>	<b>-</b>	<b>40,892</b>
<b>Disposals during the year</b>	<b>(12,532)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(12,532)</b>
<b>At 31 March 2011</b>	<b>14,512,397</b>	<b>1,297,697</b>	<b>603,666</b>	<b>33,537</b>	<b>16,447,297</b>
<b>Accumulated amortisation</b>					
At 1 April 2009	(7,520,599)	(408,165)	(47,069)	(2,615)	(7,978,448)
Additions during the year	(661,030)	(406,231)	(101,370)	(5,632)	(1,174,263)
Disposals during the year	43,392	-	-	-	43,392
<b>At 31 March 2010 and 1 April 2010</b>	<b>(8,138,237)</b>	<b>(814,396)</b>	<b>(148,439)</b>	<b>(8,247)</b>	<b>(9,109,319)</b>
<b>Additions during the year</b>	<b>(661,030)</b>	<b>(357,388)</b>	<b>(112,894)</b>	<b>(6,272)</b>	<b>(1,137,584)</b>
<b>Disposals during the year</b>	<b>12,532</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,532</b>
<b>At 31 March 2011</b>	<b>(8,786,735)</b>	<b>(1,171,784)</b>	<b>(261,333)</b>	<b>(14,519)</b>	<b>(10,234,371)</b>
<b>Net carrying value</b>					
At 31 March 2010	6,386,692	442,409	455,227	25,290	7,309,618
<b>At 31 March 2011</b>	<b>5,725,662</b>	<b>125,913</b>	<b>342,333</b>	<b>19,018</b>	<b>6,212,926</b>

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

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### 9. Deferred Capital Donations and Grants (Continued)

(i) Deferred capital donations and grants for building refers to deferred capital fund transferred from building fund upon completion of the construction of building.

(ii) Infocomm Development Authority of Singapore (IDA) has awarded the Society a grant to set up an Infocomm Accessibility Centre (IAC). This grant commences from 1 September 2007 and spans across three years. It covers both capital and operating expenditure. The capital portion, incurred to date is reflected above and the operating expenditure portion has been included in the statement of comprehensive income.

This centre is set up to provide training in infocomm technology across disability types, including physical disabilities, sensory impairments and developmental disabilities. It is equipped with a wide range of assistive technology devices to help people with special needs to overcome their limitations.

(iii) The Ministry of Community Development, Youth and Sports (MCYS) and the Singapore Totalisator Board (Tote Board) co-funded the setup of the Society's Information Technology Apprenticeship Programme (ITAP). The funding covers both capital and operating expenditure. The capital portion, incurred to date is reflected above and the operating expenditure portion has been included in the statement of comprehensive income.

The Society's IT Apprenticeship Programme serves to bridge the gap between training and employment for people with disabilities. It provides on-the-job training and structured courses to equip trainees with the necessary skills set for employment.

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

### 10. Funds

#### (a) Accumulated general fund

	2011 S\$	2010 S\$
Balance at the beginning of the year	7,826,235	6,060,396
Income	12,769,814	11,592,661
Amount utilised during the year	(10,650,758)	(9,826,822)
Surplus for the year	2,119,056	1,765,839
At end of year	9,945,291	7,826,235

The accumulated general fund is for the purpose of meeting operating expenses incurred by the Society. It comprises both solicited funds and funds received from the government and the National Council of Social Service as well as programme fees and other income.

#### (b) Lee Boon Huat education fund

	2011 S\$	2010 S\$
Balance at the beginning of the year	132,171	131,606
Other income	55	565
At end of year	132,226	132,171

The fund is for the provision of education assistance to needy and deserving disabled students or students with disabled parents.

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

### 10. Funds (Continued)

#### (c) Sinking Fund

	2011 S\$	2010 S\$
Balance at the beginning of the year	897,648	893,814
Other income	3,689	3,834
At end of year	<u>901,337</u>	<u>897,648</u>

The sinking fund is for the purpose of meeting cost of major repairs and replacements.

### 11. Expenses Relating to Sales of Work

	2011 S\$	2010 S\$
Cost of sales:		
Opening inventory	36,872	40,756
Purchases	113,466	90,834
Closing inventory	(26,247)	(36,872)
	<u>124,091</u>	<u>94,718</u>
Other expenses		
Transport	6,600	14,540
Workers salaries and related cost [include CPF of S\$20,103 (2010 - S\$19,167)]	231,083	224,225
Trainees' allowances	151,226	157,152
Trainees' and workers' benefit	31,951	41,577
	<u>544,951</u>	<u>532,212</u>

## The Society for the Physically Disabled

(Registered In Singapore)

### Notes to the Financial Statements for the Year Ended 31 March 2011

#### 12. Donations

	2011 S\$	2010 S\$
Gross donations and sponsorships	<b>6,056,853</b>	4,671,850
Direct cost of fund raising expenses	<b>(875,077)</b>	(685,869)
Percentage of direct fund raising expenses over gross donations and sponsorships	<b>14%</b>	15%

A major fund raising event "SPD Charity Show" was staged on 13 March 2011 to raise funds and create awareness of the Society's services and programmes.

#### 13. Employee Benefits

	2011 S\$	2010 S\$
Salaries and bonus	<b>4,773,023</b>	4,318,633
Employer's CPF contributions	<b>647,208</b>	574,126
Staff cost	<b>5,420,231</b>	4,892,759
Other short-term benefits (i.e. medical, insurance premiums, welfare and long service awards)	<b>95,050</b>	74,824
	<b>5,515,281</b>	4,967,583

#### 14. Key Management Remuneration

Included in staff salaries and related costs is key management remuneration and key management employer CPF contribution amounting to S\$716,791 (2010 - S\$804,119) and S\$71,929 (2010 - S\$74,952) respectively.



# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

### 15. Operating Lease Commitments

At the balance sheet date, the Society was committed to making the following lease rental payments under non-cancellable operating leases for office equipment:

	2011 S\$	2010 S\$
Payable within 1 year	15,396	15,396
After 1 year but within 5 years	28,362	43,758
	<u>43,758</u>	<u>59,154</u>

### 16. Tax-Exempt Receipts

During the financial year, the Society issued tax-exempt receipts for donations collected amounting to S\$5,050,254 (2010: S\$2,767,159).

### 17. Income Tax

The Society is an approved charity organisation under the Charities Act, Chapter 37. It is also an institution of public character under the Income Tax Act, Chapter 134. No provision for taxation has been made in the financial statements as the Society is exempt from income tax in accordance with the provisions of Section 13(1)(zm) of the Income Tax Act, Chapter 134.

### 18. Financial Risk Management Objectives and Policies

The Society is exposed to various financial risks arising from its operations. The key financial risks include interest rates risk, credit risk and liquidity risk. The Society's Board of Management reviews and agrees policies and procedures for the management of these risks.

The following describes the Society's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks:

## The Society for the Physically Disabled (Registered In Singapore)

### Notes to the Financial Statements for the Year Ended 31 March 2011

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#### 18. Financial Risk Management Objectives and Policies (Continued)

##### Interest rate risk

This is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Society's income and operating cash flows are substantially independent of changes in market rates as it has no significant interest bearing assets or liabilities except for short-term and fixed deposits where interest earned is not significant.

The sensitivity analysis for interest rate is not disclosed as the effect on the financial statements is not expected to be significant.

##### Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Society. The Society's exposure to credit risk arises primarily from trade and other receivables. Other financial assets (including bank deposits) presents insignificant risks as the Society exclusively deals with high credit rating counterparties.

As at balance sheet date, there were no significant concentrations of credit risk. Cash is placed with financial institution of good standing. The maximum exposure to credit risk is represented by the carrying amount of each financial asset as indicated in the statement of financial position.

##### Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulty in meeting financial obligations due to shortage of funds. The Society's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Society manages the liquidity risk by maintaining adequate reserve to provide flexibility in meeting the Society's day to day requirements and continuously monitoring forecasts and actual cash flows.

##### Net fair values

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

The Society does not anticipate that the carrying amounts recorded at the statement of financial position date would be significantly different from the values that would eventually be received or settled.

# The Society for the Physically Disabled

(Registered In Singapore)

## Notes to the Financial Statements for the Year Ended 31 March 2011

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### 19. Remuneration Paid to Board of Management

None of the members of the board of management was paid any remuneration during the current and previous year.

### 20. Donations/Grants and Sponsorship to other Charities

The Society did not provide any donations/grants and sponsorship to other charities during the financial year.

### 21. Recommended Accounting Practice 6 (Rap 6)

The accounts of the Society have not been prepared in accordance with RAP 6 which is recommended for all charities in Singapore.

### 22. Authorisation of Financial Statements

The financial statements for the year ended 31 March 2011 were authorised for issue in accordance with a resolution of the board of management on 27 June 2011.

# OUR supporters

## \$100,000 and above

- Far East Organisation
- Haw Par Healthcare Limited
- Loyang Tua Pek Kong
- Microsoft Singapore Pte Ltd
- NatSteel Holdings Pte Ltd
- NTUC Fairprice Foundation
- Pesi B Davar Memorial Donation Fund
- Presto Expat Motoring Services Pte Ltd
- San Wang Wu Ti Religious Society
- Si Tjen Tek Tjin
- Temasek Cares
- The Straits Trading Company Limited
- 许宗成夫妇 and 2 富名士

## \$50,000 - \$99,999

- CapitaLand Hope Foundation
- Chew How Teck Foundation
- FMC Technologies Singapore Pte Ltd
- Gui Boon Pien
- HTC
- Keppel Offshore & Marine Ltd
- Kwan Im Thong Hood Cho Temple
- Marina Bay Sands Pte Ltd
- National Institute of Education
- SMRT Corporation Ltd
- Subaru
- In memory of 严亚权先生
- In memory of 曾俊隆先生
- In memory of 黄亮, 苏亚扁夫妇
- In memory of 翁兴顺先生

## \$10,000 - \$49,999

- Accenture Pte Ltd
- Bengawan Solo Pte Ltd
- Chevron Singapore Pte Ltd
- Chua Chu Huwe
- Credit Suisse
- Estate of Koh Choon Joo
- Freight Links Express Holdings Limited
- Isaac Manasseh Meyer Trust Fund
- Kuan Im Tng Temple (Joo Chiat)
- Kwek Chew Geng
- Lee Chin Cheng
- Lee Foundation Singapore
- Lim Chiang Chuen
- M+W Singapore Pte Ltd
- Maxi-Cash Group Pte Ltd
- McConnell Dowell South East Asia Pte Ltd
- Mellford Private Limited
- Network For Electronic Transfer (Singapore) Pte Ltd
- Obayashi Corporation
- See Cher
- Sembas (Asia) Trading Pte Ltd
- Singapore Island Country Club
- Singapore Totalisator Board
- Teambuild Construction Pte Ltd
- The Grace Shua and Jacob Ballas Charitable Trust
- The Hongkong and Shanghai Banking Corporation Limited
- Tuas Pek Kong Management Council
- Union Energy Corporation Pte Ltd

## \$5,000 - \$9,999

- Alexius Chang Pow Onn
- Asian Warehousing (S) Pte Ltd
- Association of Korean Christian Churches & Missionaries in Singapore
- Canberra Development Pte Ltd
- Cheng Jian Fenn
- Citibank N.A. Singapore
- DBS Bank
- Dick Kwek Jin Fang
- Dilhan Pillay Sandrasegara
- Dionisio Joekins Tiu
- Earth Arts Pte Ltd
- Ecco Venture Pte Ltd
- Far East Management Pte Ltd
- Han Seng Juan
- Hitech Heat Treatment Services Pte Ltd
- Hoe Kee Hardware Pte Ltd
- Hoy Stevedoring Pte Ltd
- Kim Eng Securities Pte Ltd
- Leong Siew Weng Engineering Pte Ltd
- Lim Oon Teik Eugene
- Low Hwee Chua
- LSK Engineering (S) Pte Ltd
- Magnificent Seven Corporation Pte Ltd
- Megaway Engineering & Trading Pte Ltd
- MKS Instruments Inc Singapore Branch
- nTan Corporate Advisory Pte Ltd
- Ong Henry
- Overseas Academic Link Pte Ltd

- Quek Ronnie
- Ramakrishna Mission Sarada Kindergarten
- Singapore Shipping Association
- SK Energy Asia Pte Ltd
- Sng Teck Kong
- Tak Product & Services Pte Ltd
- Tan Phek Wan
- Tan Soo Huat
- Team Accept (Dunman High School) - Citibank-YMCA Youth for Causes
- The Reuben Meyer Trust Fund
- Thoh Jing Heng
- Trans-Orient Shipping Pte Ltd
- Wong Foong Chun
- WongPartnership LLP
- Yangzijiang International (S) Pte Ltd
- Yong Chin Hwee

### \$1,000 - \$4,999

- 1 Picto Design
- A. P. Moller Singapore Pte Ltd
- ACS (International)
- Alex Lee Ngeong
- Alicia Lee Lai Cheng
- Andre Philip Ess
- Ang & Partners
- Ang Bee Eng
- Ang Hwee Yang
- Ann Phua Si Si
- Arigin Pte Ltd
- Asia Enterprises (Private) Limited
- Asiabuild Construction Pte Ltd

- Aupe Multi-Purpose Co-Operative Society Ltd
- Bank Hapoalim (Switzerland) Ltd
- Bey Yong Choon
- Bosch Rexroth Pte Ltd
- Cathay Photo Store Private Limited
- CEI Contract Manufacturing Limited
- Ceva Asia Pacific Holdings Co Pte Ltd
- Chai Mun Cheong
- Chan Hon Sing
- Chan Lian Chai
- Chan Mei Lide
- Char Yong (Dabu) Foundation Ltd
- Charles & Keith (Singapore) Pte Ltd
- Chay Oh Moh
- Cheah Seng Cher
- Cheh Khee
- Cheng Li-Chang
- Cheong Yok Keat
- Chew Choong Cheong
- Chew Luck Choon
- Chia Gek Hui
- Chia Kian Meng Jackson
- Chia Swee Hoon
- Chia Wei Khuan
- Chiang Ging Seng
- Chiang H H
- Chiang Hock Seng Patrick
- Chien Hsiu Fang
- Chinniah Kunnasagan
- Chionh Chye Khye
- Chong Khee Yin
- Chong Kheng Chye

- Chong Ngee Chong
- Chong Pik Wan
- Choo Juan Ming
- Chow Pak Kin
- Chua Buan Ling Alicia
- Chua Hai Kim
- Chua Kim Suan
- Chua Li-Wen
- Combaat Marine Pte Ltd
- ConocoPhilips International Trading Pte Ltd
- Convergent Engineering Pte Ltd
- D. S. Brown Singapore Pte Ltd
- Daniel John
- Dual-Lite Electric Pte Ltd
- Dulcie Fam
- East Asia Law Corporation
- Edipresse Singapore Pte Ltd
- Electromech Electrical Enterprise Co. Pte Ltd
- Elias Park Primary School
- Fusen Development Pte Ltd
- Gan Beng Jin Lloyd
- Gan Chew Kwee
- Gan Kok Tuan
- Gan Soh Har
- Gan Yau Bak Charlie
- Gay Ping Kee
- Gerard de Vaz
- Goh Boon Gay
- Goh Irene
- Goh Kok Hwee
- Goh Pi Lee Beverly
- Goh Siong Kee
- Gracezone Marketing Pte Ltd
- Grandluxe Private Limited
- Gurbinder Singh

- Gwee Tiong Kee Ronald
- Harry Elias
- Heng Gim Kiau
- Heng Guan Joo
- Ho Cheong Weng
- Ho Kian Tiong
- Ho Sau Ling
- Hock Cheong Printing Pte Ltd
- Hoi Hup Realty Pte Ltd
- Holiday Inn Atrium Singapore
- Hong Leong Foundation
- Hong Yang Tool Precision Pte Ltd
- Hoy San Stevedoring Pte Ltd
- Hui Choon Wai
- Ian Marc Rosairo De Vaz
- IKompass Pte Ltd
- In memory of the Late Chua Ah Chew & Choy Bee Yeok
- In memory of Lim Bong Tit (Lim Seng Hock)
- Inter Equip Supplies Pte Ltd
- Intercontinental Hotels Group (Asia Pacific) Pte Ltd
- Interlocal Exim Pte Ltd
- Jeffrey Chan
- Johnson Controls (S) Pte Ltd
- Johnson Tan
- Joseph Grimberg
- Judy Tay
- Kam You Kin
- Kang Peck Tze
- Karuppan Chettiar & Partners
- Keith De Vaz
- Khiew Kim Choy
- Khoo Choon Tin
- Khoo Teck Chuan
- Kim Yew Electrical & Sanitary Pte Ltd
- Kimson Trading (Far East) Pte Ltd
- Koh Meah Hock
- Koh Soo Jin Denis
- Kok Marcus
- Kua Lay Eng
- Kuichi Instrumentation Pte Ltd
- Kwong Evelyn
- L C H (S) Pte Ltd
- L H Waterproofing Specialists Pte Ltd
- Lady Yuen Peng McNeice
- Lai Yock Wah
- Lau Kum Chong
- Lau Mun Loong
- Lee Choon Bok
- Lee Chor Joo
- Lee Kar Hoo Damien
- Lee Keng Cheong
- Lee Kim Tah Foundation
- Lee Pheng Hui Brian
- Lee Seng Quee
- Lee Sim Kuen
- Lee Tuan
- Lee Wei Mun Edmund
- Lee Yih Chyi Yvonne
- Leng Ern Jee Temple
- Leong Wah Kheong
- Lian Bee Metal Pte Ltd
- Lian Ee Hydraulics Pte Ltd
- Lie Mie Mie
- Lim Andy
- Lim Ashley
- Lim Boon Cher Danny
- Lim Hua Ling Evangeline
- Lim Jit Soon Paul
- Lim Kim Huat
- Lim Leong Chuan
- Lim Siew Keow
- Lim Szer Khee
- Lim-Teo Suat Khoh
- Ling Ang Kerng
- Ling Yong Wah
- Linn Yeh Ching
- Little Ferry Agencies Pte Ltd
- Local Engineering Pte Ltd
- Loh Ser Kheng Dale Lincoln
- Loh Sin Gee
- Low Chu Heng
- Low Jih Kok Joey
- Low Phui Hiong
- Luke Anne
- Mangala Vihara (Buddhist Temple)
- Marco Preisig
- Matilda Fong
- MB Star Pte Ltd
- M-Dec Enterprise Pte Ltd
- MES Electrical Engineering Pte Ltd
- Moxie Design
- Nam Ann Siang Theon
- Nam Lee Pressed Metal Pte Ltd
- Neo Group Pte Ltd
- Neo Lay Yen Hazel
- Netherlands Charity Association
- NexG Builders Mart Pte Ltd
- Ng Daniel
- Ng Eng Khin
- Ng Kin In Fiona
- Ng Lian Chian
- Ng Ngai Kin
- Ng Siok Giok
- Ng Yoke Chun
- Ngee Ann Secondary School
- Nico Lam Kim Meng
- Nicosia Creative Espresso Pte Ltd
- Oan Chim Seng
- OES Construction Pte Ltd
- Ong Beng Guek
- Ong Beng Huat
- Ong Hui Lian Grace
- Ong Kiam Chye
- Ong Soh Ching
- Ong Wee Hean
- Osith Ramandathan
- Petrojaya Marine Sdn Bhd
- Poh Hwee Hian
- Poh You De
- Premier Corporation Pte Ltd
- Progress Galvanizing
- Puat Jit Buddhist Temple
- Quek Koh Kheng
- Quek Robert
- Quek Swan Jet Ferdinand

- Rexroth Bosch Group
- Robert Seah Teow Puan
- Roger John Dyer
- Ropes Technology Corporation (FE) P/L
- Roselle Mont-Clair Furnishing Pte Ltd
- S C Ng's O & G Clinic Pte Ltd
- S.K. Chemical Trading Pte Ltd
- Samwoh Ready Mix Pte Ltd
- Satsuma Shipping Pte Ltd
- SBS Transit Ltd
- Seah Wong Chi
- Seet Iris
- Seok Keng Hoe Sylvia
- Seu Teck Sean Tong Yiang Sin Sia
- Shenton Investment Pte Ltd
- Sia Bee Leng
- Sim Hak Khiang
- Sim Kim Lian
- SIM University
- Singapore Academy of Law
- Singapore Infocomm Technology Federation
- Singapore Press Holdings Limited
- Singapore Technologies Electronics Ltd
- SMC Pneumatics (SEA) Pte Ltd
- Soh Kim Chua
- Soh Lai Chin
- Soh Neo Bi Jimmy
- Soon Soon Tuan Tiong Tuan Tai Guan SW
- Suntheralingam s/o Visuvaling Lingam
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We regret that we are unable to acknowledge all the help and support we have received in the year in these pages. We sincerely thank all donors, volunteers, supporters, friends, and well-wishers who have given of themselves to make a difference in the lives of our clients.



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