



TUNING IN. REACHING OUT.



ANNUAL REPORT
2013 - 2014

About Cover Image



Some people, especially the youths, find it easier to pretend they are fine when they are actually hurting inside. The ambigram on the cover reflects how some people put on a façade and try to cope with things on their own. When rotated 180 degrees, 'I feel fantastic' turns into a very different message – 'I'm falling apart'.

SOS hopes to draw attention to the unspoken pain hidden behind a mask, and the struggles led by many in silence. We wish to encourage the community to be attentive to the subtle cues of distress and to look out for one another. We also hope that people trying to cope on their own during a crisis may be encouraged to talk to someone and seek help.

Ambigram produced by Publicis Singapore and photographed by Shooting Gallery Asia. Cover design by Nest Communications Pte Ltd.

VISION

To be the premier organisation in suicide prevention.

MISSION

To be an available lifeline to anyone in crisis.

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FOREWORD BY THE CHAIRMAN

2013 saw a focus on the youth of Singapore. Often times, our young people suffer in silence. They are afraid to voice their pain. In our attempt to understand how they deal with their anguish and how they wish to be supported I would like to mention a couple of events that took place in the past year.

The first was the support and encouragement of SOS that resulted in the publication of a book by Lee Ann; "Letters to Aly: Surviving my BFFs suicide". It is a private and intimate document of how she struggled to deal with the death of her best friend who jumped to her death. We are grateful to our Patron, Mr Lawrence Wong, Minister for Culture, Community and Youth and Senior Minister of State for Communications and Information for launching the book. The other event was SOS engagement of our youth in a community awareness project. The young participants were asked to share how they cope with their pain and their difficulties in seeking help.

In addition, the Board of Management and senior staff initiated a review of the services of SOS and the development of a 3 year strategic plan to enhance and expand our services with a view to stay relevant to the society of Singapore.

Finally I would like to take this opportunity to thank our donors, sponsors and volunteers. Your kind donations and support of our work are invaluable in sustaining our services to the community of Singapore.

JESSIE QUEK

Chairman

MESSAGE BY EXECUTIVE DIRECTOR

As I reflect upon this review period, I am proud of the amount of work accomplished by my team of dedicated staff and the unremitting commitment of our hotline volunteers.

Over the last few years, the workload has increased significantly, with a greater demand for our professional services. Compared to the financial year 2009-2010, the number of referrals by third parties has risen by 133%; the number of counselling sessions conducted has increased by 80%; and the number of emails received has increased by 369%. The professional staff members are making over 40% more outgoing calls to follow-up with suicidal clients and offer crisis support. We also started to contact clients through SMS and staff-initiated emails in the last few years to keep in touch with them and provide support. Through our Local Outreach to Suicide Survivor (LOSS) programme and the Healing Bridge, the staff are increasingly following up and engaging survivors after the initial contact.

FY13-14 also saw a new milestone as we conducted a workshop and a talk in Mandarin for the first time. We were more involved in training during the review period, especially among the youths. To further engage the public in suicide prevention, we also beefed up our community outreach.

And there is still more work to be done.

I am hence grateful that SOS is involved in the Care & Share movement, a national initiative which started on 1 December 2013 and extends until 31 December 2014. With the government matching dollar-for-dollar all donations we receive, we hope to set aside additional funds to further build our capacity to match the increase in demand of our services. We also hope to sustain the only service for survivors locally, the LOSS programme, which receives only 50% funding from the TOTE Board.

I would like to thank the National Council of Social Service (NCSS) and the Community Chest for their funding support over the years. My gratitude also goes to all our corporate donors who supported us over the years and our own volunteers who also donated in cash and in-kinds. Their generosity and support allow us to continue to operate our unfunded programmes. I would like to take this opportunity to particularly thank donors who give to SOS on a regular basis like Mr J M Luke and many others; your belief in us is a touching affirmation of our work.

I am also grateful to the Singapore Police Force and our various partners in the community with whom we work closely to help the suicidal and survivors of suicide. I would like to thank former State Coroner Mr Imran Abdul Hamid and the current State Coroner, Mr Marvin Bay for their support as we move towards a more evidence-based practice.

At a time when the recruitment and training of new volunteers proves to be more and more challenging, I would also like to express my heartfelt appreciation to all the organisations which have assisted us in our volunteer recruitment drives throughout the year.

I also wish to thank the Board of Management and the members of the HR, IT and Strategic Planning sub-committees for their support. Special thanks to the staff whom I know I can count on day in and day out to give off their best for the clients.

I would like to pen off here with a quote from Dorothy Day, which I hope can encourage us to come together as a community and take care of one another.

“We have all known the long loneliness and we have learned that the only solution is love and that love comes with community.”

CHRISTINE WONG (MS)

Executive Director

CLIENT MANAGEMENT

HIGHLIGHTS

- During the review period, suicide risk was present in 19% of total incoming calls on the **Hotline Service**; SOS received an average of 103 calls a day, out of which approximately 19 calls presented suicide risk.
- 63% of the clients who used the **Email Befriending Service** felt suicidal at some point. Of the clients who revealed their age, close to 80% were aged 30 and below.
- The **Counselling Service** offered support to 168 clients during the review period. New cases increased by 30%, compared with the last review period.
- Under the **Local Outreach to Suicide Survivors (LOSS)** programme, the LOSS team was activated in 77 cases to attend to distressed next-of-kin who just suffered the suicide death of a loved one. Police referrals for suspected suicide deaths dropped by 20%.
- The number of members attending **Healing Bridge** remained consistent with the previous review period. About one-third of the members in this financial year were foreigners.
- **Referrals** from concerned third parties (e.g., family members, friends and members of the public) have increased significantly in recent years. They comprise 37% of the total referrals received during this review period.
- Follow-up **Crisis Support** by professional staff via outgoing calls and SMSes, as well as staff-initiated emails, has increased by 19%, 22% and 38% respectively, in this review period. SOS also provided **consultation** to other agencies on how to manage suicide-related crises.
- Of the various problems presented by youths (aged 30 and below), issues pertaining to family, boy-girl relationships, as well as depression, are most commonly cited stressors culminating in suicide ideation.

HOTLINE SERVICE

1800-221-4444

The 24-hour SOS hotline service began on 1 December 1969. For more than 40 years, the SOS hotline has been providing round-the-clock confidential emotional support by trained volunteers. Professional staff supervise the volunteers and follow up on critical cases through outgoing calls, emails, and SMSes.

TABLE 1: INCOMING CALLS

CONTACT TYPE	APR '11-MAR '12	APR '12-MAR '13	APR '13-MAR '14
Calls with Suicide Risk	6,407	7,252	6,994
Other Crisis Calls	19,900	16,766	15,237
Regular Calls	14,080	15,292	15,231
Total Incoming Calls	40,387	39,310	37,462

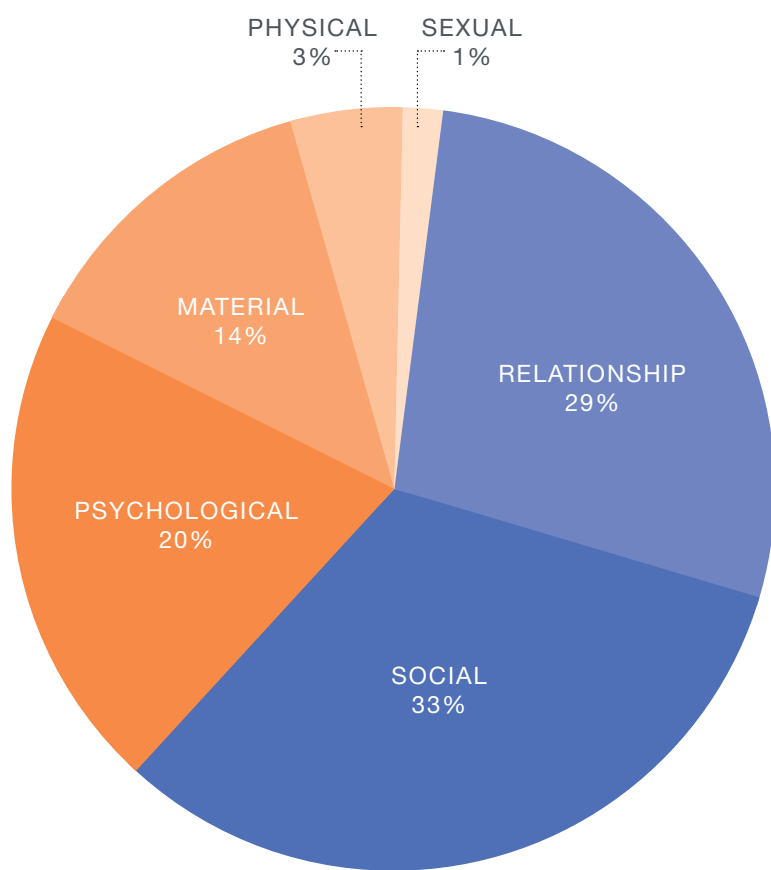
Note: 'Total Incoming calls' excludes enquiry calls concerning administrative and training matters.

During the review period, SOS handled an average of 103 incoming calls (excluding enquiry calls) daily. As a suicide prevention agency, we routinely check the suicide risk of our callers; the 'Suicide Question' was posed in 19,544 calls (52% of incoming calls). Callers expressed suicidal ideation or plans in 6,994 calls, which is approximately 36% of the 19,544 calls where the 'Suicide Question' (SQ) was asked. Of the calls with suicide risk, 828 incoming calls were assessed to be of high and medium risk.

SOS has also been attending to repeat callers with weak social connections, and who are often struggling with mental health issues. Many of these regular callers were dependent on the SOS hotline for some form of social and emotional contact. An average of 42 calls a day, i.e. 41% of total incoming calls, were from such regular callers.

Callers expressed
suicide ideation or
plans in
36%
of calls where SQ
was asked

FIGURE 1: PERCENTAGE BREAKDOWN OF PROBLEMS PRESENTED IN INCOMING CALLS



Note: Figures are rounded off to the nearest whole number.

Relationship

Marital, family, romantic, and other types of relationships (e.g., work related).

Social

Difficulties coping with loneliness and isolation, studies, old age, and care giving issues.

Psychological

Suicide grief, grief from other losses, addiction to gambling/alcohol, and other mental health issues.

Material

Concerns over employment, accommodation problems, debt, and legal difficulties.

Physical

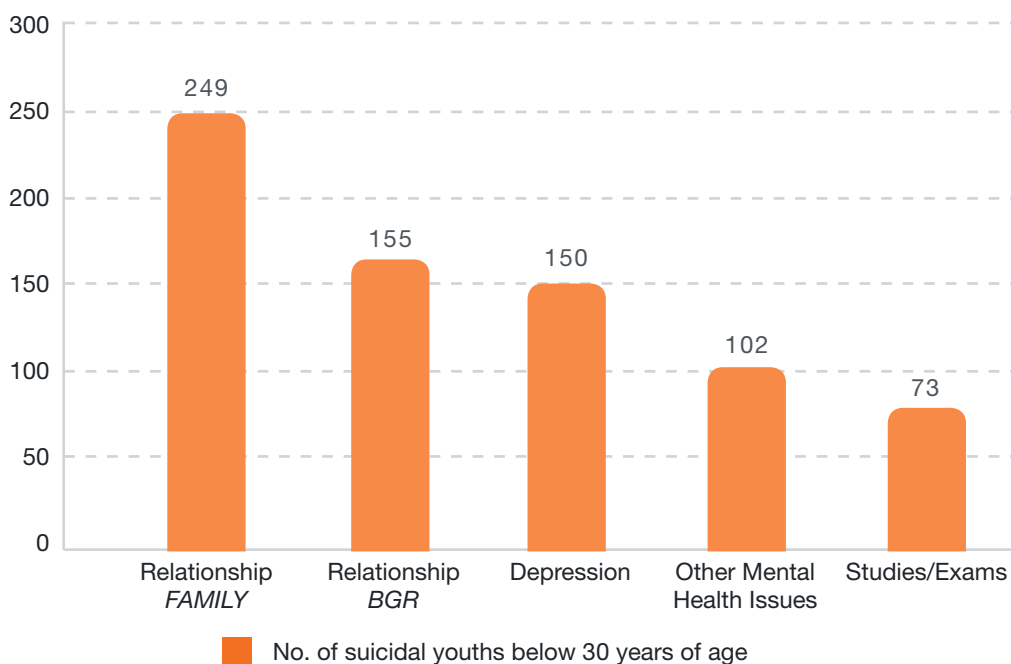
Health and medical problems.

Sexual

Sexual health and sexual identity issues.

Of the callers who contacted the hotline and revealed their age, 499 youths (below 30 years of age) presented suicide risk. Many of these suicidal youths spoke of multiple issues in their calls. The most common problems resulting in distress and suicide ideation cited in their calls involved relationship issues with family and boyfriends/girlfriends, as well as depression.

FIGURE 2: TOP 5 MOST COMMON PROBLEMS PRESENTED BY SUICIDAL YOUTHS BELOW 30 YEARS OF AGE (HOTLINE)



Note: Some youths spoke about multiple issues.

50%
of the suicidal
youths spoke
about their
difficulties with
family relationships

“

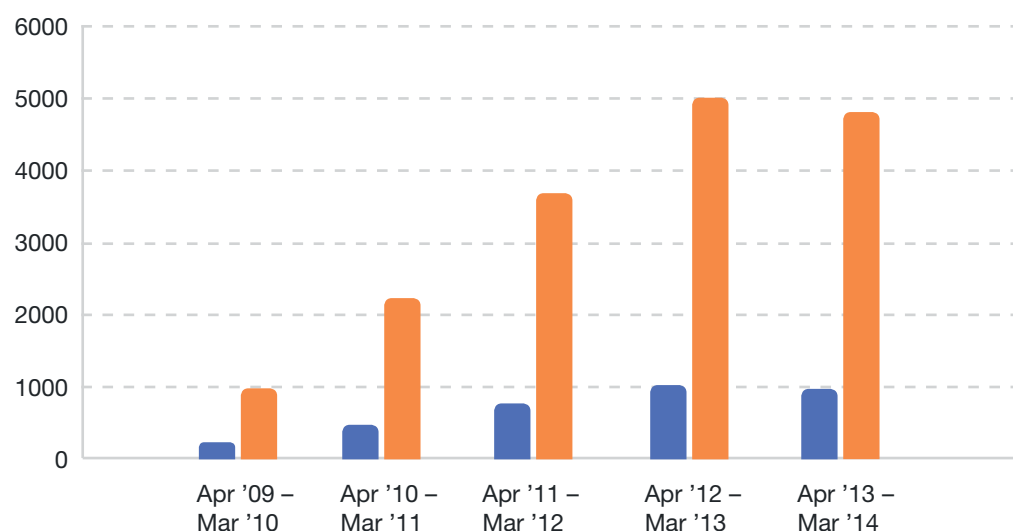
I don't know how to express all my thanks and gratitude to all of you here at SOS so I hope you believe me when I say thank you.

”

EMAIL BEFRIENDING PAT@SAMARITANS.ORG.SG

SOS set up the Email Befriending service in 2003 as an alternative avenue of emotional support to those in distress. Response time is within 2 working days. As this is not a 24-hour service, we encourage people in immediate crisis to call the 24-hour hotline.

FIGURE 3: NO OF EMAIL CLIENTS AND RESPONSES



No. of Clients	276	527	774	1026	993
No. of Emails Received	1002	2200	3690	4998	4697

Number of email clients increased by
260%
since FY09/10

TABLE 2: PROFILE OF EMAIL CLIENTS BY GENDER

GENDER	APR '11 – MAR '12	APR '12 – MAR '13	APR '13 – MAR '14
Female	512	590	581
Male	256	377	302
Unknown	6	59	110
Total	774	1,026	993

Number of emails received increased by
369%
since FY09/10

TABLE 3: PROFILE OF EMAIL CLIENTS BY AGE

AGE	APR '11 – MAR '12	APR '12 – MAR '13	APR '13 – MAR '14
Under 20	120	130	224
21–30	150	124	111
31–40	84	49	44
41–50	16	23	26
Above 50	15	17	15
Unknown	389	683	573
Total	774	1,026	993

Out of the 420 clients who disclosed their age, close to 80% were aged 30 and below. It was evident that many younger clients were comfortable with writing and sharing about their struggles via email. The anonymity and distance provided by this medium made talking about difficult feelings and suicidal thoughts less threatening. Emailing also helped ease people into getting professional help, especially those who were seeking help for the first time.

FIGURE 4: PERCENTAGE BREAKDOWN OF PROBLEMS PRESENTED IN EMAILS

Relationship

Marital, family, romantic, and other types of relationships (e.g., work related).

Social

Difficulties coping with loneliness and isolation, studies, old age, and care giving issues.

Psychological

Suicide grief, grief from other losses, addiction to gambling/alcohol, and other mental health issues.

Material

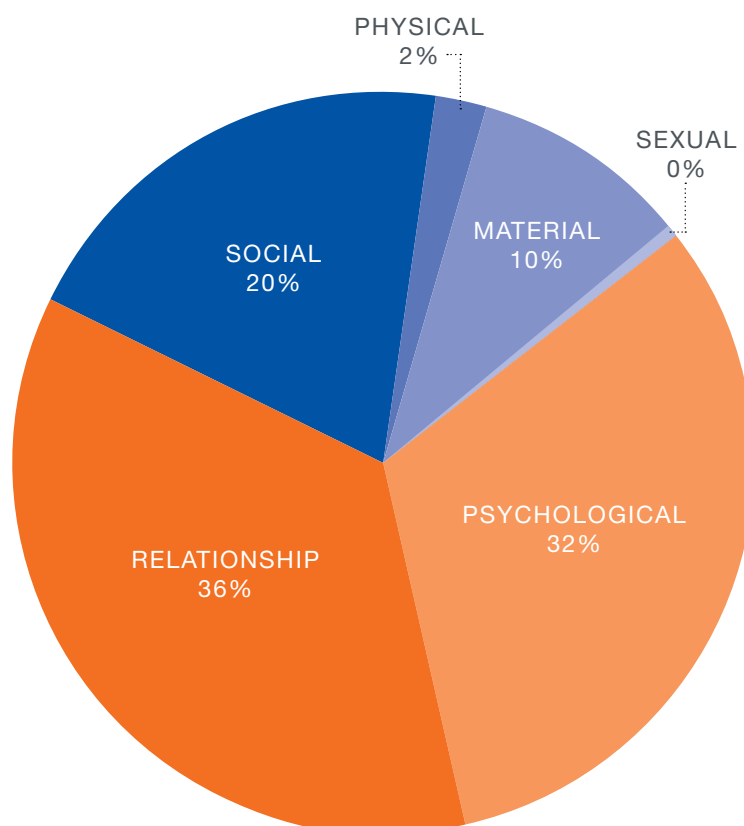
Concerns over employment, accommodation problems, debt, and legal difficulties.

Physical

Health and medical problems.

Sexual

Sexual health and sexual identity issues.



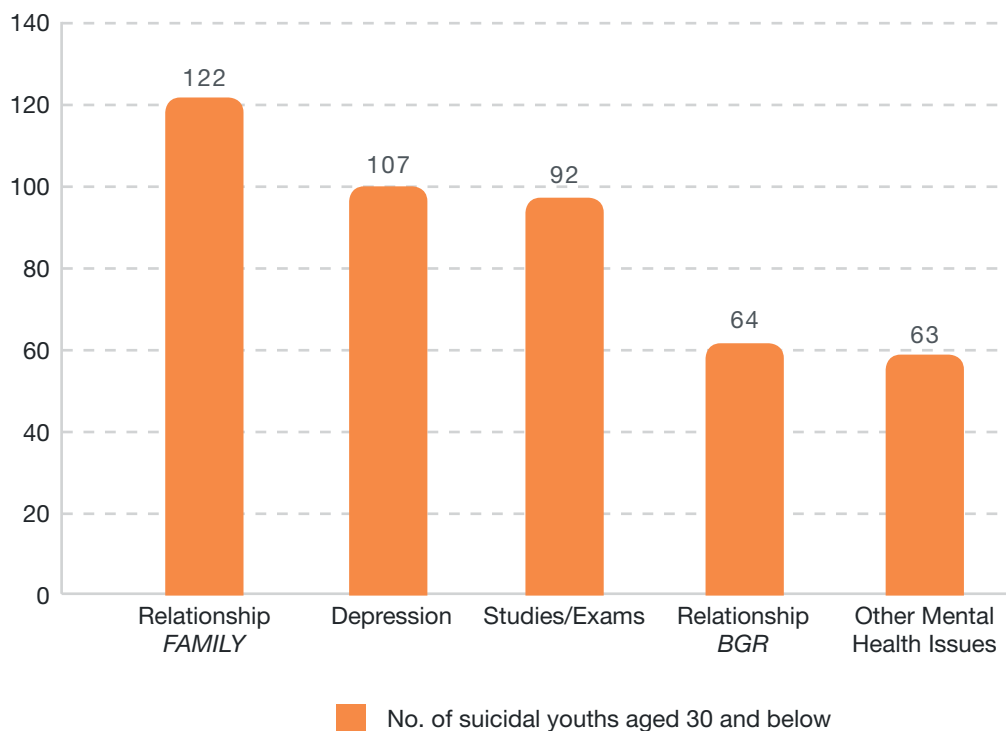
Note: Figures are rounded off to the nearest whole number.

TABLE 4: SUICIDE RISK OF EMAIL CLIENTS

AGE	NO. OF EMAIL CLIENTS	NO. OF EMAIL CLIENTS WHO ARE SUICIDAL
Under 20	224	163
21–30	111	66
31–40	44	28
41–50	26	18
Above 50	15	11
Unknown	573	336
Total	993	622

Approximately 63% of the clients who wrote to Pat presented some suicide risk. Of those whose age were known, 80% were aged 30 and below. Many of these suicidal youths cited having multiple stressors, with the most common stressor being their relationship with family members. Depression and stress over studies and exams were also common problems resulting in intense distress and suicidal feelings.

FIGURE 5: TOP 5 MOST COMMON PROBLEMS PRESENTED BY SUICIDAL YOUTHS AGED 30 AND BELOW (EMAIL)



Note: Some youths presented multiple issues.

“

...I would like to express my gratitude to you, Pat. Due to the fact that I rarely share my personal problems with adults or peers, you became my only confidant. I never knew that writing could help so much!

”

63%

of email clients felt suicidal at some point

“

I want to also thank you so much for being there for those who want to speak, but feel they don't have anybody. I am crying as I write this.

”

COUNSELLING SERVICE

As part of SOS's crisis work, counselling sessions are offered to clients who need professional support and intervention to cope with their suicide-related crises. These counselling sessions are conducted by professional staff who are counsellors, psychologists, and social workers.

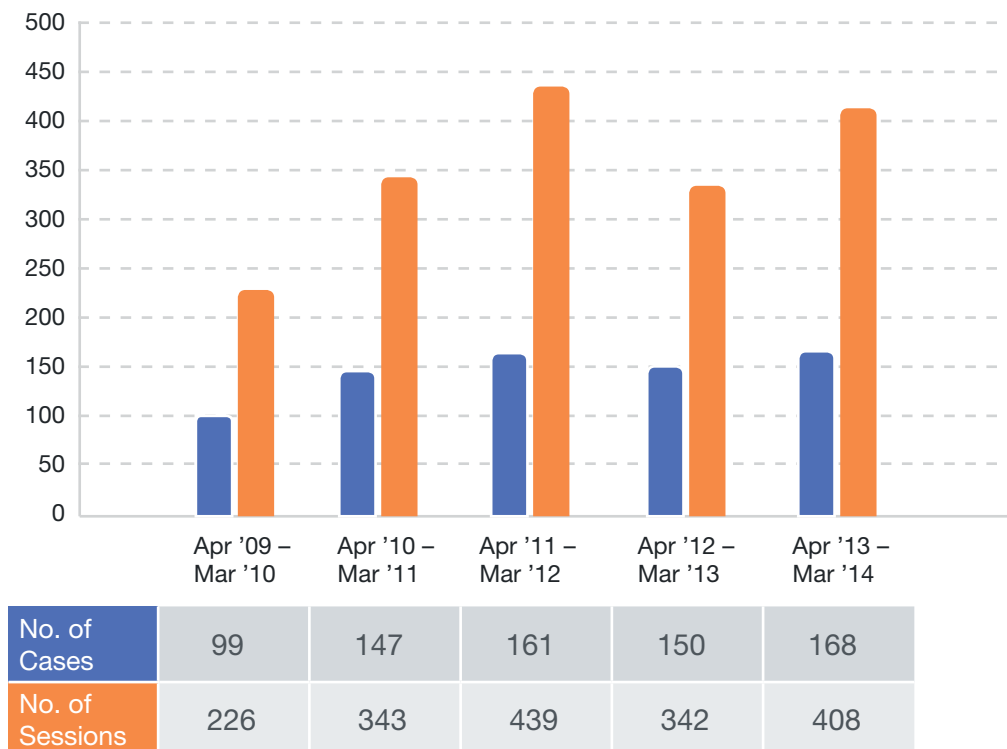
In this review period, 168 clients were attended to and a total of 408 sessions were conducted by professional in-house counsellors, psychologists, and social workers.

Out of the 168 clients, 115 clients experienced personal crises due to various reasons and were at risk of suicide. 53 clients (32%) were suicide survivors who sought grief counselling after the suicide death of a loved one. More than half of the suicide survivors who went through grief counselling had suicide ideation themselves.

In the current review period, 136 out of 168 cases were new. This reflected a 30% increase from the 105 new cases attended to during the last review period. More females (71%) sought counselling services than males (29%). This trend is relatively consistent with the previous review period where female clients made up 63% of the total number of clients seeking counselling help.

Number of sessions
conducted increased by
80%
since FY09/10

FIGURE 6: NUMBER OF COUNSELLING CASES AND SESSIONS

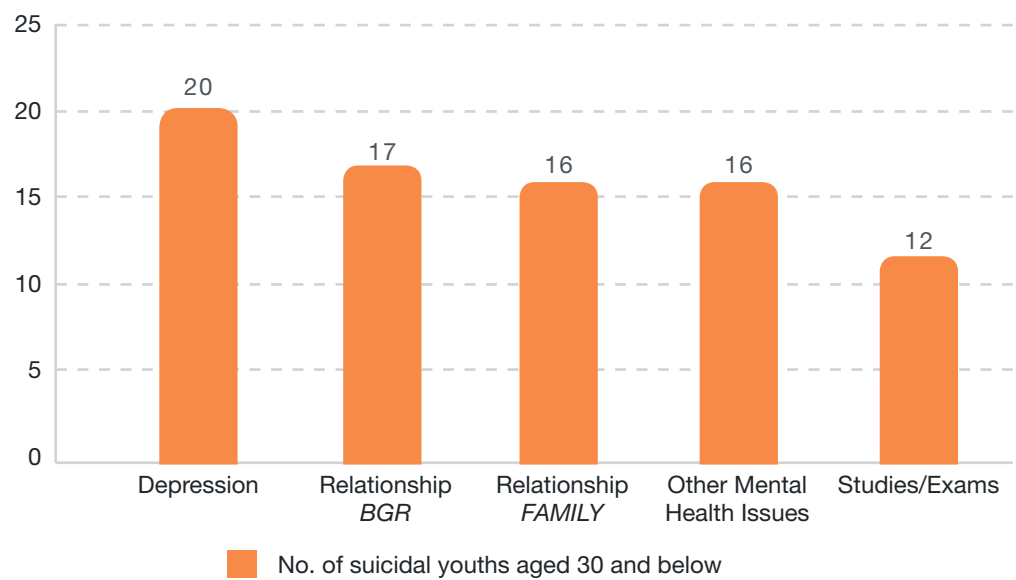


Note: 'No. of cases' refers to new and existing cases. Cases may be individuals, couples, or families.

45% of the clients who came for counselling were aged 30 and below. Of the 75 clients who were aged 30 and below, the most common problems causing distress and suicidal risk were related to depression and relationship issues with boyfriends/girlfriends or family.

45%
of the counselling clients
were aged 30 and below

FIGURE 7: TOP 5 MOST COMMON PROBLEMS PRESENTED BY SUICIDAL YOUTHS AGED 30 AND BELOW (COUNSELLING)



Note: Some youths presented multiple issues.

LOSS PROGRAMME

The Local Outreach to Suicide Survivors (LOSS) is an outreach programme launched on 1 June 2006 to provide information and emotional support to family members or loved ones affected by a suicide death. Research has shown that suicide survivors are themselves at higher risk of suicide. The activation of a LOSS team to the suicide site, mortuary, or residence usually marks the start of our work with the grieving families.

TABLE 5: LOSS CASES

REFERRING AGENCY	NO. OF CASES		
	APR '11 – MAR '12	APR '12 – MAR '13	APR '13 – MAR '14
Singapore Police Force (SPF)	110	137	110
Ang Mo Kio Police Division	23	45	30
Bedok Police Division	14	12	7
Central Police Division	3	6	8
Clementi Police Division	38	28	25
Jurong Police Division	10	15	25
Tanglin Police Division	22	29	15
Criminal Investigation Dept.	0	1	0
Police Psychological Unit	0	1	0
Others	28	20	23
Total no. of cases	138	157	133

Note: 1. 'Others' includes self-referrals and referrals from concerned friends, relatives, hospitals, VWOs, etc.
2. A case can include several family members or loved ones of the deceased.

TABLE 6: NUMBER OF LOSS ACTIVATIONS

	APR '11 – MAR '12	APR '12 – MAR '13	APR '13 – MAR '14
No. of Activations	69	97	77

Care cards were sent as part of our outreach to survivors. During the review period, 116 cards were sent; this is a 71% increase from the previous review period. These care cards were sent prior to the anniversary of their loss or festive periods, which are known to be particularly difficult times. Care cards were also sent to keep in touch with clients who might need support at a later stage of their grief journey. Clients gave feedback that they were touched by this gesture. One client, who declined our support initially, wrote back to share of her struggles after we sent her a care card about half a year after she lost her husband.

TABLE 7: CARE CARDS

	APR '11 – MAR '12	APR '12 – MAR '13	APR '13 – MAR '14
No. of Care Cards	48	68	116

71%
more care cards were
sent to survivors

“Thank you for following-up. If I need further support, I will definitely get in touch with SOS because I know you care. In the meantime, continue your good work.

”
“I appreciate the unconditional kindness shown by SOS. I feel I have repeated the same things many times with my family. Thank you for giving me an opportunity to share my thoughts and be completely self-indulgent.

HEALING BRIDGE

The Healing Bridge is a suicide bereavement support group for family members and loved ones who have lost someone to suicide. It provides a safe place for survivors of suicide to express their struggles and receive support from one another. In meeting other survivors, they also learn self-care strategies to cope with their grief. The support group is facilitated by professional staff and volunteer facilitators, who are survivors themselves.

Survivors who needed support had the option of coming to SOS for counselling or joining the support group. During the review period, Healing Bridge tailored different sessions to meet the members' needs and to facilitate sharing and learning. Nine language-based sessions were held where members gathered into an English-speaking group and a Chinese-speaking group. There was one gender-based session where the members gathered into a men-only and a women-only group.

TABLE 8: NUMBER OF SURVIVORS

	APR '11 – MAR '12	APR '12 – MAR '13	APR '13 – MAR '14
Total No. of Survivors	15	30	30
New Members	6	11	13

A total of 30 survivors attended at least one Healing Bridge session during the review period. Of these survivors, 13 were new members.

About one-third of the Healing Bridge members were foreigners from countries such as India, Malaysia, China, and UK. These foreigners, who often have little social support in Singapore, found it especially helpful to have such a group where they could get some support.

“

When I first joined Healing Bridge, the older members provided me with confidence in moving on. Healing Bridge is a good platform to help new survivors to move on.

”

13 of the **30**

Healing Bridge members were new

“

Hearing others share their experience helps me to make sense of why I have to go through this, and also allows me to talk freely about the different emotions I experience.

”

REFERRALS

SOS has been working closely with the Singapore Police Force and various partners in the community to help those who are suicidal or affected by a suicide death. When SOS receives referrals from the police or other parties, we initiate contact with the persons-at-risk and offer support.

TABLE 9: NUMBER OF REFERRALS

REFERRAL SOURCE	NO. OF REFERRALS		
	APR '11 – MAR '12	APR '12 – MAR '13	APR '13 – MAR '14
Singapore Police Force	407	519	396
Hospital Referrals	9	18	18
Voluntary Welfare Organisations	16	7	9
ComCare/ Educational Institutions/Churches	10	5	4
Government Agencies/Private Companies/Medical Institutions/Other Agencies	15	15	9
Non-official Sources (Family/Friends/ Others)	88	202	255
Total	545	766	691

Referrals from non-official sources increased by
190%
since FY11/12

In recent years, referrals from non-official sources have increased, suggesting greater community awareness of the issue of suicide and the resources they could tap on. Such referrals from family, friends, and other concerned third parties made up 37% of the referrals received.

Police Referrals

During the review period, the Singapore Police Force (SPF) referred 264 cases of suicide attempts. SOS professional staff reached out to these individuals through outgoing calls, emails, and SMSes. SOS was also contacted on 110 instances where there was a suspected suicide death. In addition, SPF referred 22 people who were facing critical emotional distress.

FIGURE 8: POLICE REFERRALS

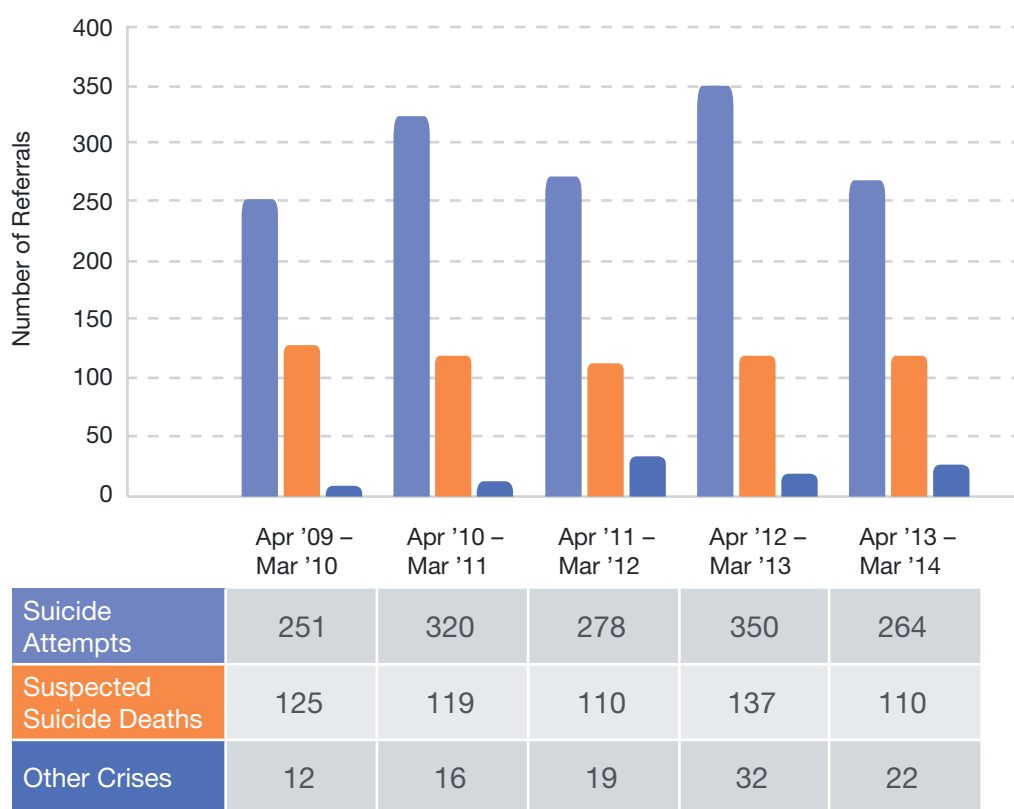


TABLE 10: SUICIDE ATTEMPTS REFERRED BY THE POLICE

AGE GROUP/ GENDER	APR '11 – MAR '12		APR '12 – MAR '13		APR '13 – MAR '14	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Under 20	4	13	10	19	12	23
20-29	14	42	26	57	24	33
30-39	36	31	24	42	15	35
40-49	17	28	30	31	15	30
50 and above	34	24	29	35	27	25
Unknown	14	21	25	22	9	16
Subtotal	119	159	144	206	102	162
Total	278		350		264	

CRISIS SUPPORT

In some cases, professional staff follow up with suicidal clients and offer crisis support. This is done via outgoing calls, emails, and SMSes. Face-to-face counselling can be arranged for clients who need counselling support. This service is also extended to clients referred by the police and concerned others.

During the current review period, 4,159 calls were made by professional staff to clients who needed immediate or additional support to cope with the crisis they were going through. This is a 19% increase from the previous review period. Out of the 4,159 calls, 3,175 calls were initiated to clients going through a suicide crisis, while 984 calls were made to provide emotional support to next-of-kins who have lost loved ones to suicide.

To follow up on clients with suicide risk, 413 emails were initiated. This is a 38% increase from the previous review period.

The current review period saw an increase in the use of SMS as a way to contact clients. There was a 22% increase in the number of SMSes sent compared with the previous review period. We have feedback from clients that the SMS reminded them that someone cared. It is also a visual reminder of our hotline number, which they would call when in need of emotional support.

TABLE 11: FOLLOW-UP CRISIS SUPPORT

CONTACT TYPE	APR '11 – MAR '12	APR '12 – MAR '13	APR '13 – MAR '14
Follow-up via outgoing calls	3,666	3,500	4,159
Follow-up via staff-initiated emails	198	299	413
Follow-up by SMSes	1,977	2,059	2,507

CONSULTATION

SOS is a resource for other VWOs and agencies which need to consult on cases concerning suicide crises or suicide deaths.

SOS staff provided 17 consultations to schools, voluntary welfare organisations, as well as private organisations during the review period.

A group consultation for MOE school counsellors was organised on 5 November 2013 at their request. 20 participants attended the consultation session entitled “A Conversation with SOS - Teen Suicide Attempters”, and consulted on cases related to the suicide attempts and suicide deaths they handled in their respective schools.

Staff provide crisis support through

outgoing **calls,**
emails and
SMSes

TRAINING

SOS staff conducts a range of training programmes for professionals, schools, and other organisations to impart knowledge and skills on suicide prevention, intervention, and postvention. Besides the standardised training programmes, SOS also runs various customised workshops to suit the needs of different groups and institutions. Class sizes are typically kept small to provide a more conducive environment, which enhances the learning process.

HIGHLIGHTS

- During the review period, SOS conducted a total of 13 workshops on suicide intervention and postvention skills for 304 professionals in the social service, medical, and educational sectors.
- For the first time, SOS conducted talks on suicide prevention in Mandarin to bridge the gap in service.
- For the third year running, SOS collaborated with its partners, namely, Health Promotion Board (HPB), the Institute of Mental Health's youth-oriented Community Health Assessment Team (CHAT), and Silver Ribbon (Singapore) in a peer support mental health programme, the Youth Support Youth (YSY) training programme.

PROFESSIONAL TRAINING FOR VOLUNTARY WELFARE ORGANISATIONS (VWOS)

SOS offered skills-based workshops for professionals such as counsellors, social workers, psychologists, case-managers, and front-line service staff members, all of whom might come into contact with clients at risk of suicide. In particular, a series of workshops were organised in September to mark the World Suicide Prevention Day which falls on 10 September annually. The following workshops were conducted by SOS trained practitioners with local hands-on experience of working with suicidal clients and suicide survivors:

- Gatekeepers Intervention Skills Workshop: A full-day (7 hr) workshop to equip frontline staff, counselling, and social work students with basic knowledge and skills in suicide prevention and intervention.
- Suicide Intervention Skills Workshop: A 2-full day (14 hr) skills-based workshop that aims to raise suicide awareness and train professional caregivers to support clients with suicide risk.

- **Suicide Postvention Skills Workshop:** A full day (7 hr) workshop that provides an overview of suicide postvention work for professionals working with clients who lost a loved one through suicide. A survivor co-facilitates the training, providing first-hand insight of the grief journey of survivors.

Subsequent runs of workshops were conducted where there was demand. Most of the workshop participants came from VWOs in childcare, disability, eldercare, family, youth, and mental health sectors, as well as hospitals, schools, and the Ministry of Education.



TABLE 12: PROFESSIONAL TRAINING FOR VWOS AND OTHER RELEVANT ORGANISATIONS

TOPIC (DURATION)	PARTICIPANTS	NO. OF SESSIONS	ATTENDANCE
Gatekeepers Intervention Skills Workshop (7 hr)	Professional staff from VWOs, Ministry of Education (MOE) & other relevant organisations.	3	71
Suicide Intervention Skills Workshop (14 hr)		8	186
Suicide Postvention Skills Workshop (7 hr)		2	47
Total		13	304

“Presenters are experienced and clear in their instructions. They used practical examples to help us understand more about suicide. The videos are helpful.”

“I have learnt more about how to begin to address the grief of a survivor and to apply empathy in my conversations with them. Thank you for an enlightening and helpful course.”

TRAINING FOR YOUTHS & EDUCATIONAL INSTITUTIONS

It is necessary to train and equip young people to engage and reach out to their peers who may be at risk. International research and evidence have pointed to the effectiveness of having peers support one another and reach out to their friends in need. As in the past, SOS held the following training programmes for students from different educational institutions ranging from the secondary to the tertiary level:

- Emotional First Aid Workshop: A small group, skills-based workshop on providing emotional support to peers in distress and at risk of suicide.
- Gatekeepers Intervention Skills Workshop: A small group, skills-based session to equip youth participants with the knowledge and basic skills in suicide prevention and intervention.
- Youth Support Youth Training Programme: A three-day peer support mental health programme, conducted jointly with the Health Promotion Board (HPB), Institute of Mental Health's youth-oriented Community Health Assessment Team (CHAT), and Silver Ribbon (Singapore). SOS conducted a 4 hr segment on suicide prevention and intervention within the 3-day workshop.

“

The training sessions were very informative and helped me understand how to approach someone who is feeling suicidal.

”

“

I like the role plays and scenarios, it allowed me to practise and learn how to handle those situations.

”

TABLE 13: TRAINING FOR YOUTHS AND EDUCATIONAL INSTITUTIONS

TOPIC (DURATION)	EDUCATIONAL INSTITUTION	NO. OF SESSIONS	ATTENDANCE
Emotional First Aid Workshop (1.5 hr)	<ul style="list-style-type: none"> • Anderson Junior College • Deyi Sec School • ITE College East • Northview Sec School • Unity Sec School 	8	142
Gatekeepers Intervention Skills Workshop for Peer Helpers (4 hr)	<ul style="list-style-type: none"> • ITE College East 	1	23
Gatekeepers Intervention Skills Workshop (7 hr)	<ul style="list-style-type: none"> • Singapore Management University (SMU) – Peer Helpers 	8	29
Youth Support Youth(YSY) Training Programme: Suicide Prevention & Intervention (4 hr)	<ul style="list-style-type: none"> • ITE College Central • ITE College East • Temasek Polytechnic • Nanyang Technological University • Ngee Ann Polytechnic • Raffles College of Higher Education 	7	139
Total		24	333

CUSTOMISED TRAINING

Upon request, SOS conducted customised training workshops related to our line of work for frontline personnel from different groups and institutions. The objective was to prepare and equip participants, including adult learners who were taking counselling diploma courses, with the appropriate knowledge and skills that would be applicable in their area of work.

TABLE 14: CUSTOMISED TRAINING

TOPIC (DURATION)	ORGANISATION	NO. OF SESSIONS	ATTENDANCE
Suicide Awareness (3 hr)	Association of Women for Action & Research (AWARE) • Volunteers	1	11
Workshop on Listening Skills (3 hr)	Foreign Domestic Worker Association for Social Support & Training (FAST) • Volunteers	1	25
Crisis Intervention and Suicide Prevention (6 hr)	Executive Counselling and Training Academy (ECTA) • Graduate Diploma of Social Science in Professional Counselling students	1	45
Suicide Awareness (3 hr)	Ministry of Education • Gifted Education Branch	1	32
Total		4	113

“

The most useful part is on how to listen with empathy, ask the right questions and focus on the caller.

”

“

Very comprehensive workshop that is beneficial.

”

“

Good, interesting, informative, interactive and refreshing. A wonderful workshop.

”

TALKS AND WORKSHOPS IN MANDARIN

To bridge the gap in service, SOS started conducting talks and workshops on suicide prevention in Mandarin. The first Mandarin session was conducted in March 2014 for the Care Corner Mandarin Hotline volunteers.

TABLE 15: TALKS AND WORKSHOPS IN MANDARIN

TOPIC (DURATION)	ORGANISATION	NO. OF SESSIONS	ATTENDANCE
Handling Suicide Crisis Callers in Mandarin (2.5 hr)	Care Corner Counselling Centre	1	40
Talk on Suicide Prevention for Caregivers	Agency for Integrated Care (AIC), Caregivers Alliance Ltd (CAL) & Caregivers Association for the Mentally Ill (CAMI)	2	115
Total		3	155

COMMUNITY OUTREACH AND PUBLICITY

There are three objectives in our community outreach and publicity efforts. Firstly, to let people in crisis, thinking of suicide, or affected by suicide know that it is okay to get help, and know where and how to get help. Secondly, to raise suicide awareness in the general community because suicide prevention is everybody's business. As such, SOS collaborates with various partners in the community to reach out to different groups of people. Thirdly, to draw on the community for volunteers, donors, and other forms of support, as SOS remains a voluntary welfare organisation.

HIGHLIGHTS

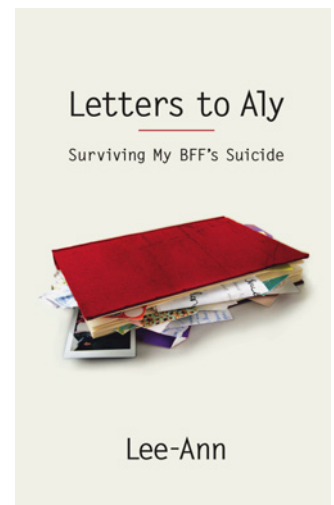
- In conjunction with the World Suicide Prevention Day in 2013, SOS organized a series of events and activities. The outreach efforts and publicity started in May, culminating in an exhibition at Vivocity from 10 to 16 September.
- For the first time in Singapore, a local teenage suicide survivor shared her story with the public in a book. *Letters to Aly: Surviving my BFF's Suicide* by Lee-Ann was launched on World Suicide Prevention Day on 10 September by our patron, Mr Lawrence Wong, Minister for Culture, Community and Youth, and Second Minister for Ministry of Communications and Information.
- Using an award-winning artwork, SOS produced postcards and notebooks to encourage help-seeking behavior and to rally the community in suicide prevention.
- SOS was invited to present at the International Conference on Social Work in Health and Mental Health held at the University of Southern California (UCS) in the United States of America.

LETTERS TO ALY: SURVIVING MY BFF'S SUICIDE

To raise greater awareness of the impact of suicide on survivors, SOS published the compilation of a teenager's diary entries after she lost her best friend to suicide. *Letters to Aly: Surviving my BFF's Suicide* was the first book ever written in Singapore by a local teenage suicide survivor to reveal the wound of having a loved one gone too soon through suicide.

Lee-Ann's diary entries recounted the rollercoaster of emotions and her own thoughts of suicide after Aly jumped to her death two days after her 16th birthday. They revealed her struggles as a teenager, her fraught relationships with her parents and on-off boyfriend, and the stress of the looming O-levels. A story of recovery, *Letters to Aly: Surviving my BFF's Suicide* reflected Lee-Ann's journey from raw anger and despair to hope as she slowly learnt to live again.

The book is made available in selected Kinokuniya bookstores, MPH, Times the Bookshop, and Popular Bookstores. Proceeds from the sale of the book are directed to the funding of Healing Bridge, a support group for suicide survivors by SOS.



WORLD SUICIDE PREVENTION DAY 2013

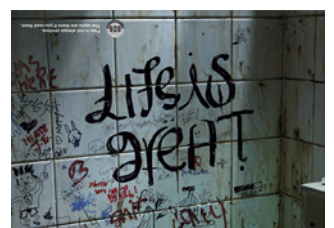
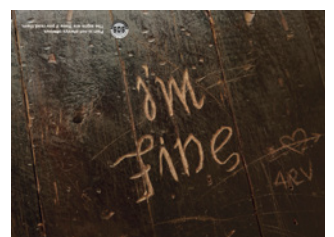
In conjunction with the World Suicide Prevention Day on 10 September, SOS organized a series of campaigns and events to promote commitment and action to prevent suicide in the community.

'Hidden Pain' campaign

Many people, especially in the younger age groups, contact SOS because they find it difficult to express their pain to the people around them. Through the use of three ambigrams, SOS sought to raise awareness that the signs of pain are ever present if one cared to read them and to encourage the public to look out for one another.

Outreach through social media and news websites

The originality and strong message of the artworks received considerable attention in social media. Within three days, *Hidden Pain* was reblogged over 120,000 times, tweeted over 1,200 times, commented upon, and shared across various platforms. It appeared on international news and culture websites such as the Huffington Post, on local online citizen journalism website Stomp, and on various creative and advertising websites. In testimony of the campaign's high standard, the *Hidden Pain* artworks received three silver awards in the Design Craft-typography for design category at the Singapore Creative Circle Awards.



Postcards

The campaign also included postcards on which the ambigram *'I'm fine/ Save me'* was printed. Ten thousand postcards were distributed across Singapore in August 2013 to encourage help seeking and publicise the upcoming event in September.

'Unhiding the Hidden' campaign

SOS aimed to reach out to people who were coping on their own and encourage the community to look out for one another. Preteens and youths aged between 10 and 30 were encouraged to write an open letter on their hidden struggles and how they had been coping.

I was wearing a mask in front of others, even those closest to me. I did my best to appear to be the same 'me' as before, the cheerful, happy girl everyone knew. For a long time I never told anyone because I was scared how they would react. I think I was scared they would say I am crazy, or worse, that they would tell me it's all in my head.

~Helena, 19

I've had lots of support from people around me who genuinely care. I had positive outlets during my outbursts like walking, writing, exercising and pouring out my thoughts to a friend. From my own experience, I know that at times when I'm severely depressed, I often wish for someone to ask if I'm okay instead of assuming so, and accepting no as an answer.

~Eunice, 17

It's not that we don't need help, it's not that we are seeking attention, we just can't voice out because of the fear of the repercussions. Will others take me seriously? Or will they take me too seriously? Or worse, will they start behaving differently with me?

~Becky, 21



Selected letters were then shared with the public at an exhibition held at Vivocity from 10 to 16 September 2013. To inaugurate the exhibition, a special private event was organized where the Patron of SOS, Mr Lawrence Wong (Minister for Culture, Community and Youth, and Second Minister for Ministry of Communications and Information), was present to launch the book *Letters to Aly: Surviving my BFF's Suicide*.

'Look Out for the Hidden' campaign

Due to the overwhelmingly positive response from the public to the *Hidden Pain* campaign, the ambigram was used to print twenty thousand postcards in another campaign conducted after the World Suicide Prevention Day in September and October 2013. In addition to encouraging people who were trying to cope with crises on their own to seek help, the postcards targeted peers and loved ones, informing them of warning signs they could look out for. These postcards were distributed to the public through various avenues including ZoMedia free postcards racks and during SOS events and activities.

OUTREACH THROUGH TALKS

SOS sought to stress the importance of community involvement in suicide prevention; everyone, including professionals, care-givers, community leaders, and members of the public, has the responsibility to look out for and help those who may be at risk of suicide. Various talks for different audiences were conducted to raise public awareness.

During the review period, SOS staff conducted a total of 11 talks and sharing sessions with students of different age groups. Unlike the training programmes which were more skills-based, these outreach sessions sought to raise greater awareness of the importance of suicide prevention within the community. Some of the students subsequently contacted SOS to request for more information on suicide prevention as part of their school project or co-curricular activity.



TABLE 16: OUTREACH TO STUDENTS

TOPIC (DURATION)	EDUCATIONAL INSTITUTION	NO. OF SESSIONS	ATTENDANCE
Emotional First Aid Talk (0.5 hr)	• Anderson Junior College Hostel	1	300
	• Dunman High School	2	820
	• Nanyang Girls' High School	4	1800
	• Northview Sec School	1	450
The role of SOS in Suicide Prevention (1.5 hr)	• Curtin University	1	51
Sharing on SOS services (1.5 hr)	• National University of Singapore	1	8
Reaching out to the Youths (0.5 hr)	• Pioneer Junior College	1	140
Total		11	3,569

SOS also raised suicide awareness in the wider community through various customised talks. These talks provided the opportunity to reach out to targeted audiences and provided information on the services SOS offers in suicide prevention, intervention, and postvention.

TABLE 17: OUTREACH IN THE COMMUNITY

TOPIC	ORGANISER	EVENT	ATTENDANCE
Suicide Awareness Talk (1.5 hr)	Innova Primary School (for teachers)	-	100
Suicide Awareness Talk (3 hr)	Pioneer Junior College (for teachers)	-	160
Suicide Awareness Talk (1 hr)	Criminal Investigation Department, Singapore Police Force (SPF)	-	65
Suicide Awareness Talk (1.5 hr)	Police Psychological Services Division	SPF Resilience Building Seminar	270
Suicide Awareness Talk (1.5 hr)	Police Psychological Services Division	Home Team Resilience Building Seminar	280
SOS approach to handling calls (1 hr)	Central Police Division	Service Roadshow at Police Cantonment Complex	12
Suicide in Singapore (2 hr)	South East Mosque Cluster	-	46
Suicide Awareness Talk (3 hr)	Tripartite Alliance for Fair Employment Practices (TAFEP)	-	18
Total			951

OUTREACH THROUGH DISTRIBUTION OF PRINTED MATERIALS

Pocket-sized notebooks were published for distribution during workshops and outreach events. These notebooks encourage the public to look out for one another, and provide information on the warning signs of suicide.

SOS also distributed posters, service cards, tissue packs, and brochures to various organisations, educational institutions, and the general public. These outreach and publicity materials informed the public of the nature of help SOS provides. Some materials provided information on suicide prevention. In addition, information booklets for suicide survivors were given to family and friends who survived the death of a loved one by suicide.

OUTREACH AT CANTONMENT TOWERS

SOS worked with the Residents Committee to plan several events and activities to reach out to the residents in the estate where its office was located. The outreach started in February 2014 when 3 SOS staff and 19 volunteers distributed brochures and tissue packs to each of the 1,305 units at blocks 8, 9, 11, 12, 13, 16, 17, 18, 19 within Cantonment Close. Posters were also displayed at each lift lobby and at the Residents Committee office. Outreach efforts at Cantonment Towers will be continued in the following financial year.

OUTREACH THROUGH MASS MEDIA

SOS worked closely with the media to raise awareness in the community and to reach out to people in distress. During the review period, SOS was featured in several local newspapers, magazines, television and radio news reports, as well as TV shows. SOS also received mention by international news agencies such as France 24, Fox News, and the Bangkok Post.

INTERNATIONAL OUTREACH

On 25 June 2013, SOS staff presented at the 7th International Conference on Social Work in Health and Mental Health held in Los Angeles, California, USA. The conference was organised by the University of Southern California School of Social Work and the Los Angeles County Department of Mental Health. The title of SOS's presentation was 'Crisis Intervention and Suicide Prevention in an Asian Society – The Singapore Experience'.

In August 2013, SOS embarked on a sharing and learning trip to Hong Kong. The trip allowed a two-way sharing of knowledge and best practices with suicide prevention agencies in a metropolitan city which shares a culture similar to that of Singapore. SOS visited the Hong Kong Jockey Club Centre for Suicide Research and Prevention (CSRPP) at the University of Hong Kong, the Suicide Prevention Services (SPS), the Samaritan Befrienders Hong Kong (SBHK), and the Samaritans, Hong Kong.

SOS also hosted students from the Hong Kong Institute of Education as part of their Service Exposure Programme in Singapore. Staff conducted an hour-long session with the students where they shared about suicide prevention in Singapore and the services provided by SOS in suicide prevention, intervention, and postvention.

GEYLANG SERAI COMMUNITY MENTAL WELLNESS TASK FORCE

SOS was invited to join the Geylang Serai Community Mental Wellness Task Force, which was launched during the Community Mental Wellness Carnival on 6 October 2013 in commemoration of World Mental Health Day. This initiative was mooted by Associate Professor Fatimah Lateef, Member of Parliament for Marine Parade GRC, and Silver Ribbon (Singapore), with the aim of bringing various agencies in the social service sector together to promote positive mental health among the residents of Geylang Serai Division and the community at large. Being part of the task force enabled participating organisations to stay connected, share resources, avoid duplication of effort, and create a greater impact in mental health promotion and advocacy.

OUTREACH THROUGH OTHER PLATFORMS

SOS hotline number and email befriending address were listed in several media, including some school booklets, Town Council calendars, the Children's Social and Emotional Well-being (CSEW) Directory, the Twitter Help Center, and within the AIC Eldercare Service Locator and Mobile Application.

VOLUNTEER MANAGEMENT

Volunteer management involves the recruitment, training and support of hotline volunteers. It also includes ensuring that the hotline is manned 24/7.

HIGHLIGHTS

- As at 31 March 2014, SOS has a total of 183 full-fledged volunteers and 24 provisional volunteers. Compared to the last review period, there was an 8% drop in the number of volunteers. Most of the volunteers left because of competing demands in work, family, or other personal commitments.
- 78% of the volunteers are in the workforce, and they reflected that striking a balanced lifestyle while actively volunteering remains a challenge.
- More than 75% of the volunteers are above the age of 40, and more than one-third of this group fall within the age range of 50 to 59 years. The representation of members in the age group 23-29 is the lowest, suggesting that younger volunteers face more transitions in their life stage.
- Despite various odds, 45% of our volunteers have been with the organisation for more than 5 years, a laudable gesture that reflects their dedication and commitment.
- While the majority of the volunteers are Singaporeans, Singapore Permanent Residents and expatriates made up 14% of the total membership. This group of non-Singaporean volunteers serves the Singapore community via SOS and add diversity to the organisation.

TABLE 18: SOS VOLUNTEERS (AS AT 31 MAR '14)

CATEGORY	NO. OF VOLUNTEERS AS AT 31 MAR '14
Full-fledged volunteers	183
Provisional volunteers (new volunteers undergoing pre-service training)	24

PROFILE

The hotline volunteers come from diverse backgrounds and from different professions. Although the main spoken language is English, many volunteers also speak other languages/dialects in order to serve non-English speaking callers.

TABLE 19: PROFILE OF VOLUNTEERS

	NO.	%
Sex		
Male	64	30.9
Female	143	69.1
Age		
23-29	6	2.9
30-39	45	21.8
40-49	52	25.1
50-59	58	28.0
>59	46	22.2
Nationality		
Singaporean	178	86.0
Singapore PR	15	7.2
Others (e.g. Filipino, British)	14	6.8
Years of Service		
<1	37	17.9
1-5	77	37.2
6-10	33	15.9
11-15	18	8.7
16-20	11	5.3
21-25	12	5.8
>25	19	9.2
Occupation		
Professional	71	34.3
Managerial/Admin	55	26.6
Service/Sales	5	2.4
Technical	2	1.0
Self Employed	23	11.1
Homemaker	25	12.1
Retired	21	10.1
Others	5	2.4

Ethnic Group		
Chinese	171	82.6
Malay	1	0.5
Indian	21	10.1
Eurasian	1	0.5
Caucasian	10	4.8
Others (e.g. Filipino)	3	1.5
Languages / Dialects Spoken Other than English		
Mandarin	114	36.2
Malay	20	6.4
Tamil	10	3.2
Hindi	6	1.9
Cantonese	48	15.2
Hokkien	60	19.0
Teochew	28	8.9
Others (e.g. Tagalog, French, Italian etc)	29	9.2

Note: All volunteers must be able to speak in English. Some volunteers speak more than one language or dialect.

VOLUNTEER RECRUITMENT CAMPAIGN

Volunteer recruitment is an ongoing process at SOS to ensure that there are enough volunteers to operate the 24-hour hotline.

During the review period, various organisations and agencies helped publicise SOS recruitment efforts by distributing brochures, displaying our posters or advertising through online media.

As part of our volunteer recruitment campaign, SOS also worked closely with the media to share some volunteers' stories with the public.

- The article, *She listens without judging* published on 1 April 2013 in The New Paper, explored Sherry's motivations to join SOS and how she struck a balance between work, family, and volunteering.
- MediaCorp radio station 98.3Live featured a 5-min interview of Lucas in their segment, *They are Making a Difference*. He shared about the training received and how he stayed positive and motivated to help others on the hotline. It was broadcasted on 16 October 2013 at four different time slots and was thereafter made available as a podcast.

VOLUNTEER PRE-SERVICE TRAINING

SOS conducts two rounds of training annually. Potential volunteers were invited to attend the potential volunteers briefing (PVB) sessions to find out more about the services provided by the organisation, and about the volunteer requirements and expectations.

Interviews were conducted and shortlisted candidates were invited to attend the pre-service training.

During the review period, pre-service trainings were held in July 2013 and January 2014. In July 2013, two classes (one on a weekday, and another over the weekend) were conducted. In January 2014, one weekday evening class was conducted. A total of 59 trainees attended the Phase 1 training where basic knowledge and phone skills were taught. 32 proceeded to Phase 2 of the training, where they were to apply the skills learnt. Of those who withdrew from the training, most of them struggled with applying the basic skills essential to SOS volunteer work, while others encountered difficulties in meeting the time and training commitments.

In April 2013, 13 provisional members from the previous review year's training batches completed Phase 3 Advance Training and went on to become full-fledged volunteers.

VOLUNTEER DEVELOPMENT

SOS offers a wide range of training programmes every year to enhance the phone skills of our volunteers, to promote personal growth, and to build team spirit. Professional staff members continue to conduct training aimed at consolidating volunteers' skills and external speakers from relevant areas of expertise are often invited to share their knowledge and work experiences. SOS also organises various social programmes to encourage bonding and instill camaraderie amongst volunteers.

TABLE 20: AGENCY VISIT CUM IN-HOUSE TRAINING BY EXTERNAL TRAINERS

DATE	PROGRAMME	TRAINER & ORGANISATION	NO. ATTENDED
20 Jun '13	LOSS 1 – Role of the Police in Suicide Death Cases	DSP Gail Wong Head of Department, Criminal Investigation Department, Singapore Police Force	29
27 Jun '13	LOSS 2 – Roles of the State Coroner and Forensic Pathologist in Suicide Death Cases	Mr Imran Abdul Hamid, District Judge/State Coroner, Subordinate Courts Dr George Paul Senior Consultant Forensic Pathologist, Forensic Medical Division, Health Sciences Authority	28
2 Oct '13	Understanding Sex, Gambling, Alcohol Addiction	Dr Winslow Munidasa Chief, Addiction Medicine Department, Institute of Mental Health	41
24 Oct '13	Agency Visit to the Subordinate Courts	Subordinate Courts	17
20 Nov '13	Bereavement Workshop	Ms Cheng Hwee Fern	12
7 Jan '14	A Talk on Mental Health in Singapore	Dr Christopher Cheok Head of Department & Senior Consultant Faculty of Psychiatry, Khoo Teck Phuat Hospital	24
27 Feb '14	Supervisors Training	Dr Augustine Tan Psychotherapist/ Clinical Supervisor/ Trainer	24

TABLE 21: IN-HOUSE TRAINING BY STAFF

DATE	PROGRAMME	NO. ATTENDED
17 Apr '13	Talking about Suicide in Mandarin	11
18 Aug '13	Suicide Intervention Workshop (Condensed Version)	12
2 Sept '13	Greens Touchbase Session	6
3 Sept '13	Mental Health Mandarin Workshop	12
13 Feb '14	Greens Touchbase Session	10
22 Feb '14	Supervisions Training (Briefing for potential supervisors)	5
7-9 Mar '14	Panel Retreat	16

During the review period, nine activities were organised for the volunteers. Amongst these activities, the Family Day and the Volunteers Appreciation Dinner were popular annual events that attracted high participation rate from the volunteers and their family members.

TABLE 22: SOCIAL AND OTHER ACTIVITIES

DATE	PROGRAMME	NO. ATTENDED
24 Apr '13	Volunteers' Graduation Party	40
28 Apr '13	Sunday Brunch with Executive Director	12
19 May '13	Family Day @ Snow City (with Omni-max Theatre)	93
26 Jul '13	43rd Annual General Meeting (AGM)	70
14 Aug '13	Volunteers' Graduation Party	31
29 Aug '13	Connectors & Connectees Meeting	16
5 Sept '13	First Blue Anniversary Gathering	7
7 Dec '13	Volunteers' Appreciation Dinner 2013	97
16 Feb '14	Sunday Brunch with Executive Director	14

THE ORGANISATION

PATRON

Mr Lawrence Wong
Minister for Culture, Community and Youth and Second Minister for
Ministry of Communications and Information

HONORARY MEMBER

Mr S R Nathan
Sixth President of the Republic of Singapore

BOARD MEMBERS (APR '13 – JUL '13)

<i>Position</i>	<i>Name</i>
Chairman	Mr Robert Lim Hui Beng
Vice Chairman	Ms Lim Suu Kuan
Secretary	Ms Lim Lily
Treasurer	Ms Lee Sook Fung
Members	Dr Philbert Chin Soon Siang Dr Tan Chue Tin Ms Claire Wong Su-Wen Ms Elsie Tan Ms Cynthia Wee Guek Cheng Mrs Doreen Woo Shung Han Mrs Juliana Toh

BOARD MEMBERS (JUL '13 – MAR '14)

<i>Position</i>	<i>Name</i>
Chairman	Ms Jessie Quek Lee Ngoh
Vice Chairman	Ms Claire Wong Su-Wen
Honorary Secretary	Ms Lim Lily
Honorary Treasurer	Ms Ng Seok Wah
Members	Mr Adrian Chua Kah Meng Mrs Doreen Woo Shung Han Ms Elsie Tan Ms Lee Sook Fung
Co-opted Members	Dr Adrian Wang Chee Cheng Dr Philbert Chin Soon Siang Ms Ruth Chua Wang Soon
Advisor	Mr Robert Lim Hui Beng

BOARD MEMBERS TRAINING AND DEVELOPMENT

During the review year, SOS Board members participated in the following courses to increase their knowledge and deepen their understanding of the regulations and governance of non-profit organisations.

TABLE 23: EXTERNAL TRAINING FOR BOARD MEMBERS

DATE	PROGRAMME	ORGANISER	NO. ATTENDED
21 Aug '13	Board Governance: An Overview of the Governing Board's Legal Duties & Responsibilities	Social Service Training Institute (SSTI)	2
24 Aug '13	Board Governance: An Induction Training for Board Members of Charities & IPCS	SSTI	2

HR SUB-COMMITTEE

Chairman	Ms Jessie Quek Lee Ngoh
Members	Ms Claire Wong Su-Wen Ms Lee Sook Fung Ms Lim Suu Kuan Mr Tan Seng Nan Mr Wang Choo Yap (resigned on 20 Jul '13)

IT SUB-COMMITTEE

Chairman	Mr Robert Lim Hui Beng
Members	Mr Lee Jun Kiat Dr Francis Pavri Mr Shivram Chandrasekhar

STRATEGIC PLANNING SUB-COMMITTEE

Chairman	Mr Robert Lim Hui Beng
Members	Ms Claire Wong Su-Wen Dr Philbert Chin Soon Siang Dr Tan Chue Tin Ms Lim Suu Kuan

ASSOCIATE MEMBERS

Consultant	Dr Philbert Chin Soon Siang
Consultant Psychiatrists	Dr Tan Chue Tin Dr Adrian Wang Chee Cheng
Lawyers	Ms Lee Geck Hoon Ellen Mr Sivagnanaratnam Sivanesan
Therapists	Ms Ruth Chua Wang Soon Mr Tan Boon Huat Mrs Juliana Toh

PROFESSIONAL CONSULTANT

IT Consultant	Mr Nigel Bruin
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STAFF MEMBERS

Senior Management

Executive Director Ms Christine Wong

Client Management (including LOSS)

Senior Counsellor (Supervisor) Ms Ophelia Ooi

Senior Counsellor Ms Fang Mei Lin (resigned 7 Jun '13)

Counsellor Ms Vivien Goh

Clinical Psychologist Ms Wong Poh Ping

Counsellor Ms Tan Soo Yuin

Counsellor Ms Sylvia Tjahjadi (joined 16 Apr '13)

Counsellor Mr Anthony Yeo (joined 1 Jul '13)

Psychologist Ms Keren E (joined 16 Dec '13)

LOSS

Social Worker (LOSS) Ms Teo Hui Yi

Social Worker (LOSS) Mr Peter Chia

Counsellor (LOSS) Ms Anthea Chua (joined 3 Mar '14)

Counsellor (LOSS) Ms Samanntha Chan (joined 3 Mar '14)

Programme Executive (LOSS) Ms Annie Quek (resigned 31 Mar '14)

Corporate Communications

Communications Executive Ms Sarah Li Wai Suen

Finance and Administration

Finance and Administrative Manager Ms Regina Ling

Administrative Coordinator Ms Donne Foo

Administrative Coordinator Ms Rachel Koh

Housekeeping (Part-time) Mdm Poon Yeen Ling

Volunteer Management, Recruitment and Training

Deputy Director	Mrs Tan-Lee Yoke Yin
Programme Executive	Ms Lily Gan
Volunteer Management Executive	Mr Jeffrey Tay
Volunteer Management Executive	Ms Cindia Toh (joined 18 Nov '13)
Recruitment & Training Executive	Mr Leow Yong Fatt (resigned 31 May '13)
Counsellor	Ms Judy Koh (resigned 31 Aug '13)

AFFILIATIONS

American Association of Suicidology (AAS)

Befrienders Worldwide (BW)

International Federation of Telephonic Emergency Services (IFOTES)

AUDITOR

P G Wee Partnership LLP

BANKERS

CIMB Bank Bhd

DBS Bank Ltd

Singapura Finance Ltd

DONORS AND FUND-RAISING ACTIVITIES

We extend our heartfelt appreciation to the following individuals and organisations, including our anonymous donors, who generously made donations in cash and in-kind, sponsored our events, or raised funds for SOS during the review period. Donations below \$50 are not listed in the Annual Report due to space constraints. Nonetheless, SOS is very appreciative and recognises that every donation is a gift to someone's wellbeing and future.

CASH DONATIONS \$50,000

The Great Eastern Life Assurance Co Ltd

CASH DONATIONS \$10,000

Mr J M Luke

CASH DONATIONS \$5,000 TO BELOW \$10,000

Individuals

Mr Anthony Cheong Fook Seng
Miss Lim Hwee Seah

Organisations

Kwan Im Thong Hood Cho Temple
Tan Chin Tuan Foundation

CASH DONATIONS \$1,000 TO BELOW \$5,000

Individuals

Mr Chan Chor Weng
Ms Cheng Yoke Ping
Mr George Christopher Willis
Miss Goh Hian Guek
Ms Kwang Yee Ling
Mr Lee Jun Kiat
Miss Lim Soo Ching
Mr Liu Kok Keong Leonard
Ms Poh Mei Yi Maureen
Mr Teo Seow Phong

Organisations

Mangala Vihara (Buddhist Temple)
NTUC Fairprice Foundation Limited
Sharikat National Pte Ltd

CASH DONATIONS \$500 TO BELOW \$1,000

Individuals

Mr Aw Chon Wai
Ms Cheok Kim Hong
Mr Chew Wei Xuan
Mr Chua Lian Heng
Ms Chua Sook Ping Christina
Mr Darren N T Koh
Ms Lee Geck Hoon Ellen
Mr Leslie Teo
Ms Lalwani Shalini Gobind
Mr Lim Chuang
Mr Lim Teck Chai Danny
Mr Lim Tuang Lee
Dr Philbert Chin Soon Siang
Miss Tan Siew Khoon
Mr Tay Wenkai
Mr Yuan Li Chen

Organisations

Salesforce.com foundation

CASH DONATIONS \$100 TO BELOW \$500

Individuals

Dr Amy Choong Mei Fun
Mr Andrew Ferris
Mr Andrew Ng
Dr Bao Xiaoming
Mr Chee Siew Wee
Miss Chong Zheng Shan
Mr Chua Boon Aik
Miss Foong Chooi Keng
Mr Foo Jiong Nam
Ms Goh Lip Eng
Ms Ho Wai Han
Ms Ho Yoke Pheng Sally
Mr Ian Phoon
Mrs Juliana Toh
Mr Lee Meng Jun
Mr Lee Yew Ho
Mr Lim Chen Wei
Mr Lim Liau Yuan
Ms Lim Wei His
Mr Long Tian Ching

Mr Ong Yeow Chon
Miss Ong Yiting Mindy
Mr Peh Kok Heng
Mr Phua Chun Lay
Ms Pornrat Harutaiworakul
Ms Qwek Wei
Mr Sai Ram Nilgiri
Ms Sng Hui Jun Eunice
Mr Soo Shuenn Chiang
Ms Su Xinhui Sarah
Miss Tan Bee Yong
Mr Tan Boon Huat
Ms Tan Soe Cheng
Mdm Tay Siew Wah
Ms Tian Yee Ling
Mr Toh Yude
Mr Wee Choo Boo
Mr Yang Qujie
Mr Yap Jia Hao

Organisations

Buttertree Advisory Pte Ltd
Mountain Torq Pte Ltd
International Coach Federation Singapore
Starhub Ltd

CASH DONATIONS \$50 TO BELOW \$100

Individuals

Ms Ambar Widiastuti	Mr Lai Hoong Chee
Mr Boey Xing Pei	Mr Lee Tiong Seng Norman
Mr Chew Huann Lin Alvin	Mr Ng Cheah Sng
Mr Chong Chien Jin	Ms Nicole Wong
Ms Chua Shynn Shiaw	Mr Ow Yong Tuck Leong
Ms Chung Woon Heng	Mr Ramkumar Krishnasamy
Miss Erni Susan	Miss Stella Anthony
Mr Fong Kean Hin	Ms Tan Mei Loong Amanda
Ms Foo Lee Pow	Miss Tan Shiow Yuen Jacqueline
Mr Foong Fook Won	Ms Tang Soo Yee Ellis
Mr Glen Dogan	Ms Tanti Kurniawati
Mr Khoo Yong Kiong	Ms Wong Wui Jin
Mr Koo Zhi Xuan	Ms Yap Xiu Ling

DONATIONS IN KIND

Individuals

Mr Andrew Yeo Cheng Guan
Ms Chiang Hock Eng
Ms Christine Wong
Mr Lee Jun Kiat
Ms Ophelia Ooi
Ms Serene Sng Min Tze
Ms Sharon Lim Chiong Luan
Ms Tan Soo Yuin
Ms Yvonne Marie Reutens

Sponsorship – IT Consultancy Service

Mr Nigel Bruin

Organisations

Cherry Mobile Pte Ltd
Pan Pacific Hotels Group
York Hotel Singapore
CIMB Bank Bhd Singapore
UOB Ltd

Sponsorship – World Suicide Prevention Day 2013

VivoCity
AgogExpo
Publicis Singapore
Sonu Design

Partial Sponsorship – SOS outreach postcards

ZoMedia

FUND RAISING EVENT

SOS initiated a fundraising project with Pioneer Junior College (PJC) to fund a youth outreach project. The college empowered students from the Kairos Programme and Interact Club to plan, organise, and carry out a series of fundraising activities under their teachers' guidance.

The fundraising took place on campus in carnival style on 6 and 7 February 2014 for PJC students and staff. It comprised of a raffle ticket draw, game activities, and sales of items, such as a variety of craftwork, ice cream, and Valentine's Day paraphernalia. Innovative activities, such as a haunted house, henna painting, and a thematic photo booth, were also set up.

A total of \$13,409.25 was raised and will be used to fund the printing of outreach postcards for the youths, to encourage them to seek help and look out for their peers.

SOS would like to thank PJC for embarking on this unprecedented project and for their ongoing support.



FRIENDS OF SAMARITANS

Individuals who are invited to be Friends of Samaritans help the organisation in three ways:

- They support the activities of SOS.
- They help publicise the service by making the emergency Hotline number (1800-221-4444) and Email Befriending address (pat@samaritans.org.sg) known to anyone who may benefit from the help offered by SOS.
- They make an annual contribution.

We acknowledge the following individuals who gave their support as Friends of Samaritans during the review period with thanks:

Mr	Bryan Choong Chee Hong	Dr	Jeanne Woon
Dr	Chia Kwok Ying	Ms	Lim Mou Cheng
Ms	Chua Peck Hai	Ms	Ong Sian Tjoe
Ms	Constance Tay	Mr	Peter James Elston
Ms	Elaine Chua	Ms	Sim Pik Sian
Mr	Goh Kiang Chiang	Ms	Sylvia Deschamps
Ms	Jane Tan	Ms	Valarie Khor

FINANCIAL REPORT

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NOTE FROM THE TREASURER

In the financial year 2013-2014, Samaritans of Singapore (SOS) incurred a total operating costs amounting to \$1.47 million, inclusive of the operating expenditure of \$245,000 for Local Outreach to Suicide Survivors (LOSS), reported under the LOSS Fund (see note 14 to the Financial Statements). This represents an increase of about \$77,000 compared to the previous financial year. The increase can be mainly attributed to manpower expenditure and new publicity and outreach initiatives to the youths.

The three-year funding of \$100,000 per annum from a main donor for the LOSS programme ended on 31 March, 2013. Tote Board (Singapore Totalisator Board), which funds 50% of LOSS's operating expenses, contributed \$161,000 in this review period, an increase of 5% or \$8,000 over the previous review period. We were able to cover the remaining balance of LOSS's operating expenditure from other various donations received during the financial year.

The management team played an active role in being cost conscious of our operating expenditure, with the knowledge that our upcoming expansion plans also rely on our reserves. The results of SOS for the financial year ended 31 March 2014 was a surplus of \$494,000 (included LOSS's surplus \$22,000) as part of our expenditure on manpower was taken from the President's Challenge Fund 2011 received in 2012.

The President's Challenge Fund was designed to provide for the increase in expenditure on manpower. We are grateful to the President's Challenge Fund which supported two additional headcounts, overseas training and study trips, a planning retreat and the sponsorship of staff development.

Total income amounted to \$1.7 million, a 10% increase of \$157,000 compared to the previous financial year. This was due to the increase in external trainings SOS conducted, a boost in donations, as well as an increase in National Council of Social Service (NCSS) funding given to better remunerate social service staff. NCSS funding increased by 5%, or \$71,000 more, and proactive management of our fundraising portfolio through greater awareness of our services led to more specific donations. For instance, specific donations to our outreach and publicity efforts saw an increase of \$15,000. As such, our cash and cash equivalents also improved from \$2.1 million to \$2.4 million.

I would like to take this opportunity to acknowledge the invaluable contributions from all our donors especially Great Eastern who gave \$50,000 to keep the LOSS service going. I look forward to your continued support of the work of SOS.

Lastly, I thank the board of management, donors, staff and volunteers for their support and dedication to the work of SOS.

Ms Ng Seok Wah

Honorary Treasurer

STATEMENT BY BOARD MEMBERS

For the year ended 31 March 2014

The board members are responsible for the preparation and fair presentation of these financial statements in accordance with the Societies Act, Chapter 311, Charities Act, Chapter 37 and Singapore Financial Reporting Standards and Recommended Accountancy Practice No. 6 (RAP 6). This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

In our opinion, the financial statements are drawn up so as to give a true and fair view of the state of affairs of the Samaritans of Singapore (the “society”) as at 31 March 2014 and of the results, changes in funds and cash flows of the society for the year ended on that date in accordance with the provisions of the Acts.

The board members have, on the date of this statement, authorised these financial statements for issue.

On behalf of the board members,



Ms Claire Wong Su-Wen
Vice-Chairman



Ms Ng Seok Wah
Honorary Treasurer

22 May 2014

INDEPENDENT AUDITOR'S REPORT

To the Members of Samaritans of Singapore

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying financial statements of Samaritans of Singapore (the “society”), which comprise the statement of financial position of the society as at 31 March 2014, and the statement of financial activities, statement of changes in funds and statement of cash flows of the society for the year then ended, and a summary of significant accounting policies and other explanatory information.

BOARD MEMBERS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The board members are responsible for the preparation and fair presentation of these financial statements in accordance with the Societies Act, Chapter 311, Charities Act, Chapter 37 and Singapore Financial Reporting Standards and Recommended Accountancy Practice No. 6 (RAP 6). This responsibility includes selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

AUDITOR'S RESPONSIBILITY

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's 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 the 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 Societies Act, Chapter 311, Charities Act, Chapter 37 and Singapore Financial Reporting Standards and Recommended Accountancy Practice No. 6 (RAP 6) so as to give a true and fair view of the state of affairs of the society as at 31 March 2014 and of the results, changes in funds and cash flows of the society for the year ended on that date.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

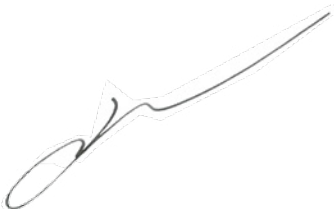
In our opinion, the accounting and other records required by the regulations to be kept by the society have been properly kept in accordance with those regulations.

During the course of our audit, nothing came to our notice that caused us to believe that:

(a) The society did not comply with the requirements of Regulation 15 (fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations; and

(b) The donation moneys have not been used in accordance with the objectives of the society as an institution of a public character.

There were no fund raising conducted by the society during the year.



P G Wee Partnership LLP

Public Accountants and
Chartered Accountants
Singapore

22 May 2014

STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating Statement of Comprehensive Income)

For the financial year ended 31 March 2014

	Note	2014 SGD	2013 SGD
Incoming Resources			
Amortisation of Deferred Capital Donations	11	30,204	42,485
Amortisation of Capital Grants	18	1,704	1,704
Designated Project Donations		25,368	7,000
Government Paid Leave		439	-
Interest Income		16,790	10,407
Membership Fees		648	368
NCSS Funding for Operating Expenses		1,451,790	1,381,124
NCSS Revenue Grant		470	-
NCSS Telecom Subsidy		1,920	3,000
NCSS VCF Funding	3	13,677	-
Other Income		6,490	20
Programme Fees		15,570	9,387
Public Education: Emotional First Aid		1,600	1,200
Public Education: Suicide Prevention/ Intervention/ Postvention Workshops/ Talks		109,749	63,882
Special Employment Credit/Wage Credit		8,348	2,537
Unsolicited Donations		13,182	17,590
Volunteer Development		2,488	2,620
Total Income Resources		1,700,437	1,543,324
Resources Expended			
Advertising and Publicity		11,758	1,284
Audit Fees		2,400	2,000
Communications		21,672	19,307

	Note	2014 SGD	2013 SGD
Depreciation of Plant and Equipment	5	38,359	50,455
Expenditure on Manpower	3	1,053,813	1,029,479
Housekeeping and Others		1,909	2,872
Insurance		3,677	3,644
Loss on Disposal of Plant and Equipment		62	-
Maintenance of Equipment		10,792	7,311
Maintenance of Land and Building		10,642	7,932
Membership Fees		811	819
Miscellaneous		1,586	1,673
Printing and Stationery		6,735	6,011
Public Education Expenses		5,368	3,170
Rental of Building		17,719	17,670
Specific Assistance to Clients		36	79
Transport		894	605
Utilities		21,126	21,594
Volunteer Development		18,624	16,630
Total Resources Expended		1,227,983	1,192,535
Surplus for the Year		472,454	350,789
Surplus for Restricted Fund			
Programme Reserves	16	(451,875)	-
Other Comprehensive Income		-	-
Total Comprehensive Income for the Year		20,579	350,789

STATEMENT OF FINANCIAL POSITION

As at 31 March 2014

	Note	2014 SGD	2013 SGD
Assets			
Non-Current Assets			
Plant and Equipment	5	78,336	48,259
Current Assets			
Trade and Other Receivables	6	41,798	46,862
Other Assets	7	71,372	30,015
Cash and Cash Equivalents	8	2,350,070	2,141,581
Total Current Assets		2,463,240	2,218,458
Total Assets		2,541,576	2,266,717
Funds			
Unrestricted Fund			
Accumulated Fund		90,600	1,148,698
Restricted Funds			
Anniversary Fund	9	48,432	48,432
Anthony Yeo Memorial Fund	10	80,035	78,635
Deferred Capital Donations Fund	11	59,343	24,462
Healing Bridge Fund	12	23,803	23,127
IT Fund	13	57,204	177,663
LOSS Fund	14	438,969	416,904
President's Challenge Fund	15	63,647	173,232
Programme Reserves	16	1,530,552	-
Volunteers Development & Management Fund	17	46,835	57,810
Capital Grant Fund	18	2,619	4,748
Total Funds		2,442,039	2,153,711
Current Liabilities			
Other Payables	19	99,537	113,006
Total Funds and Liabilities		2,541,576	2,266,717

STATEMENT OF CHANGES IN FUNDS

For the financial year ended 31 March 2014

	Unrestricted Fund	Restricted Funds											
	Accumulated Fund	Anniversary Fund	Anthony Yeo Memorial Fund	Deferred Capital Donations Fund	Healing Bridge Fund	IT Fund	LOSS Fund	Programme Reserves	President's Challenge Fund	Volunteers Development & Management Fund	Training Grant	Capital Grant Fund	Total
	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD
Balance as at 1 April 2013	1,148,698	48,432	78,635	24,462	23,127	177,663	416,904	-	173,232	57,810	-	4,748	2,153,711
Transfer (to)/ from	(1,078,677)	-	-	-	-	-	-	1,078,677	-	-	-	-	-
Movement for the year	-	-	1,400	72,636	676	(120,459)	22,065	-	(109,585)	(10,975)	-	-	(144,242)
Amortisation of the fund	-	-	-	(37,755)	-	-	-	-	-	-	-	(2,129)	(39,884)
Statement of comprehensive income for the year	20,579	-	-	-	-	-	-	451,875	-	-	-	-	472,454
Balance as at 31 March 2014	90,600	48,432	80,035	59,343	23,803	57,204	438,969	1,530,552	63,647	46,835	-	2,619	2,442,039
Balance as at 1 April 2012	797,909	48,432	78,151	59,757	17,579	201,855	219,754	-	206,850	79,579	3,276	1,958	1,715,100
Movement for the year	-	-	484	17,812	5,548	(24,192)	197,150	-	(33,618)	(21,769)	(3,276)	4,919	143,058
Amortisation of the fund	-	-	-	(53,107)	-	-	-	-	-	-	-	(2,129)	(55,236)
Statement of comprehensive income for the year	350,789	-	-	-	-	-	-	-	-	-	-	-	350,789
Balance as at 31 March 2013	1,148,698	48,432	78,635	24,462	23,127	177,663	416,904	-	173,232	57,810	-	4,748	2,153,711

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

STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2014

	Note	2014 SGD	2013 SGD
Cash Flows From Operating Activities			
Surplus for the Year		472,454	350,789
Adjustments for:			
Amortisation of Deferred Capital Donations	11	(37,755)	(53,107)
Amortisation of Capital Grants	18	(2,129)	(2,129)
Depreciation of Plant and Equipment	5	47,949	63,069
Interest Income		(16,790)	(10,407)
Loss on Disposal of Plant and Equipment		77	-
Surplus Before Working Capital Changes		463,806	348,215
Changes in Working Capital:			
(Increase) Decrease in Trade and Other Receivables		5,064	(10,296)
(Increase) Decrease in Other Assets		(41,357)	(2,482)
Increase (Decrease) in Other Payables		(13,469)	13,576
Net Cash Flows From (Used In) Operating Activities		414,044	349,013
Cash Flows From Investing Activities			
Purchase of Plant and Equipment	5	(78,103)	(34,650)
Interest Income		16,790	10,407
Net Cash Flows From (Used In) Investing Activities		(61,313)	(24,243)

	Note	2014 SGD	2013 SGD
Cash Flows From Financing Activities			
Net receipts (payments) in Anthony Yeo memorial fund		1,400	484
Net receipts (payments) in Healing Bridge fund		676	5,548
Net receipts (payments) in IT fund		(120,459)	(24,192)
Net receipts (payments) in Deferred capital donations fund		72,636	17,812
Net receipts (payments) in LOSS fund		22,065	197,150
Net receipts (payments) in President's Challenge fund		(109,585)	(33,618)
Net receipts (payments) in Volunteers Development & Management fund		(10,975)	(21,769)
Net receipts (payments) in Training grant fund		-	(3,276)
Net receipts (payments) in Capital grant fund		-	4,919
Net cash flows (used in) from financing activities		(144,242)	143,058
Net increase in cash and cash equivalents		208,489	467,828
Cash and cash equivalents at beginning of year		2,141,581	1,673,753
Cash and cash equivalents at end of year	8	2,350,070	2,141,581

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2014

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

1. Society's Information

Samaritans of Singapore ("SOS") was registered with the Registry of Societies on 29 July 1969 and with the Commissioner of Charities on 26 September 1983. The society was awarded the renewal of the status of Institution of Public Character (IPC) from 1 October 2012 to 30 September 2016. The registered office of the society is located at Block 10 Cantonment Close #01-01 Singapore 080010.

To achieve its mission to be an available lifeline to anyone in crisis, SOS provides confidential emotional support to people who are in crisis, thinking of suicide or affected by suicide. This is carried out through our 24-hour hotline, email befriending, professional counselling and outreach and support programmes to survivors of suicide. SOS also runs various training programmes for professionals, frontliners, youths and the community at large. To raise suicide awareness and reach out to the public, SOS conducts outreach projects online as well as offline.

There have been no significant changes in the nature of these objective and activities during the year.

2. Significant accounting policies

Basis of accounting

The financial statements have been prepared in accordance with the Societies Act, Chapter 311, Charities Act, Chapter 37, Recommended Accounting Practice No. 6 (RAP 6) and Singapore Financial Reporting Standards ("FRS").

The financial statements expressed in Singapore Dollar ("SGD") are prepared in accordance with the historical cost convention except as disclosed, where appropriate, in the accounting policies below.

The preparation of financial statements in conformity with FRS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's

best knowledge of current events and actions, actual results may ultimately differ from those estimates.

The accounting policies adopted are consistent with those of the previous financial year. In the current financial year, the society has adopted all the new and revised standards and interpretations of FRS ("INT FRS") that are effective for annual periods beginning on or after 1 April 2013. The adoption of these standards and interpretations did not have any effect on financial performance or position of the society.

Functional and Presentation Currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The financial statements are presented in Singapore Dollar ("SGD"), which is the society's functional and presentation currency.

All financial information presented are denominated in Singapore Dollar unless otherwise stated.

Revenue Recognition

Revenue comprises the fair value of the consideration received or receivable for rendering of services, net of rebates and discounts. Revenue is recognised as follows:

(a) Rendering of Services

Revenue from services is recognised over the period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be performed.

(b) Donation and Corporate Sponsorship

Income from donation and corporate sponsorship are accounted for when received.

(c) Fund Raising

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

(d) Government Grants

A government grant that becomes receivable as compensation for expenses or losses incurred and recognised as income in profit or loss of the period in which it becomes receivable.

(e) Interest Income

Interest income is recognised on an accrual basis.

Retirement Benefit Costs

Contributions to defined contribution retirement benefit plans are recorded as an expense as they fall due. Contributions made to government managed retirement benefit plan such as the Central Provident Fund (“CPF”) which specifies the employer’s obligations are dealt with as defined contribution retirement benefit plans.

Employee Leave Entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for leave as a result of services rendered by employees up to the statement of financial position.

Operating Leases

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are recognised in profit or loss on a straight-line basis over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

Income Taxes

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

Funds

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

Donation in Kind

Gift in kind of a capital nature is taken up in the deferred capital donations fund based on estimate of the fair value of the date of the receipt of the donation of non-monetary asset or the grant for the right to the monetary asset. The donation is recognised if the amount of the donation in kind can be measured reliably and there is no uncertainty that it will be received.

Plant and Equipment

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

Depreciation is calculated on the straight-line method to write off the cost of the assets over their estimated useful lives. The estimated useful lives have been taken as follows:

Furniture and fittings	-	5 years
Office equipment	-	3 - 5 years

The residual values, estimated useful lives and depreciation method are reviewed, and adjusted as appropriate, at end of each reporting year. The effects of any revision are recognised in profit or loss when the changes arise.

Fully depreciated assets are retained in the accounts until they are no longer in use.

On disposal of an item of plant and equipment, the difference between the net disposal proceeds and its carrying amount is recognised in profit or loss.

Impairment of Non-Financial Assets

The society assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment assessment for an asset is required, the society makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent to those from other assets. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount.

Impairment losses are recognised in profit or loss.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that

is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss be recognised previously. Such reversal is recognised in profit or loss.

Financial Assets

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

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

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

All regular purchases and sales of financial assets are recognised or derecognised on the trade date i.e. the date that the society commits to purchase or sell the asset. Regular purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned.

Loans and Receivables

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

Impairment of Financial Assets

The society assesses at the end of each reporting year whether there is any objective evidence that a financial asset is impaired.

Assets Carried at Amortised Cost

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

When the asset becomes uncollectible, the carrying amount of impaired financial assets is reduced directly or if an amount was charged to the allowance account, the amounts charged to the allowance account are written off against the carrying value of the financial asset. To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the society considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

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

Cash and Cash Equivalents

These consist of cash in hand and cash at bank balances, including short term fixed deposits with financial institutions.

Financial Liabilities

Financial liabilities are recognised 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 the consideration received plus, in the case of a financial liability not at fair value through profit or loss, directly attributable transaction costs and subsequently measured at amortised cost using the effective interest rate method.

Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the amortisation process. The liabilities are derecognised when the obligation under the liability is extinguished.

Provisions

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

Critical Judgements, Assumptions and Estimation Uncertainties

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.

Key Sources of Estimation Uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful lives of Plant and Equipment

Plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these plant and equipment to be within 3 to 5 years. The carrying amount of the society's plant and equipment at 31 March 2014 is SGD 78,336 (2013: SGD 48,259). Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

Impairment of Receivables

Management reviews its receivables for objective evidence of impairment at least annually. Significant financial difficulties of the debtor, the probability that the debtor will enter bankruptcy, and default or significant delay in payments are considered objective evidence that a receivable is impaired. In determining this, management makes judgement as to whether there is observable data indicating that there has been a significant change in the payment ability of the debtor, or whether there have been significant changes with an adverse effect in the technological, market, economic or legal environment in which the debtor operates.

Where there is objective evidence of impairment, management makes judgements as to whether an impairment loss should be recorded in profit or loss. In determining this, management uses estimates based on historical loss experience for assets with similar credit risk characteristics. The methodology and assumptions used for estimating both the amount and timing of future cash flows are reviewed regularly to reduce any differences between the estimated loss and actual loss experience. The carrying amount of the society's receivables at 31 March 2014 are disclosed in note 6 to the financial statements.

3. Expenditure on Manpower

	2014 SGD	2013 SGD
Salaries	702,460	698,699
Bonuses	208,176	199,192
Contributions to defined contribution plan (CPF)	105,635	110,363
Foreign worker levy	527	-
Other staff benefit expenses	22,603	21,105
Training	13,677	-
Recruitment expenses	140	120
Payroll system support	595	-
	1,053,813	1,029,479

The annual remuneration band of the 3 highest paid staff as at the statement of financial position are:

SGD 100,000 and below	2	2
SGD 100,001 and above	1	1
	3	3

The board members did not receive any remuneration during the year.

4. Tax- Exempt Receipt

The society being an approved IPC receives tax-deductible donation whereby qualified donors are granted 2.5 times tax deduction for the donation made to the society.

	2014 SGD	2013 SGD
Tax-exempt receipt issued for donations collected	123,736	227,992

5. Plant and Equipment

	Furniture and Fittings SGD	Office Equipment SGD	Total SGD
Cost			
At 1 April 2012	145,276	452,212	597,488
Additions	20,930	13,720	34,650
Disposals	(2,638)	(3,958)	(6,596)
At 31 March 2013 and 1 April 2013	163,568	461,974	625,542
Additions	128	77,975	78,103
Disposals	(200)	(2,767)	(2,967)
At 31 March 2014	163,496	537,182	700,678
Accumulated Depreciation			
At 1 April 2012	139,980	380,830	520,810
Depreciation for year	6,359	56,710	63,069
Disposals	(2,638)	(3,958)	(6,596)
At 31 March 2013 and 1 April 2013	143,701	433,582	577,283
Depreciation for year	6,134	41,815	47,949
Disposals	(200)	(2,690)	(2,890)
At 31 March 2014	149,635	472,707	622,342
Net Carrying Amount			
At 31 March 2014	13,861	64,475	78,336
At 31 March 2013	19,867	28,392	48,259

	2014 SGD	2013 SGD
Depreciation is charged to:		
Statement of financial activities	38,359	50,455
LOSS fund (note 14)	9,590	12,614
	47,949	63,069

6. Trade and Other Receivables

	2014 SGD	2013 SGD
Trade receivables	13,635	16,700
Grant receivables	-	21,421
Interest receivables	9,120	7,591
Others	19,043	1,150
	41,798	46,862

Trade receivables are non-interest bearing and are generally on 30-day credit terms.

Receivables that are past due but not impaired.

The society has trade receivables amounting to SGD250 (2013: Nil) that are past due at the end of the reporting year but not impaired. These receivables are unsecured and the analysis of the ageing at the end of the reporting year is as follows:

	2014 SGD	2013 SGD
<i>Trade receivables past due</i>		
1 to 30 days	250	-
31 to 60 days	-	-
	250	-

7. Other Assets

	2014 SGD	2013 SGD
Deposits paid	5,832	5,832
Prepayments	65,540	24,183
	71,372	30,015

8. Cash and Cash Equivalents

	2014 SGD	2013 SGD
Cash and bank balances	783,738	790,386
Fixed deposits	1,566,332	1,351,195
	2,350,070	2,141,581

Fixed deposits bear interest at 1% to 1.3% (2013: 0.9% to 1.22%) mature with varying dates within 2 to 11 months (2013: 2 to 11 months) from the financial year end.

9. Anniversary Fund

This fund is set up for activities organised to celebrate SOS Anniversary programmes.

10. Anthony Yeo Memorial Fund

	2014 SGD	2013 SGD
Balance at beginning of year	78,635	78,151
<i>Add: Receipts</i>		
Donations received	1,400	6,226
	80,035	84,377
<i>Less: Expenditure</i>		
Other expenses	-	(5,742)
Balance at end of year	80,035	78,635

The late Anthony Yeo, former Chairman of SOS, provided clinical sessions to meet staff development needs. This fund was initiated by a donation from his wife to support the staff development in SOS. Over the last two years, other donors have rendered their support for this fund.

11. Deferred Capital Donations Fund

	2014 SGD	2013 SGD
Balance at beginning of year	24,462	59,757
Add: Purchase of plant and equipment	72,636	17,812
Less: Amortisation charged to financial activities	(30,204)	(42,485)
Less: Amortisation charged to LOSS fund	(7,551)	(10,622)
Balance at end of year	59,343	24,462

Specific donations given for the purchase of computer equipment and system are credited to the IT fund (see note 13). The deferred capital donations fund are amortised to profit or loss over the period of three to five years.

12. Healing Bridge Fund

	2014 SGD	2013 SGD
Balance at beginning of year	23,127	17,579
<i>Add: Receipts</i>		
Donations	5,505	3,968
Proceeds from book sale	6,000	4,420
Charge to Volunteer Development & Management fund	1,671	482
	36,303	26,449
<i>Less: Expenditure</i>		
Supplies and materials	(115)	(188)
Meals and refreshments	(449)	(911)
Purchase of books	(11,808)	(2,223)
Purchase of plant and equipment	(128)	-
	(12,500)	(3,322)
Balance at end of year	23,803	23,127

The fund is set up for the operations of the Healing Bridge programme.

13. IT Fund

	2014 SGD	2013 SGD
Balance at beginning of year	177,663	201,855
<i>Add: Receipts</i>		
Sponsorship – IT consultancy	13,500	-
Donations	-	7,000
	191,163	208,855
<i>Less: Expenditure</i>		
Consultancy fees	-	1,500
Downpayment of system upgrade	(31,740)	-
Meals and refreshments	-	(13)
Supplies and materials	(30,652)	(26,912)
Purchase of equipment	(71,567)	(5,767)
	(133,959)	(31,192)
Balance at end of year	57,204	177,663

The fund is set up for upgrading the telephony system and infrastructure of SOS.

14. LOSS Fund

	2014 SGD	2013 SGD
Balance at beginning of year	416,904	219,754
<i>Add: Receipts</i>		
* <i>Designated project donations</i>	91,301	236,654
Amortisation of deferred capital donations (note 11)	7,551	10,622
Amortisation of capital grant (note 18)	425	425
Government paid leave	7,196	-
Other income	-	20
Tote Board Social Service fund	160,842	152,928
	267,315	400,649
<i>Less: Expenditure</i>		
Audit fees	(600)	(500)
Central Provident Fund	(27,920)	(21,100)
Depreciation of plant and equipment (note 5)	(9,590)	(12,614)
Insurance	(919)	(911)
Loss on disposal of plant and equipment	(15)	-
Repairs and maintenance	(4,716)	(3,222)
Rental of building	(4,430)	(4,417)
Salaries and bonuses	(171,774)	(135,137)
Other staff benefit expenses	(2,549)	(5,394)
Volunteer development	(4,656)	(4,158)
Transport	(994)	(1,812)
Other operating expenses	(17,087)	(14,234)
Total expenditure	(245,250)	(203,499)
Surplus for the year	22,065	197,150
Balance at end of year	438,969	416,904

LOSS (Local Outreach to Suicide Survivors) is a nationwide SOS programme which provides emotional support and comfort to survivors in the aftermath of

a suicide death and throughout their bereavement.

	2014 SGD	2013 SGD
* Designated project donations		
Keppel Care Foundation	-	100,000
Singapore Pools (Pte) Ltd	-	34,400
Great Eastern	50,000	30,449
Capitaland Ltd	-	15,000
Others	41,301	56,805
	91,301	236,654

In 2014, Great Eastern has given an outright donation of SGD 50,000 to the LOSS programme.

In 2013, SOS LOSS programme was the sole beneficiary of charity fund-raising events organised by Great Eastern and Singapore Pools (Pte) Ltd.

15. President's Challenge Fund

	2014 SGD	2013 SGD
Balance at beginning of year	173,232	206,850
Less: Expenditure		
Clinical supervision	(1,650)	(3,250)
Overseas conference/study trip	(8,353)	-
Freelance service	(11,101)	-
Furniture and fittings	-	(12,178)
IT consultancy	(6,000)	(7,500)
Planning retreat	(7,979)	-
Salaries and related costs	(60,195)	-
Training	(14,307)	(10,690)
	(109,585)	(33,618)
Balance at end of year	63,647	173,232

SOS was one of the beneficiaries of the President's Challenge Fund in 2011 and received the fund on 31 January 2012. The fund is to provide funding for IT consultancy, staff development, additional manpower and renovation of office space.

16. Programme Reserves

	2014 SGD	2013 SGD
Balance at beginning of year	-	-
<i>Add: Receipts</i>		
Transfer from Accumulated Fund	1,078,677	-
Share of surplus for the year	451,875	-
Balance at end of year	1,530,552	-
Ratio of programme reserves to annual operating expenditure	1.25	-

With effect from 2014, a proportionate share of the surplus for the year attributed to NCSS funding for operating expenses is classified into Programme Reserves under restricted fund. The transfer from Accumulated Fund is based on an average rate of 95% NCSS proportionate share of the balance as of 1 April 2013 excluding SGD 15,667 brought forward before SOS became NCSS member on 1 January 1984. This is in compliance with NCSS new reporting requirement to ensure that fund received are/will be used for manpower and other operating expenditures of the funded programme.

17. Volunteers Development & Management Fund

	2014 SGD	2013 SGD
Balance at beginning of year	57,810	79,579
<i>Less: Expenditure</i>		
Charge from Healing Bridge fund	(1,671)	(482)
Leaders retreat	(5,941)	(9,255)
Training expenses	(1,834)	(10,192)
Transport	(1,329)	(1,446)
Others	(200)	(394)
	(10,975)	(21,769)
Balance at end of year	46,835	57,810

The fund is set up for volunteers to attend training workshops and for volunteer care.

Summary of total expenditure on volunteers are as follows:

	2014 SGD	2013 SGD
Volunteer development & management fund	10,975	21,769
Volunteer development in statement of comprehensive income	18,624	16,630
Volunteer development allocated to LOSS fund (see note 14)	4,656	4,158
Manpower expenditure on volunteer management	227,481	208,880
	261,736	251,437

18. Capital Grant Fund

	2014 SGD	2013 SGD
Balance at beginning of year	4,748	1,958
Grants received/ receivable	-	4,919
	4,748	6,877
Less: Expenditure		
Amortisation charged to financial activities	(1,704)	(1,704)
Amortisation charged to LOSS fund	(425)	(425)
Balance at end of year	2,619	4,748

Grants received/ receivable from National Council of Social Service (NCSS) in 2013 were for the funding of computers and system.

19. Other Payables

	2014 SGD	2013 SGD
Accrual operating expenses	99,171	101,932
Advance receipt for membership fee	366	374
Advance receipt for workshop fee	-	10,700
	99,537	113,006

20. Operating Lease Commitments

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

	2014 SGD	2013 SGD
<i>Rental payable</i>		
Not later than one year	3,210	3,210
Later than one year but not later than five years	5,350	8,560
	8,560	11,770

Operating lease payments are for rentals payable for certain office equipment. The lease rental terms are negotiated for an average term of five years and rentals are not subject to an escalation clause.

21. Capital Commitments

The society has no capital commitments expenditure not provided for in the accounts as at the end of the reporting year.

22. Reserve Policy

	2014 SGD	2013 SGD
Unrestricted Funds (Reserves)	90,600	1,148,698
Ratio of reserves to annual operating expenditure	0.07	0.96

In 2014, the board members have approved a reserve policy for up to 2 years (2013: 3 years) of expenditure which is to be maintained to provide working capital and development of the society.

23. Financial Risk Management Objectives and Policies

The main risks from the society's financial instruments are liquidity risk, interest rate risk and credit risk. The policies for managing each of these risks are summarised below:-

Liquidity Risk

Liquidity risk is the risk that the society will not be able to meet its financial obligations as and when they fall due. The society's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The society reviews its working capital requirements to assess the adequacy of cash and cash equivalents to finance the operations.

Analysis of Financial Instruments by Remaining Contractual Maturities

The table below summarises the maturity profile of the society's financial assets and liabilities at the end of the reporting year based on contractual undiscounted repayment obligations.

	2014		2013	
	1 year or less SGD	Total contractual cash flows SGD	1 year or less SGD	Total contractual cash flows SGD
<i>Financial assets</i>				
Trade and other receivables	41,798	41,798	46,862	46,862
Other assets	5,832	5,832	5,832	5,832
Cash and cash equivalents	2,350,070	2,350,070	2,141,581	2,141,581
	2,397,700	2,397,700	2,194,275	2,194,275
<i>Financial liabilities</i>				
Other payables	99,171	99,171	101,932	101,932
Total net undiscounted financial assets	2,298,529	2,298,529	2,092,343	2,092,343

Interest Rate Risk

The society's exposure to changes in interest rates related primarily to its holding of fixed deposits. The society's policy is to obtain favourable interest rates that are available. The sensitivity analysis for changes in interest rate risk is not disclosed as the effect on the statements of financial activities is not expected to be significant.

Credit Risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a party default on its obligations.

Exposure to Credit Risk

The society's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash and cash equivalents), the society minimises credit risk by dealing exclusively with high credit rating parties.

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

The society's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The society trades only with recognised and creditworthy third parties. It is the society policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis such that the society's exposure to bad debts is not significant.

Credit Risk Concentration Profile

The society has no significant concentration of credit risk.

Financial Assets that are Neither Past Due nor Impaired

Trade and other receivables that are neither past due nor impaired are creditworthy debtors with good payment record with the society. Cash and cash equivalents, that are neither past due nor impaired are placed with or entered into with reputable companies with high credit ratings and no history of default.

Financial Assets that are Either Past Due or Impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 6 (trade receivables).

24. Fair Value of Financial Assets and Financial Liabilities

The carrying amounts of cash and cash equivalents, trade and other current receivables and payables, provisions and other liabilities and amounts payable approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

25. New Accounting Standards and FRSs Interpretations

At the date of authorisation of these financial statements, none of the FRSs, INT FRSs and amendments to FRS that were issued but not effective is relevant to the society.

26. Authorisation of Financial Statements for Issue

These financial statements were authorised for issue by the Board Members on the date shown on the Statement by Board Members.

GOVERNANCE EVALUATION CHECKLIST

SOS adheres to the Code of Governance for Charities and Institutions of Public Character (IPC) issued by the Charities Council.

CODE DESCRIPTION	CODE ID	COMPLIANCE
BOARD GOVERNANCE		
Are there Board members holding staff appointments?		No
There is a maximum term limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied
There are Board committees (or designated Board members) with documented terms of reference.	1.2.1	Complied
The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied
CONFLICT OF INTEREST		
There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied
Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied
STRATEGIC PLANNING		
The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied
The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied
HUMAN RESOURCE MANAGEMENT		
The Board approves documented human resource policies for staff.	5.1	Complied
There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied
FINANCIAL MANAGEMENT AND CONTROLS		
The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied

The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied
The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
The charity discloses its reserves policy in the annual report.	6.4.1	Complied
Does the charity invest its reserves?		No
FUNDRAISING PRACTICES		
Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied
DISCLOSURE AND TRANSPARENCY		
The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied
Are Board members remunerated for their Board services?		No
Does the charity employ paid staff?		Yes
No staff is involved in setting his or her own remuneration.	2.2	Complied
The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied
PUBLIC IMAGE		
The charity accurately portrays its image to its members, donors and the public.	9.1	Complied

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www.sos.org.sg

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We are registered with Registry of Societies (Ref 162/69WEL)
Commissioner of Charities (Ref No. 0004)

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