



THE SINGAPORE SCOUT ASSOCIATION

ANNUAL
REPORT
2018



CREATING A BETTER WORLD

ENGAGING + EXCITING + EMPOWERING

FOR COMMUNITY PURPOSE AND BENEFIT

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Helping to build an inclusive and caring community.

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THE SINGAPORE SCOUT ASSOCIATION



The Singapore Scout Association, formerly known as the Boy Scouts Association, was constituted under the powers granted by the Royal Charter issued under the hand of King George V dated 4th January 1912, and the Boy Scouts Association Act (Cap 26 Singapore Statue, 1985 Revised Edition) having the force of law in Singapore. It is registered (No. 0196) as a Charity under the Charities Act, 1982 with effect from 29th June 1985. The Singapore Scout Association is also an Institution of Public Character (IPC 000407) with effect from August 2010.

The Vision of Scouting

Better Scouting for more young people

The Mission of Scouting

The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

The Scout Promise

On my honour I promise that I will do my best

To do my duty to God and to the Republic of Singapore

To help other people and

To keep the Scout Law

The Scout Law

A Scout is to be trusted.

A Scout is loyal.

A Scout makes friends, establishes and maintains harmonious relations.

A Scout is disciplined and considerate.

A Scout has courage in all difficulties.

The Scout Motto

"Be Prepared"

CREATING A BETTER WORLD

Empowering young people to make a difference in their communities by engaging them in exciting and holistic educational activities that develop them spiritually, emotionally, intellectually, socially and physically.



**CHIEF SCOUT
HALIMAH
YACOB**

*President of the
Republic of Singapore*



**THE SINGAPORE
SCOUT ASSOCIATION**

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Going Back To Basic

YLXG

President's Message



2018 saw a 2.2% dip in the membership of the Singapore Scout Association, from 12,648 the year before to 12,365, its first decline after 5 consecutive years of increases. Due mainly to the reduced cohorts in the schools, the dip would have been steeper if not for the expansion of scouting in the community.

The Association continued its push of community scouting, to complement school-based scouting. We partnered the Tampines Central CC, North East Community Development Council (CDC) to set up Phoenix Scout Group (Open) and recruited 30 members. We also partnered the Marsiling Grassroots Organisation and North West CDC to launch the Skyhawk Air Scout Group (Open), which recruited 21 members at inception in August. Following its success, we plan to set up more community scout units in the next 3 years, with South West CDC in the pipeline.

Another initiative for the community was spearheaded by the Sands Leadership Development Centre, which partnered SportCares, to launch "CareVentures" involving 28 participants from Delta Senior School and ITE College West. The programme sought to inculcate empowerment, social integration and community bridging through an inclusive outdoor adventure programme.

In addition, the Association continued its community involvement and social development partnerships with CAAS, CDC, MEWR, MPA, NParks, NYAA, the Singapore Kindness Movement, PA and many other stakeholders.

Camping is an integral aspect of the outdoor education focus of the scouting movement. With upgraded facilities at Sarimbun Camp, we encouraged our units to organise camps there for the young scouts at least once a year. The Areas also hold their camps at Sarimbun regularly.

Two national camps were held during the year, namely:

- National Patrol Camp held from 15 to 19 November and attended by 466 participants. The open house attracted over 500 families and friends.
- Camp Possible 2018 held from 17 to 20 November for cubs and scouts with special needs. The objective was to develop understanding and empathy between special needs and mainstream society. It was attended by 296 participants.

As the international dimension of scouting becomes more important in the age of globalisation, we have stepped up efforts to expose more of our members to the international fellowship of scouts. A total of 40 youth and 52 adult members participated in 9 overseas programmes, including the 1st ASEAN Rover Moot, the 11th Taiwan International Jamboree and many more.

Completion of the HQ upgrading project was delayed due to unforeseen circumstances. We are expecting the Bishan HQ renovation to be completed in the second half of 2019. The upgraded HQ includes a new scout heritage gallery, a rock-climbing wall and training facilities. Our hardworking fund raising committee has so far raised more than \$3.5 million to cover the total project cost of over \$4 million.

As we end another active year of scouting, I would like to place on record our heartfelt thanks to the many staunch supporters of Singapore Scouting. Our Chief Scout, President Halimah, has given us much encouragement and guidance. The various volunteer leaders have kept the flame of scouting burning brightly for yet another year. Our appreciation also goes to our various stakeholders namely, MOE, various other agencies, civic organisations, principals, parents and the general public. And I would be remiss if I did not give credit to my fellow Scout Council members and the Commissioners for their unfailing support, wise counsel and hard work.

TAN TEE HOW
President
The Singapore Scout Association

| Chief Commissioner's Message



The year 2018 had been challenging yet at the same time a gratifying one. Being at the helm of this role for the first year, many jubilations achieved as well as challenges experienced. First, I would like to congratulate everyone for job well done throughout 2018. Your perseverance and commitment is greatly appreciated in supporting me to fulfil my obligations and in setting the direction for the Singapore Scout Association (SSA).

2018 has been a busy year in organising several major events. The year kicked off with the "Adiji Chief Scout" event where we welcomed our newly elected President, Mdm Halimah Jacob as our Chief Scout. With a strength of more than 4,000 scouts, we gave her a rousing welcome into our Scouting fraternity. We also had a sounding participation at the 10th National Patrol Camp with 47 patrols that took part in a challenge of Scouting skills, teamwork and perseverance. Not forgetting, a Cuboree cum Camp Possible was also successfully organised

that brought together more than 400 cubs and special needs scouts in a camp filled with fun, stimulating and inclusive, shared experiences for our youths.

We have reviewed and put in place a new organisation structure focusing on decentralisation of core activities to the Areas. We have also provided essential training for our volunteers to perform their newly assigned roles. In ensuring that we provide quality Scouting to the youths, SSA conducted a pilot internal audit to the four Areas to assess their structures and processes in meeting the needs of the Area function. With this audit, we were in a better position to improve our processes and provide better Scouting.

2018 was also the year that SSA succeeded as Chairman of the ASEAN Scouts Association for Regional Cooperation (ASARC); another milestone in SSA's history. Being the Chairman of 10 National Scout Organisations, we were challenged to set a new standard, not only for ASARC but for SSA too. As espoused in our Scout Law, 'A Scout has courage in all difficulties'; we have taken this challenge in a positive stride for the benefit of our youths. As such, SSA would spearhead in organising three major events namely, ASEAN Youth Forum, Regional Course for Leader Trainer and also the ASEAN Seaboree. All these events would culminate to a grand finale, that is, the ASEAN Jamboree, which would take place in 2020 in conjunction with SSA's 110 years of Scouting.

In addition to these highlights, SSA is working very hard to organise fun and meaningful events and activities for our youths. You can look forward to exciting and engaging activities that are in the pipeline. First on the list will be the Bicentennial Scout Trek, organised in celebration of the 200 years of Singapore's founding. You can also look forward to the National Exploration Challenge, an awaited event that only comes every other year, plus numerous other Sustainable Development Growth activities that educate our youths on conservation and sustainability efforts to save our Gaia.

In the second phase of our strategic plan for SSA, let's focus on our Scouting values. Values that started more than a century ago that brought Scouting to where it is today. Let's continue to bring our Scouting values to the next century. With the Ministry of Education's focus on Character and Citizenship Education, Scouting values could have never been more relevant in equipping our youths with the necessary EQ to face the world.

On this note, I would like to express my heartfelt thanks to my team for their support in my vision for SSA. I believed we have done well in our first year at the helm. To the leaders, thank you for encouraging your Scouts to participate in the activities organised, as well as for your dedication and hard work to develop them towards becoming self-fulfilled individuals that would contribute to our society.

In the words of Baden-Powell,

"An individual step in character training is to put responsibility on the individual."

So, Brother and Sister Scouts, let's not sit on our laurels and be contented with what we have achieved. Let's strive further to make Scouting a Movement of choice!

ANTONG SHAHRUDIN RAHMAT
Chief Commissioner
The Singapore Scout Association

| Scout Council 2018 / 2019



MR TAN TEE HOW
President



PROF LUI PAO CHUEN
Vice President



MR RAYMOND CHIA LEE MENG
Vice President



MR PHILIP CHUA TIN SIEN
Vice President



MR RANVIR KUMAR SINGH
Hon. Secretary



MR FONG HENG BOO
Hon. Treasurer (Jan-Jun)



MR PHILIP LING SOON HWA
Hon. Treasurer (Jul-Dec)



**MR RICHARD
YEONG ONG LOY**
Elected Member



**MR HENRY
BAEY SENG KAH**
Elected Member



**DR WILLIAM
WAN KOK TANG**
Elected Member



**MR CHARLES
PHUA CHAO RONG**
Elected Member



**MR DESMOND
CHONG KOK HWEE**
Elected Member



MR ROY LAI MUN FATT
Elected Member (Jan-Jun)



MR LAI SENG KWON
Elected Member (Jan-Jun)



**MR MICHAEL
ONG KUM WAI**
Elected Member



MR STEVE OW KWOK LEONG
Appointed Member



MS KIM LAY ENG
Appointed Member



MS LIM KAR YEE
Appointed Member



MR NGIEN HOON PING
Appointed Member



DR CHRISTOPHER FONG KONG ONN
Appointed Member



DR KUMARAN RASAPPAN
Appointed Member



MR TAN SWEE HO
Appointed Member



MR TAN CHENG KIONG
Observer



MR ANTONG SHAHRUDIN RAHMAT
Chief Commissioner



DR JEFFREY HO KAI KWONG
Deputy Chief Commissioner/
International Commissioner



MR ANDREW ANG KAH HIN
Assistant Chief Commissioner -
North Area



MR HOO CHUAN YANG
Assistant Chief Commissioner -
South Area



MR HO CHEE HENG
Assistant Chief Commissioner -
East Area



MR LIM SAY CHIONH
Assistant Chief Commissioner -
West Area



MR YANG CHEN
National Programme
Commissioner



MR TAN KAY KERNG
National Training Commissioner



MR ANBARASAN THURAIMANIKAM
National Operations
Commissioner



MR DARREN TAY FUWEN
National Communications
Commissioner



MR GARY LIM SWEE HENG
Executive Director
(Ex-Officio)



MS NORAINI MOHAMAD
Director (Operations & HR)
(Ex-Officio)

Scout Council Sub-Committees 2018 / 2019

Scout Council (SC) Committees

As the highest policy making body of the Association, the key roles of the Scout Council are to advance scouting in Singapore through adopting sound and forward looking strategies, and to ensure good governance and accountability. To carry out these roles meaningfully and effectively, standing Committees are set up.

Based on various needs, the following Committees are formed for the year 2018-19:

1. Establishment Committee
2. Finance Committee
3. Fund Raising Committee
4. Building And Estate Committee
5. Communication and Partnership Committee
6. Award Committee
7. Audit and Risk Committee
8. Education Committee
9. Unit Performance and Recognition Committee
10. IT Committee
11. Nominating Committee
12. Sands Leadership Development Centre Committee

The members and TOR of the Committees are reflected on Annex A. The members are from the SC and the Commissioner Councils. The chairman of the Committee can invite others with relevant expertise to serve on its Committee as co-opted members. The President should be informed before extending the invitation.

The Committee should meet at least twice a year and, where applicable, present a report at each Scout Council meeting on the progress of the work/task undertaken. Minutes of meetings should be circulated to the SC for information, unless of confidential nature.

Under the Code of Governance for Charities, the number of meetings held and the attendance of committee members will be reported in the Annual Report.

Terms of Reference of SC Committees and Members 2018 / 2019

In accordance with Code of Governance, we will be reporting numbers of meetings held and attendance.

I Establishment Committee

Chairman: Raymond Chia Lee Meng

Members: Antong Shahrudin Rahmat
Ranvir Kumar Singh

Secretary: Gary Lim Swee Heng

1. To review and formulate human resource /staffing policies to recruit, nurture and retain Professional Staff of SSA.
2. To review and establish an appropriate and competitive framework of remuneration for Professional Staff.
3. To review the request for the employment of Senior Professional Staff, and oversee the interview and selection of candidates for such position (Senior Professional Staff covers Executive Director and Division Heads at Director level).
4. To receive and approve the recommendations of Executive Director on the annual performance bonus payable to staff other than himself.
5. To receive and approve the performance of the Executive Director as evaluated by the Chief Commissioner and in agreement by the President of SSA with feedback from any party as deemed appropriate.

II Finance Committee

Chairman: Philip Ling Soon Hwa

Members: Lim Kar Yee
Henry Baey Seng Kah
Chay Hong Leng

Secretary: Dr Jeffrey Ho Kai Kwong
Jennifer Lim Lee Cheng
Staff in Attendance: Gary Lim Swee Heng
Noraini Mohamad
Jenny Choo Kam Peng
Ahmad Lutfi Maula Shamsudin

1. To supervise the disbursement of funds under the HQ Account, approved by the SC.
2. To receive and review yearly budget estimates for the ensuing year for any expenditure under HQ Account which has been duly endorsed by the Chief Commissioner.
3. To present to the Scout Council the yearly budget estimates after review for approval.
4. To introduce and implement appropriate control systems in the disbursement of funds.
5. To review request and approve supplementary budget estimates for any expenditure up to S\$50,000. Scout Council has to be duly informed of such approvals at the next Council Meeting following approvals with supporting reasons.
6. To manage and place deposits of cash assets of SSA
7. To review and approve other finance related matters as referred.
8. To review the incomes of the annual fund raising projects including Job Week, and Donation Draw.
9. To Monitor and review the financial Performance of the SLDC (including the Scout Shop).

III Fund Raising Committee (Incorporating the Scout Foundation Board)

Chairman: Raymond Chia Lee Meng
Members: Tan Tee How
Ranvir Kumar Singh
Philip Ling Soon Hwa
Andrew Ang Kah Hin
Secretary: Valerie Lim Yi Hui
Staff in Attendance: Gary Lim Swee Heng
Jennifer Lim Lee Cheng
Jenny Choo Kam Peng

1. To formulate a fund raising strategy for the Association.
2. To oversee the fund raising activities and review their performance and appropriateness
3. To oversee fund raising for the Scout Foundation.
4. To approve proposals for the use of the Scout Foundation funds.

IV Building and Estate Committee

Chairman: Richard Yeong Ong Loy
Members: Roy Lai Mun Fatt
Michael Ong Kum Wai
Ho Chee Heng
Malcolm Tan Ban Hoe
Secretary: Lim Weixing
(Raymond Chia's advice will be sought when needed.)
Staff in Attendance: Gary Lim
Jennifer Lim Lee Cheng
Jenny Choo Kam Peng
Ahmad Lutfi Maula Shamsudin

1. To advise on management, enhancement and development of SSA's properties
2. To review tender document pertaining to physical infrastructure
3. To review and approve guidelines on the use of SSA facilities in HQ and Camp
4. To review camp contract for renewal and recommend to Scout Council

V Communication and Partnership Committee

Chairman: Philip Chua Tin Sien
Members: William Wan Kok Tang

Lim Kar Yee
Ngien Hoon Ping
Henry Baey Seng Kah
Darren Tay Fuwen
Dr Koh Kee Lee
Secretary: Valerie Lim Yi Hui
Staff in Attendance: Gary Lim Swee Heng
Maohaid Faizal Kasmin
Dorothy Teo Chin Lian

1. To strategise, direct and manage the overall effort of the Association in engaging and maintaining ties with the media, members, ex-members, parents, supporters and other key stakeholders.
2. To enhance the visibility and image of Scouting of the Association through media communication, social media, publicity and promotional activities.
3. To promote partnerships with relevant stakeholders
4. To increase the public profile of SSA and strengthen the branding of scouting in Singapore
5. To oversee the publication of all communication materials and management of such communication channels as websites, social media etc.

VI Awards Committee

Chairman: Tan Tee How
Members: Prof Lui Pao Chuen
Philip Chua Tin Sien
Antong Shahrudin Rahmat
Dr Jeffrey Ho Kai Kwong
Secretary: Madelene Seow Heng Lin
Staff in Attendance: Gary Lim Swee Heng

1. To consider and approve nominations for the DSA
2. To consider and recommend nomination for Life Achievement Award to SC
3. To recommend SSA leaders for National Awards

VII Audit and Risk Committee

Chairman: Tan Swee Ho
Members: Ee Tiang Hwee
Antong Shahrudin Rahmat
Charles Phua Chao Rong
Secretary: Jennifer Lim Lee Cheng
Staff in Attendance: Gary Lim Swee Heng
Noraini Mohamad
Jenny Choo Kam Peng
Ahmad Lutfi Maula Shamsudin

1. Overseeing financial reporting
 - Monitor the integrity of the financial information provided by the Association.
 - Assess and challenge, where necessary, the correctness, completeness, and consistency of financial information before submitted to Scout Council (SC) for approval or made public.
2. Overseeing internal control including risk management
 - Review the external and internal auditors' evaluation of the effectiveness of the internal control (including risk management) systems established by management.
 - Review the Association's procedures for detecting fraud and whistleblowing, and ensure that arrangements are in place by which staff may, in confidence, raise concerns about possible improprieties in matters of financial reporting, financial control, or any other matters.
 - Recommend good corporate governance procedures/practices to the SC.
3. Overseeing Internal Audit (IA) and External Audit (EA) processes
 - Internal Audit (IA)
 - Monitor and assess the role and effectiveness of the IA function (if any) in the overall context of the

Association's risk management system.

- Review and approve the IA's plan.
- Ensure an adequate budget is allocated to the IA's function. Review IA's reports and monitor Management's responsiveness to IA's findings and recommendations.
- Ensure the IA has direct and unrestricted access to the AC.

External Audit (EA)

- Oversees the Association's relations with the EA.
- Recommend to the SC the selection, appointment, reappointment, and resignation of the EA.
- Review the EA's audit fees and recommend it for approval by the SC.
- Monitor and assess the EA's independence.
- Review the scope, results and effectiveness of the EA.
- Review the EA's representation letters before consideration by the SC.
- Ensure the EA have direct and unrestricted access to the AC.

4. Reporting

- The AC shall report regularly to the SC on the exercise of its duties, identifying those matters which it considers require action or improvement, and making recommendations as to the step to be taken.

5. Risk management

- To oversee risk management and its mitigation.

VIII Education Committee

Chairman:	Prof Lui Pao Chuen
Members:	Dr William Wan Kok Tang Dr Christopher Fong Kong Onn Antong Shahrudin Rahmat Steve Ow Kwok Leong Charles Phua Chao Rong Ngien Hoon Ping Desmond Chong Kok Hwee Tan Kay Kerng (NTC) Yang Chen (NPC)
Secretary:	Noraini Mohamad
Staff in Attendance:	Gary Lim Swee Heng Yeo Kai Cheow Don Keithsiri Wijendra Dorothy Teo Chin Lian Madelene Seow Heng Lin Lim Weixing Lee Pui Ling

1. To review and enhance the value proposition of scouting, in line with the principles, methods and unique characteristics of scouting.
2. To develop and review policies and strategies on the Youth Programme to make it relevant to the needs of Young people and to enhance its attractiveness and competitiveness as a Youth Movement.
3. To improve the quality of Scouting experience at the ground level
4. To provide guidance and oversight for the training and development of adult leaders.

IX Unit Performance and Recognition Committee

Chairman:	William Wan Kok Tang
Members:	Steve Ow Kwok Leong Kim Lay Eng Desmond Chong Kok Hwee
Secretary:	Dorothy Teo Chin Lian
Staff in Attendance:	Gary Lim Swee Heng Noraini Mohamad Yeo Kai Cheow Don Keithsiri Wijendra

1. To put in place a suitable framework for promoting good unit performance.
2. To develop policies and strategies to improve unit performance.
3. To monitor and gather feedback on unit performance.
4. To review the structure, quota and criteria for unit recognition schemes.
5. To consider additional form of unit performance recognition.

X IT Committee

Chairman: Michael Ong Kum Wai
 Members: Ng Han Kim
 Desmond Chong Kok Hwee
 Lim Say Chionh
 Hoo Chuan Yang
 Secretary: Maohaid Faizal Kasmin
 Staff in Attendance: Gary Lim Swee Heng
 Dorothy Teo Chin Lian

1. To review business processes of the Association,
2. To implement a new IT system for the Association so as to provide better services to members and units
3. To review IT security measures

XI Nominating Committee

Chairman: Tan Tee How
 Members: Raymond Chia Lee Meng
 Antong Shahrudin Rahmat
 Secretary: Gary Lim Swee Heng

1. To establish a framework and process for identifying suitable persons for succession to key SC, CC and professional positions.
2. To make related recommendations for development of successors to the various key posts.

XII Sands Leadership Development Centre (to be considered for reconstitution as Company limited by guarantee and not for profit)

Chairman: Prof Leo Tan Wee-Hin
 Members: Philip Chua Tin Sien
 Lai Seng Kwoon
 Philip Ling Soon Hwa
 Tan Cheng Kiong
 Secretary: Ahmad Lutfi Maula Shamsudin
 Staff in Attendance: Gary Lim Swee Heng
 Jennifer Lim Lee Cheng
 Jenny Choo Kam Peng
 Siti Ruqniah Mohamed Nasharudin
 Denise Lim Zi Xuan

1. To monitor the progress of the Sands Leadership Development Centre.
2. To make recommendation on the future of the Centre beyond seed funding stage.
3. To oversee the operation of the Scout Shop with strong focus on turning it into a shop for outdoor adventure equipment.

Other committees

YMAB (Maritime) – Philip Chua will chair.

YAAB (Aviation) – Prof Lui will chair

Commissioner's Council 2018



**MR ANTONG
SHAHRUDIN RAHMAT**
Chief Commissioner



DR JEFFREY HO KAI KWONG
Dy Chief Commissioner /
International Commissioner



MR ANDREW ANG KAH HIN
Assistant Chief Commissioner
(North)



MR HO CHEE HENG
Assistant Chief Commissioner
(East)



MR HOO CHUAN YANG
Assistant Chief Commissioner
(South)



MR LIM SAY CHIONH
Assistant Chief Commissioner
(West)



**DR ANBARASAN
THURAIMANIKAM**
National Operations
Commissioner



MR DARREN TAY FUWEN
National Communications
Commissioner



DR KOH KEE LEE
National Partnership
Commissioner



MR YANG CHEN
National Programme
Commissioner



MR TAN KAY KERNG
National Training Commissioner



MR SUNIL RAVINDER GILL
National Rover Council
Chairperson



MR GARY LIM SWEE HENG
Executive Director / Ex-Officio

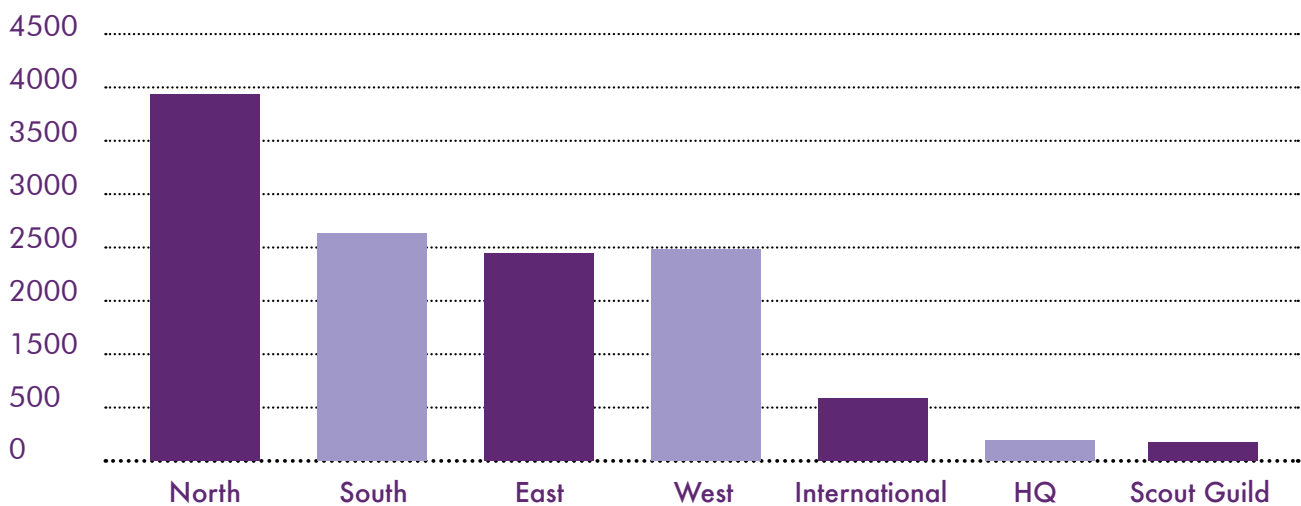


MS NORAINI MOHAMAD
Director (Operations & HR) /
Ex-Officio

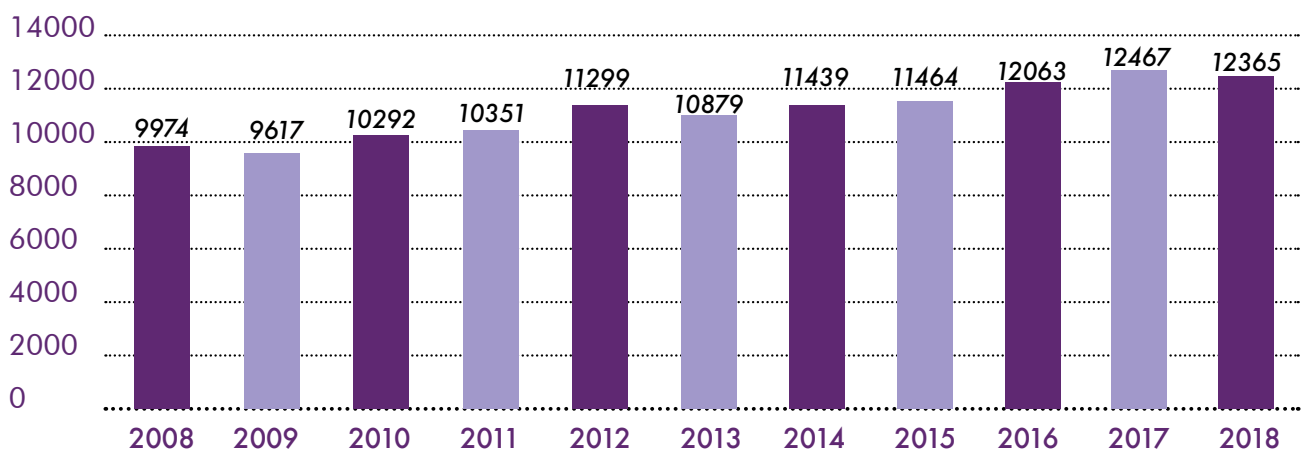
Membership Census 2018

Area	Commissioners & Leaders	Cub Scouts	Scouts	Venture Scouts	Rover Scouts	Full-Time Staff	Total Membership
North	388	2425	845	134	103	0	3895
South	299	1065	894	193	129	0	2580
East	278	1274	710	119	39	0	2420
West	245	1058	1027	129	40	0	2499
International	91	258	280	0	0	0	629
HQ	155	0	0	0	0	33	188
Scout Guild	154	0	0	0	0	0	154
Total	1610	6080	3756	575	311	33	12365

Total Membership



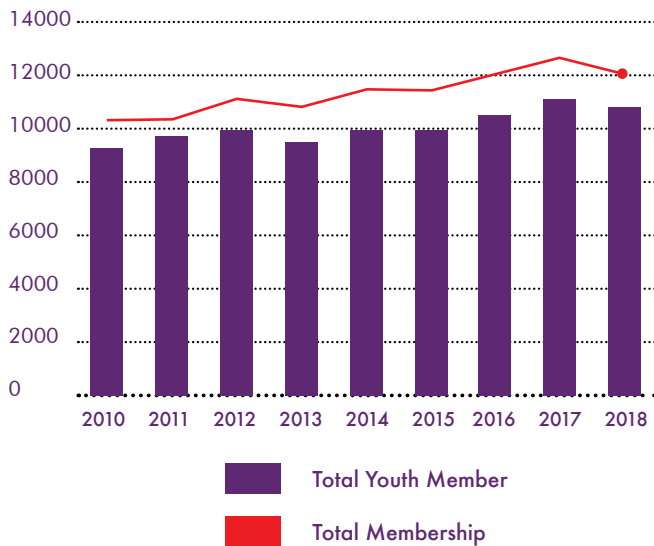
Census 2008 - 2018



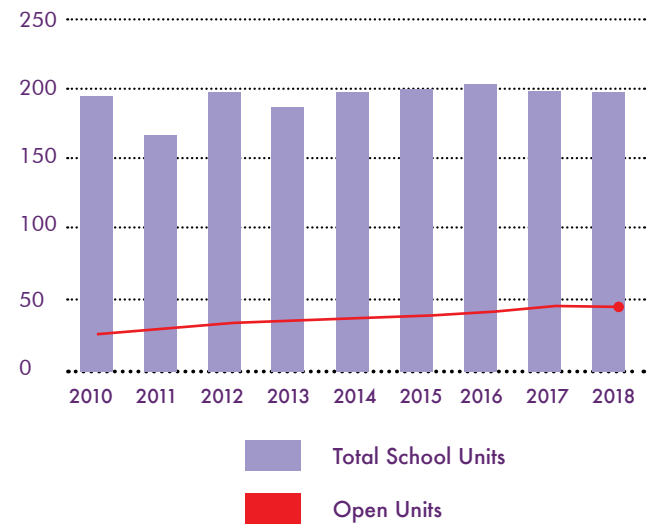
National Membership Growth

In line with WOSM, Asia Pacific Region and SSA Vision, our team has continued supporting the strategic efforts on Membership Growth in both the schools and community-based Scouting. In 2018, our Association continued to encounter challenges of schools merging exercises and reduction in youth population. Despite the challenges, our membership managed to be maintained at a modest population of 12,365 members and with more community scouting units being established in the 4 Areas.

Total Membership



Total School Units and Total Open Units



The National Membership Growth Team coordinated with the Unit Development Consultants and Area Membership Growth Team to reach out to new schools and communities with the aim of setting up more community-based scout units and to provide support for School-based scout units.

National Support for Growth

The Unit Development Consultants, together with the volunteer leaders, support the schools in their open houses and recruitment drives.



Area Support for Growth

Area Unit Development Leaders together with the Unit Development Consultants regularly visit schools to support the unit leaders/teachers in guiding them to conduct programmes, activities, trainings and regular unit meetings.



New Packs / Units Started in 2018

- Sengkang Green Primary School - Cubs
- Punggol Cove Primary School - Cubs
- Alexandra Primary School - Cubs
- Phoenix Scout Group @ North East CDC – Cubs and Scouts
- Skyhawk Air Scout Group @ Marsiling CC - Air Scouts



Partnership and Collaboration with External Parties and Special Projects

Our Unit Development Consultants supported the following projects to showcase Scouting and to support their recruitment drives.

- Our Community Camp @ Our Tampines Hub cum Recruitment Drive on 17 March 2018
- Pasir Ris PA Family Day Cum Recruitment Drive on 28 July 2018
- Marsiling Community Centre – Community Scouting and Recruitment Drive Launch by Singapore President on 25 Aug 2018



Community Scouting

National Growth Team actively supports community scouting which consists of various groups attached to Community Centres (CC) like Thomson CC (Colugo Scout Group) and Marsiling CC (Skyhawk Air Scout Group). The community scouting group is open to locals as well as foreign residents staying around the neighbourhood. The community scouting group also welcomes family members and their friends to volunteer as leaders and support the group. Community Scouting can also be in a form of family-based scout unit such as Samba Scout Group, where the parents were involved as leaders and completed the unit leader training woodbadge course.



North Area Report



North Area had another year of exciting events and activities. These were well received by leaders and scouts by their active participation.



MR ANDREW ANG KAH HIN
Assistant Chief Commissioner
(North)



MR CHUA YONG LIANG
Assistant Area Commissioner
(Training)



MR ANG WEE JIN
Assistant Area Commissioner
(Programme)



MR JIMMY BOK CHUN XIANG
Assistant Area Commissioner
(Operations)

North Area World Scout Day | 24 February 2018

Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Xishan Primary/ Yishun Town Secondary	Ang Wee Jin	53	1532	1585

North Area kick-started its first event of the year, commemorating the World Scout Day with a carnival, at Xishan Primary School and Yishun Town Secondary School with a total of 1585 leaders and participants attended. The carnival stalls were set up by schools in the area. The event was led by AAC Ang Wee Jin.



North Area Scout Leadership Training Course | 9 & 16 - 18 March 2018



Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Zhonghua Secondary School	Lionel Ang	8	82	90

The North Area Scout Leadership Training Course (Intake 1) was attended by 82 participants and was held at Zhonghua Secondary School. The course was led by Mr Lionel Ang.

North Area Cub Leadership Training Course (Intake 1) | 9 - 11 March 2018

Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Nanyang Primary School	Lau Hwai Bing	9	77	86

The North Area Cub Leadership Training Course (Intake 1) was held at Nanyang Primary School and was led by Ms Lau Hwai Bing serving a total of 77 participants.



Cooking Competition | 24 March 2018



Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Chongfu Primary School	Gan Kok Onn	20	54	74

24 March 2018 Cooking Competition held at Chongfu Primary School led by Mr Gan Kok Onn with a total of 54 Junior Master Chef battle it out for the gold award.



Japan Exchange Camp | 24 March 2018

Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Sarimbun Scout Camp	Ang Wee Jin	3	25 (47 from West Area)	75

24 Mar 2018 Japan Exchange Camp held at Sarimbun Scout Camp Led by AAC Ang Wee Jin with a total of 72 Participants hosting scout from Japan.



North Area Cub Leadership Training Course (Intake 2) | 6 - 7 April 2018



Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Wellington Primary School	Ang Wee Jin	15	131	146

6 to 7 Apr 2018, North Area Cub Leadership Training Course (Intake 2) held at Wellington Primary School led by AAC Ang Wee Jin with a total of 131 participants.



HPSS Amazing Trail | 19 May 2018

Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Henry Park Primary School	Michelle Cheng	NA	12	12

19 May 2018, Henry Park Primary School organized The Great Amazing Trail which held an island wide search for graffiti walls around Singapore led by Michelle Cheng.



Yishun Gangshow | 22 May 2018



Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Evergreen Primary School	Ang Wee Jin	NA	64	64

On 22 May 2018, the Yishun Cluster Gangshow was held at Evergreen Primary School led by AAC Ang Wee Jin.

North Area Cub Scout Leadership Camp (Intake 3) | 1 - 3 June 2018

Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Henry Park Primary School	Ang Wee Jin	18	94	112

On 1 to 3 June 2018, North Area Cub Scout Leadership Camp (Intake 3) was held at Henry Park Primary School led by AAC Ang Wee Jin with a total of 94 participants.



North Area Singapore Trail – Past, Present and Future 2018 | 21 July 2018



Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Old Ford Factory	Benny Yip	11	96	107

On 21 Jul 2018, North Area Singapore Trail – Past, Present and Future 2018 was held at Old Ford Factory, led by Benny Yip with a total of 96 participants for a walk down memory lane.

Yishun Cluster Tree Top Walk | 21 July 2018



Pasir Ris Passion Art Festival | 28 July 2018



North Area Solar Oven Competition | 4 August 2018

Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Henry Park Primary School	Michelle Cheng	NA	63	63



4 Aug 2018 North Area Solar Oven Competition held at Henry Park Primary School led by Michelle Cheng with 63 participants.

Akela Interview | 4 August 2018



North Area CCA Badge Presentation Ceremony | 10 August 2018



Pioneer and Scout Lore Quiz | 25 August 2018

Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Ahmad Ibrahim Secondary School	Simon	NA	40	40

25 Aug 2018 Pioneer and Scout Lore Quiz held at Ahmad Ibrahim Secondary School led by Simon.



Marsiling Community Scouting Campfire and MOU Signing | 25 August 2018



Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Marsiling Community Club	Ang Wee Jin	NA	200	200

25 Aug 2018 Marsling Community Scouting Campfire and MOU signing with a total of 200 scouts participated in this event together with Marsiling residents. The event was graced by the President Madam Halimah Yacob where a Scout Investiture Ceremony was held.



North Area Re(cycle) Derby 2018 | 1 September 2018

Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Chongfu School	Gan Kok Onn	NA	36	36

1 Sep 2018 North Area Re(cycle) Derby 2018 held at Chongfu School led by Gan Kok Onn with 36 participants.



North Area Cub Leadership Training Camp (Intake 4) | 3 - 4 September 2018

On 3 to 4 Sep 2018, North Area Cub Leadership Training Camp (Intake 4) was held at Seng Kang Primary School led by Melzone Chan with a total of 156 participants.

Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Seng Kang Primary School	Melzone Chan	19	156	175



Zoo Hike | 15 September 2018



Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Singapore Zoological Gardens	Isnarti	20	168	188

15 September 2018, Zoo Hike with a total of 168 participants led by Isnarti.

North Area Akela Award Presentation Award | 13 October 2018



North and West Area Taiwan Camporee | 29 November - 5 December 2018



Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Taiwan	Ang Wee Jin	7	17	24

On 29 Nov to 5 Dec 2018, North & West Area Taiwan Camporee Led by AAC Tat Wai and AAC Ang Wee Jin with 24 leaders and participant from the North.



South Area Report



MR HOO CHUAN YANG
Assistant Chief Commissioner
(South)



MR TAN YUEN SHET ALAN
Assistant Area Commissioner
(Training)



MR KONG SENG QUEE
Assistant Area Commissioner
(Programme)



MS CAROLYN PHILLIPS
Assistant Area Commissioner
(Operations)

Towards Youth Leadership Development

Cub Scout Leadership Course | 10 - 12 March 2018 & 26 - 28 May 2018

Two Cub Scout Leadership Courses were conducted this year. Sixers-in-training attended either the school-based camp Mayflower Primary School or at the MOE Labrador Campsite. Through these leadership courses, our cub scouts were introduced to soft skills of leadership, went orienteering, hiking and caving, and completed the Canopy Walk.



Scout Leadership Course



The Scout Leadership Course is one of the milestones in every scouting journey. Becoming a patrol leader, having a first taste of leadership, is an unforgettable experience. South Area conducted three such courses throughout the year. Conducted mostly at Sarimbun Scout Camp, our Scouts took turns to lead their patrols through various activities under the watchful eye of our patrol mentors. We wished them all the very best as they returned to their troops and took on new leadership positions.

Advanced Scout Leadership Workshop | 28 April 2018

Every Scout deserves a trained patrol leader. At the Advanced Scout Leadership Workshop, leaders came together to give some last-minute tips and advice to our budding patrol leaders before they took on the responsibility of leading their patrols within their troops. Topics covered include troop organization, leadership, teamwork, motivating others, conflict management and planning.



Venture Foundation Course | 31 March - 1 April 2018



The Venture Foundation Course saw 66 participants from various units coming together to Sarimbun Scout Camp. Under the guidance of patrol mentors, the Ventures executed their very own camp programme over the weekend. The programme saw them participating in a myriad of outdoor activities including games and fire starting. The course wrapped up with a reflection session. The Ventures sure learnt something new in those two short days!

Character Development through Competitions

3R Car Derby | 3 March 2018

Everyone loves to race cars. The 3R Car Derby held at Raffles Institution gave our Cub Scouts the opportunity to race cars and saved the environment at the same time. Our Cub Scouts built their own race cars out of recycled materials and compete to see whose car travelled the farthest. Prizes were also given to the most interesting 3R car design. Everyone sure had a good time.



Cub Scout Field Day | 25 August 2018

Our Cub Scouts congregated at Gan Eng Seng School where they participated in the Cub Scout Field Day. Each unit formed teams to compete in events such as the caterpillar walk, sour grapes, 'telematch' and chariot race. Apart from the competitive events, there were additional activities planned for the other Cubs as well. There was something for everybody and our cubs went home tired but happy.

Scouts Games Day

While the Cubs had their field day, many Scout teams gathered together at Queenstown Secondary School for the annual Scouts Games Day. Teams engaged in competition in team sports such as basketball, football, and even ultimate Frisbee where teamwork and sportsmanship were tested. The Scouts Games Day had always drawn in, and will continue to attract, the largest number of participants in friendly competition.

Orienteering Competition

Whether you are a Cub scout, Scout or Venture scout, Orienteering is a skill that is important in Scouting. Recognising the importance of this skill, South Area organises competitions across the youth sections annually to ensure that our youths stay up to date with their skills. This year 112 Cub Scouts, 48 Scouts and 6 Ventures took part in the competition that was held at the Bishan Park. The youths enjoyed themselves hunting for the hidden checkpoints and all went home with memories of fun and laughter. Looking forward to a bigger challenge as we move the competition from a small safe park to a bigger and spacious garden in 2019!

Character Development through Competitions

Cooking Course/Cookoff | 8 - 9 June & 25 August 2018

Cooking is a life skill that everyone should learn. South Area organized a cooking course for Scouts and Ventures at Beatty Secondary School. Helming that very course was a Scout Leader who was a chef by profession. The Scouts were given the chance to put their skills to the test at the Cookoff where they had to prepare tasty, healthy and hygienic meals for the judges to taste.



GPS Course

South Area conducted the first ever GPS for Venture Scouts in January 2018. Venture Scouts from all 3 branches took part in the 2-day course that was conducted at Raffles Institution and Bukit Timah Nature Reserve. South Area Venture Scouts had the opportunity to learn how the GPS satellites and handsets worked in theory and in real life through a series of practical exercises.



Community Spirit

South Area Campfire 2018 | 24 February 2018

The Founder's Day campfire is a South Area tradition that every Scout look forward to. We could see the anticipation in their eyes right from the moment they arrived at St. Joseph's Institution, the venue for this year's campfire. The hype started building right from the beginning and before long, the Scouts were clapping along with the songs and having a merry time. It was a day to remember. Till we meet again in 2019...



National Events 2018

Chief Scout Hospitality: Istana Open House

Five times a year, regardless rain or shine, our Scouts will don their uniforms and be ready, in service of our Chief Scout, the President of the Republic of Singapore. The Istana, the official residence of the President is opened to public entry on selected public holidays. While many will be out having fun, shopping, or just lazing around, our Scouts will be deployed throughout the Istana compound ready to serve the public as hospitality ministers. We welcomed visitors, gave directions, took photographs for and with people, or simply lend a helping hand in any way we can. With a smile, of course!



National Cub Scout Gangshow 2018



A well-balanced individual should know a little about the arts. As such, the gangshow was the perfect stage for our musically and dramatically talented Cubs to shine and showcase their talents. The Cub Scouts serenaded us with lovely tunes and performed entertaining skits that left the audience captivated. The cubs were strumming their ukuleles, hitting their drums, dressed as fishes and swimming all over the stage. It was a wonderful day for all 265 participants from 30 Cub Scout groups all over the island.

10th Singapore Cuboree/3rd Camp Possible | 17 - 20 November 2018

With the theme "Together, We Can", the 10th Singapore Cuboree cum 3rd Camp Possible was held at the MOE Jalan Bahtera Campsite. The main objective was to promote interaction amongst Cub Scouts and Scouts with Special Needs through an outdoor camping experience that was filled with fun and adventurous activities.

This camp was made up of 4 Sub Camps with 4 patrols each. The sub camps were named after old districts from the past with each sub camp name represented each of the 4 Areas, that is, Changi Sub Camp for East Area, Pasir Panjang for West, Stamford for South and Tanglin for North. There were four major tracks for the activities:

- Hands On (Envelope Making, Piggy Bank, Kite Flying, Woggle Making)
- Journey (Tent Pitching, Straw Art, Caterpillar Walk, Blindman's Trail)
- Challenge (MOE High Elements)
- Adventure (Sarimbun Low Elements)

It also included a Campfire and other sub camp activities. The participants also took the opportunity to visit the Open House of the National Patrol Camp which took place at the same time in Sarimbun Scout Campsite.

We had a total of 294 participants (246 Cub Scouts, 48 Scouts with Special Needs) from 19 school-based Cub Scout Packs, 5 Special Needs Units and 2 Open Cub Scout Packs almost evenly distributed from all 4 Areas. They were in turn supported by 145 camp staff that included 13 from the Organising Team, 78 from the Service Team and 54 accompanying leaders.

East Area Report



HO CHEE HENG
Assistant Chief Commissioner
(East)



ALARIC LEONG KENG WAH
Assistant Area Commissioner
(Training)



MOHD FAREEQ B OTHMAN
Assistant Area Commissioner
(Programme)



JEREMY TAN KIAN SENG
Assistant Area Commissioner
(Operations)

2018 had been an eventful year for the Scouts and Leaders of East Area with numerous events and activities held.

Founder's Day Campfire | 24 February 2018

The Founder's Day Campfire was organized at Dunman High School. A total of 500 Scouts and Leaders attended the event. The campfire was planned and led by the Venture Scout Youth Council, supported by the Area Rover Team. Venture Scout Dexter Lim Choon Hong was the event Chairman.

Scout Leadership Course | 30 May – 3 June 2018

The Scout Leadership Course was held at Sarimbun Scout Camp. A total of 67 Scouts attended the leadership course. The Course Director was Scout Leader Woody Yee Wei Lei.



Cub Scout Leadership Course

1 30 May – 2 June 2018 & 26 – 28 November 2018

Two Cub Scout Leadership Courses were held at Sarimbun Scout Camp. A total of 140 Cub Scouts attended. The Course Directors were Cub Scout Leader Lee Wei Loong and Cub Scout Leader Mohd Azhari Dzulkifli respectively.



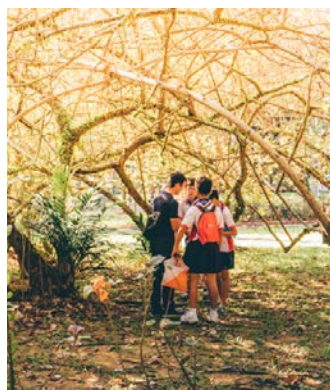
Venturing Foundation Course | 24 – 25 March 2018

The Venturing Foundation Course was held at Sarimbun Scout Camp. A total of 18 Venture Scouts attended. The Course Director was Area Leader Chiang Kar Mun.



• Orienteering Race | 28 July 2018 •

The Orienteering Race was organised at Sun Plaza Park. The event aimed to encourage scouts to actively participate in orienteering as a sport which involves the use of map and compass to search for checkpoints within the fastest possible time and experience the joy of group life. 240 Cub Scouts and Scouts participated in the event. Assistant Area Commissioner Jeremy Tan Kian Seng was the event Chairman.



Our Community Camp

Our Community Camp was a joint partnership with People Association and Northeast CDC. It was held at 'Our Tampines Hub' from 16 to 17 March 2018. 100 families from the community and selected schools participated in the Camp. Scout Leader Christopher Van Winkle was the Camp Chief.

Explorer Camp | 7 – 8 September 2018

A 2D/1N camp was organised for 109 Cub Scouts from at Tao Nan School. The camp was designed for Cub Scouts to complete their badgework scheme and provide opportunities for both Cub Scouts and Akelas to learn, interact and share scouting skills, knowledge and experiences. The Camp Chief was Assistant Cub Scout Leader Aameer Hassim and assisted by Cub Scout Leader Rachel Sim Wanru.

Rovers' Centenary – Project Chicken Rice | 28 October – 3 Novemebr 2018

Project Chicken Rice is a 5D/4N cycling expedition held at Hainan, China. 5 Rover Scouts; Woody Yee, Huang Chaojie, Shawn Lim, Raynold Tan and John Ng cycled 100km each day to celebrate the Rovers' Centenary.



Let's Play Games | 21 April 2018

Scouting is a game! 20 Adult Leaders attended the in-house training designed by Assistant National Training Commissioner Tennant Kiu and Leader Trainer Koh Kee Lee at Sarimbun Scout Camp. Through playing games, the adult leaders developed teamwork, built skills and knowledge, learnt the consequences of actions and challenged themselves.



Scout First Aid Course | 3 – 5 September 2018

28 Scouts attended the course held at Ngee Ann Secondary School. Successful participants were awarded the First Aid proficiency badge. The Course Director was Area Leader Joshua Koe Kok Tong.

Workshop on Raising Awareness of Scouts With Special Needs | 5 May 2018

20 Adult Leaders attended the workshop at Metta School. The aim of the workshop was to provide an insight of knowing our youths' different needs, understanding basic characteristics that everyone shared, how to be creative and changing mindset in building an inclusive movement. The Workshop Director was Scout Leader Norhaiza Yep Abu and supported by Scout Leader Stella Ho.



Coney Island Hike | 12 May 2018

94 Scouts, Venture Scouts, Rover Scouts and Adult Leaders participated in the day hike to Coney Island.

Through this meaningful activity for youths, the young people recognised, understood and valued the individual differences of our members.



Celebration of Rovers 100: Scouts of East Area

To commemorate Rovers100, the Area Rover Team launched a photo series titled “Scouts of East Area” – a story, a moment or event with photos on individuals’ Scouting journey that made an impact on who they are today. The project was carried out in June 2018.

The project received active participation by all age sections, past and present for 100 days.

Adult Leaders’ Learning Circle

As part of the continued support towards the professional development of Adult Leaders to better equip them with the necessary knowledge and competencies to manage the Youth Programme, the Learning Circle for the Cub Scout Leaders and Scout Leaders were formed. Learning Circles were organised for 35 Cub Scout Leaders at Angsana Primary School on 18 May 2018 and 21 Scout Leaders at Victoria School on 10 August 2018.

The Learning Circle allowed Adult Leaders to build a stronger network of support system and provide them with the necessary pedagogical tools to better engage their youth members. The Learning Circles were designed by Assistant Area Commissioner Alaric Leong Keng Wah and supported by Area Leaders and various Unit Leaders.

Venture Scout Exploration Course | 28 April & 5 May 2018

The course was designed for Venture Scouts pursuing the exploration requirements for their Trekker Award and have had prior experience with exploration. 31 Venture Scouts attended the course. The Course Leader was Area Leader Chiang Kar Mun and was supported by Scout Leader Kelvin Yong.

Youth Programme Progressive Awards Achievements

61 Cub Scouts and 23 Scouts received their highest sectional progressive awards in year 2018.

West Area Report



MR LIM SAY CHIONH
Assistant Chief Commissioner
(West)



MR LAM TAT WAI
Assistant Area Commissioner
(Training)



MR AZMI BIN AZEMAN
Assistant Area Commissioner
(Programme)



MR MUHAMMAD REZA
BIN SULAIMAN
Assistant Area Commissioner
(Operations)

West Area Cub Scout Leadership Training Course 2018 - Intake 1 | 12 - 13 March 2018

Leader-in-charge: Mohammad Shafri (ADL)
Team Members : Mr Reza (AAC Operations)
Mr Haziq (UDL)
Ms Annie (UDL)
Ms Shahirah (UDL)
Mr Fong (UDL)
Participants : 94 Cubs, 4 Service Scouts



CSLC is planned to equip campers with the right values and skills to be a good and reliable sixer when appointed by their teachers. Throughout the course, campers were given games and tasks that required them to work in groups and think out of the box to overcome the problems. At the end of the camp, campers had lots of fun while learning new skills that will be useful in both scouting and school. With the help of the teachers which is accompanying the cubs, they were very helpful in helping to run the program too. I would like to say a big thank you to those who participated.



West Area Cub Scout Leadership Training Course 2018 - Intake 2 | 3 - 4 June 2018

Leader-in-charge: Mr Haziq (UDL)
Team Members : Mr Reza (AAC Operations)
Mr Mohamad Shafri (ADL)
Mr Yap Koon Seng (UDL)
Participants : 60 Cubs, 3 Service Scouts

CSLC is planned to equip campers with the right values and skills to be a good and reliable sixer when appointed by their teachers. Throughout the course, campers were given games and tasks that required them to work in groups and think out of the box to overcome the problems. They were given a simple task. At the end of the camp, campers had lots of fun while learning new skills that will be useful in both scouting and school.



West Area Scout Leadership Course 2018

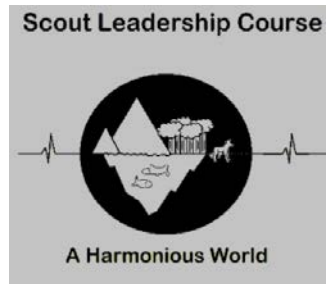
Report by Mr Foo Say Ki, Camp Chief WA SLC 2018/02

The second wave of SLC participants held their breath as they entered the grounds of Sarimbun Camp. Some were familiar with the air that surrounds the greenery and others were still grasping with what lies ahead for them.

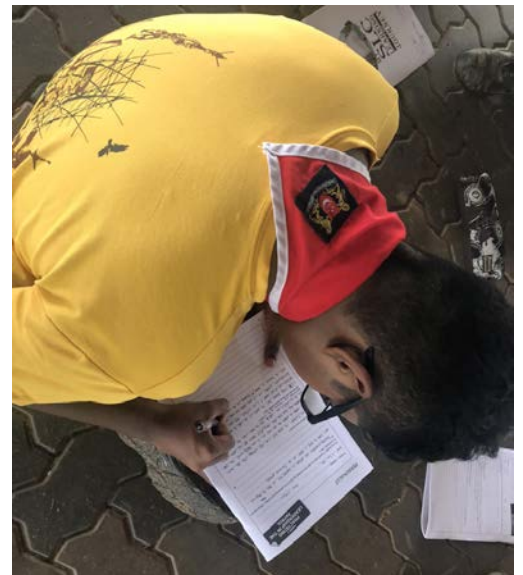
Nonetheless, the 170-over participants arrived at the campsite with enthusiasm to learn more from where they left off for pre-camp at ACS (Independent). They were already divided into patrols with Senior Patrol Leaders and Adult Leaders to watch over them with close supervision at troop levels.

The theme for this year's course is "A Harmonious World" - which resonates with the third Scout Law. This theme serves as a reminder for all scouts we are to live harmoniously. The camp started immediately with a packed programme where participants were given opportunities to enact lessons for their fellow troop members to hone their skills as leaders. Camp chief gave the occasional speeches to remind and encourage participants what they were in for.

When the participants left on the last day, everyone was filled with the inspiration to guide and lead the next generation of scouts in their units. Till we meet again...



The Theme for SLC 02/2019



West Area Venture Foundation Course 2018 | 24 - 25 March 2018

Pulau Ubin Jelutong Camp

Participants : 86 Participants, 15 Leaders/Helpers

Interesting Highlight: Dragonboating (Teambuilding)

Other Programmes:

- Stove cooking
- Night trail
- Campfire
- Gadget making (mini pioneering projects)
- Camp Development



West Area combined Ventures and Rovers Ecological Camp

Camp Tidal 2019

Camp Tidal is a casual eco camp at Sembawang Park aimed to educate the scouts in social and ecological learnings and build camaraderie between ventures, rovers and leaders of various units. This will help to facilitate future ventures and rovers activities within the area. Camp Tidal is anchored by Gryphon Scout Group (Open) and participated by ventures/rovers from 6 other units.

Highlights of the camp are as follows:

Activities Highlight:

- 3 Hour Activity with Special Need Families
- Leave No Trace Awareness with Coastal Clean up
- Xmas Steamboat Dinner
- Camp gadgeting
- Camp Cooking
- Discussion on 2019 V&R activities and opportunities

Participants:

- Bukit Merah 23 Eagles – 3pax
- Bukit Panjang Eagle – 11pax
- Hong Kah Gryphon – 6pax
- Swiss Falcon – 6pax
- SJI – 1pax
- Southern Cross – 1pax
- St Andrews Star – 1pax





SLC Programme Leader Course | 3 February 2018

Venue	Organised By	Attendance Leaders
Red Shield Industrial@ Tanglin Road	Lam Tat Wai	12



Work Plan Seminar | 29 September 2018

Venue	Attendance Leaders
Clementi Town Secondary School	53



West Area Taiwan Camporee 2018 | 29 November - 5 December 2018

Venue	Leader In Charge	Attendance		
		Leaders	Students	Total
Taiwan	Mr John Huang	8	29	37



Fund Raising Collections 2018

The Singapore Scout Association played an imperative role in the holistic development of youths through a myriad of activities and programmes. Fundraising forms part of our income to help support Scouting activities and fund purchases of resources for the Scout Units. The funds are also used to foster learning and friendships through Jamborees and Goodwill trips.

Job Week Collection Summary 2018	Amount (\$)
North	150,576.10
South	180,339.15
East	144,953.15
West	124,881.40
Donations	50,077.39
Others	3,000.00
Grand Total	653,827.19

Donation Draw Collection Summary 2018	Amount (\$)
North	71,657.08
South	64,298.46
East	57,523.27
West	54,412.33
Seniors-In-Scouting	818.67
Donations	107,548.00
Others	2,815.47
Grand Total	359,073.28

Singapore Scout Guild Collection 2018	Amount (\$)
Guild Charity Golf	85,244.95

Projected Income & Expenditure 2018		
Fundraising Events	Income (\$)	Expenditure (\$)
Job Week	800,000.00	13,000.00
Donation Draw	380,000.00	66,000.00
Guild Charity Golf	120,000.00	36,000.00

Previous Job Week	
Year	Collection (\$)
2009	601,823.65
2010	617,874.75
2011	782,538.76
2012	804,356.67
2013	790,821.83
2014	806,673.05
2015	781,758.50
2016	726,384.65
2017	690,776.06
2018	653,827.00

Previous Donation Draw	
Year	Collection (\$)
2009	354,628.00
2010	381,506.00
2011	397,008.00
2012	379,516.00
2013	391,636.00
2014	450,247.00
2015	430,157.55
2016	362,851.65
2017	279,230.98
2018	359,073.00

Singapore Scout Foundation

The Singapore Scout Foundation seeks to bring together friends of Singapore Scouting who are committed to developing the Movement for the benefit of young Singaporeans. Their strong support and generosity have made possible the development of key projects and amenities, thus enriching the overall Scouting experience of members of the Movement and contribute to their development into self-fulfilled individuals and responsible citizens.



Singapore Scout Foundation Awards Presentation Ceremony & Appreciation Dinner

The Istana opened its door to SSA on 6 July 2018 and hosted the Singapore Scout Foundation Awards Ceremony & Appreciation Dinner to thank our benefactors whom had shown tremendous support towards our HQ expansion project. 22 recipients received the awards from the Chief Scout, President Halimah Yacob.

Singapore Scout Foundation Awards

Gold Awards	Silver Awards
Alan Wang Yu Huei	Cheng Heng Paper Products Co. Pte Ltd
Chip Eng Seng Corporation Ltd	Desmond Teo Yen Koon
Henry Lim Kee Seng	Ngien Hoon Ping
Hong Leong Holdings Limited	Png Kim Kek
Lim Kui Teng	Yee Kee Shian Leon
Ng Seng Hua	Yong Teck Foo
Raymond Chia	
Roxy-Pacific Holdings Limited	Bronze Awards
Tan Enk Ee	Chan Heng Loon
Tan Tee How	Chiu Teng Construction Co. Pte Ltd
	Choo Eng Chuan
	Dymon Asia Capital
	Khoon Engineering Contractor Pte Ltd
	OES Construction Pte Ltd



National Programme Council



National Programme Commissioner

Mr Yang Chen

Assistant National Programme Commissioner

Mr Lin Weiquan

Programme Commissioner

Mr Anis Ponijo

Programme Commissioner

Mr Tan Sije

Programme Commissioner (Air)

Mr Tong Chee San

Programme Commissioner (Sea)

Mr Michael Ng

Cub Scout Section

Cub Scouts are boys and girls between the ages of seven and twelve and a half. The objective of the Cub Scouts programme is to provide a group environment which is intellectually stimulating, physically vital and directed towards satisfying the child's basic need to face and overcome challenges. Self-developmental activities are well-entrenched components of the overall drive towards encouraging "Fun & Discovery" amongst the Cubs and are achieved largely through games and interaction in small groups.

National Cub Scout Gang Show | 28 July 2018



A Gang Show is a theatrical performance by members of the Scouting fraternity. Some Gang Shows have leaders on stage too. The aim is, through performance, to empower young people to make a positive contribution to society as well as to showcase their talents.



This year 300 Cub Scouts from 26 Cub Scout Groups participated in the event. It was held at St Joseph's Institution Junior School.

Participating Cub Scout Groups	Team #	Award
Cantonment Cub Scout Group (Primary)	1	Gold
Colugo Scout Group (Open)	1	Gold
Colugo Scout Group (Open)	2	Gold
Horizon Cub Scout Group (Primary)	2	Gold
Temasek Cub Scout Group (Primary)	1	Gold
White Sands Cub Scout Group (Primary)	1	Gold
Yio Chu Kang Cub Scout Group (Primary)	1	Gold
Horizon Cub Scout Group (Primary)	1	Silver
Jurong West Cub Scout Group (Primary)	1	Silver
Mee Toh Cub Scout Group (Primary)	1	Silver
Meridian Cub Scout Group (Primary)	1	Silver
Meridian Cub Scout Group (Primary)	2	Silver
River Valley Raven Cub Scout Group (Primary)	1	Silver
Sengkang Green Cub Scout Group (Primary)	1	Silver
SJI (Junior) Cub Scout Group (Primary)	2	Silver
Telok Kurau Cub Scout Group (Primary)	1	Silver
Anglo Chinese Cub Scout Group (Primary)	1	Bronze
Casuarina Cub Scout Group (Primary)	1	Bronze
Chongfu Cub Scout Group (Primary)	1	Bronze
De La Salle Cub Scout Group (Primary)	1	Bronze
First Tao Payoh Cub Scout Group (Primary)	1	Bronze
Gan Eng Seng Cub Scout Group (Primary)	1	Bronze
Phoenix Scout Group (Open)	1	Bronze
Radin Mas Dragon Cub Scout Group (Primary)	1	Bronze
Rosyth Cub Scout Group (Primary)	1	Bronze
SJI (Junior) Cub Scout Group (Primary)	1	Bronze
St Anthony's Cub Scout Group (Primary)	1	Bronze
Telok Kurau Cub Scout Group (Primary)	2	Bronze
Woodlands Ring Soaring Eagles Cub Scout (Primary)	1	Bronze
Xishan Cub Scout Group (Primary)	1	Bronze
Zhonghua Cub Scout Group (Primary)	1	Bronze

National Environment Agency (NEA) Uniformed Group Badge Award Presentation | 5 November 2018

In collaboration with our partners, NEA developed a programme to equip scouts with the awareness and knowledge of the environment. Knowledge that includes being considerate, reduce wastage as well as the planning and execution of environmental outreach efforts in the local community form part of the activities performed to earn the badge award.

This year 221 Cub Scouts from 6 Cub Scout Groups participated in the badge scheme. Those who have completed the requirements received their awards at the Clean and Green Carnival held at Wisma Geylang Serai.



Singapore World Water Day Outreach | 3 March 2018

In conjunction with Singapore World Water Day 2018, the Singapore Scout Association was involved in the year's event held at the Marina Barrage. Our scouts were part of the action to engage and educate others to use water responsibly through conducting an outreach to the community on water conservation.

This year 60 Cub Scouts and Scouts from 6 Scout Groups participated in the outreach.



Scout Section

Scouts is for young people aged between twelve and sixteen. At this point in their lives, Scouts show great enthusiasm for activities that give them a sense of achievement and identity. These tailored activities create experiences in which Young People develop character while having fun.



SKM Kindness Badge Award Presentation | 9 November 2018

The Kindness Badge is a mark of distinction awarded to students in Uniformed Groups who have completed tasks or projects that promote kindness and graciousness among their peers, within their schools, and to their families and communities. Recipients of this badge are honoured as Ambassadors of Kindness.

Scouts who completed the badge scheme (Gold or Crossover), received their awards at the ceremony held at Our Tampines Hub. This year, 181 Scouts from 6 Scout Groups participated in the badge scheme.



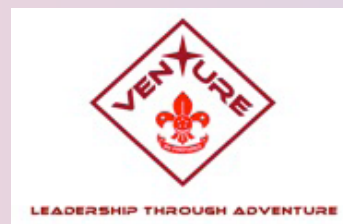
Participating Scout Groups

East Spring Oneida Scout Group (Secondary)

Queenstown Scout Group (Secondary)

Venture Scout Section

The Venture Scout Programme is for youths between the ages of fifteen to eighteen. The programme focuses on activities that promote adventure, group life and advancement.



Venture Scout Service Project

The Venture Scout Service Project (VSSP) is one out of two requirements for the Pioneer Award.

This assessment platform focuses on providing projects for Venture Scouts to be involved in and complete certain roles and responsibilities while being mentored and assessed by a supervising Adult Leader.

VSSP Projects require Venture Scouts to volunteer oneself to a project that benefits a community.

This year, 26 Venture Scouts from 9 Scout Groups registered for the VSSP.

Venturing Challenge Course (VCC)

The Venturing Challenge Course is an outdoor activity-based course to assess the PSA Candidates' skills that they had acquired as a Venture Scout. They will be assessed on Leadership, Adventure, Self-Reliance, Physical Well Being & Fitness, Initiative and Rescue.

This year, 15 Venture Scouts from 7 Scout Groups participated in the course. Those who have completed the requirements will be a step away to be nominated for President's Scout Award.

Rover Scout Section

The Rover Scout section is open to Young People aged eighteen to twenty-six. It serves as a bridge to help them transit from adolescence to adulthood.

The Rover Progress Scheme hews closely to their motto of being a fellowship of the open air and service. Rovers have many opportunities to provide service to Scouting and the community at large. The Rover Programme runs parallel with the National Youth Achievement Award (Gold) and the Scouts of the World Award.

In line with the intention of Roving as a crucible for the development of young leaders, the Rover Section is self-governing. The National Rover Council (NRC) is a platform for the discussion of the Roving Programme and the solicitation of feedback and reviews from Rover Scouts in Singapore. It also provides executive leadership on Roving affairs in Singapore.

Chairman of National Rover Council - Mr Sunil Ravinder Gill



Singapore Rover Expedition 2018 | 18 - 24 March 2018

Blue Mountain Expedition, Australia

The Singapore Rovers went on a hiking expedition to Blue Mountains, Sydney, Australia. Organised by Bukit Panjang Eagle Scout Group (BPESG) Rover Crew, this expedition aimed to create an opportunity for all Rovers to embark on an adventure and to establish bonding and fellowship with other Rover Crews around Singapore.

The journey started with a 45km route known as the Six-Foot Track, walked and loved by many hikers. The participants walked through bushlands and pass through caves, cliffs and waterfalls among other natural landscapes. The journey was completed in four days.



Singapore Rover Rendezvous 2018 | 15 December 2018

Sungei Katib Bongsu & Sarimbun Scout Camp

'Rover Rendezvous 2018', the pinnacle event to mark the end of Rover100! With the theme of Adventure, Service and Fellowship, the Rovers experienced a year of interesting activities.

Rover Scouts and Venture Scouts participated on the following activities:

- Mangrove Kayaking and Cleaning
- Service Activity, Society Staples - Blind and Deaf Experiential Workshop
- R100 Fellowship BBQ Dinner



Special Needs Scout Branch

The Special Needs (SN) Programme, one of the branches of the Scout Programme, is designed especially for Scouts (both boys and girls) with disabilities including, but not limited to, mild intellectual disability, global developmental delay, Down syndrome, Autism Spectrum Disorder and Cerebral Palsy.

Programme Commissioner (Special Needs) – Mr Anis Ponijo

Special Needs Games Day | 12 May 2018 Coney Island



An Annual Special Needs Scout Games Day hike was conducted on Saturday, 12 May 2018 at Coney Island. The event, organised by SN Leaders and East Area Rovers aim to create opportunity for special needs scouts to interact with their peers through games and activities.

A Total of 92 SN Scouts and Leaders from 6 Special Needs Scout Groups participated.

Participating Units

Cerebral Palsy Alliance Scout Group (SN)

Fernvale Gardens Scout Group (SN)

Katong School Scout Group (SN)

Lee Kong Chian Gardens Lynx Scout Group (SN)

Metta Scout Group (SN)

Towner Gardens Scout Group (SN)



World Programmes Branch

The Better World Framework was initiated by the World Organisation of the Scout Movement, and it seeks to synergise and have a collaborative effort across the three World Programmes and other secondary International Programmes. The Singapore Scout Association has taken a step further by synchronising the criteria of the World Programmes and matched them to the sectional programmes across all the echelons.



All the guidelines for the three World Programmes – Scouts of the World Award, World Scout Environment Programme and Messengers of Peace were revealed along with the launch of The Singapore Scout Association's Better World Framework in January 2017.

For more information: <http://scout.sg/betterworld>

Programme Commissioner (World Programmes) – Mr Tan Sijie

| Air Scout Branch

Aviation Community Reception (ACR) 2018 | 4 July 2018

We are honoured to be invited by CAAS to participate in the Aviation Community Reception (ACR) held on 4 July 2018 at the new Seletar Airport Passenger Terminal Building.

During the reception, 4 of the Air Scouts passionately shared their air scouting experiences with key representatives from the aviation industry and educational institutions. They also had a wonderful opportunity to interact with Dr Janil Puthuchery, Senior Minister of State for Ministry of Transport & Ministry of Communication, the Guest of Honour for the reception.



Aviation Community & Educators Reception

The Singapore Scout Association is also grateful for the opportunity to share the air scouting program with educators at the Aviation Community & Educators Reception organised by the CAAS and held during the Singapore Airshow 2018.

Public Engagements to Increase Aviation Awareness

Worldskills Singapore 2018

To increase our youth outreach and introduce air scouting to members of the public, the Singapore Scout Association conducted a series of rubber powered glider workshops during Worldskills Singapore 2018 to over 70 participants. The workshops provided our air scouts with a platform to share their scouting journey and their passion in aviation.



Public Aviation Workshop @ PAssionArts Pasir Ris Beach Arts Festival 2018

Our air scouts supported People's Association in their PAssionArts Festival on 28 July 2018. The conducted aviation awareness public workshops for approximately 90 young ones through giving them basic theory of flight and through building their personal balsa wood glider.



Aviation Awareness and Air Proficiency Programmes

Young Aviators Badge (YAB) and Air Proficiency Programmes

The Young Aviators Badge (YAB) and Air Proficiency programmes are our flagship outreach programs that were pioneered in 2012. Today, they remain extremely popular amongst scouts and in total, more than 4000 cub scouts and scouts have obtained their YAB and Air Proficiency badges.



Opportunities to Enhance Learning Experience for Air Scout Units

Flight Experience Programme (FEP)

To cater to the significant number of aspirant pilots amongst our youth members, the Singapore Scout Association has been collaborating with SYFC to provide flight experience programmes for our air units. In 2018, a total of 6 of Air Scouts were selected by their Air Scout Leaders to participate in the Flight Experience Programme (FEP) and SWIFT programme. Through these programmes, our youth members were taught the fundamentals of flying and even had the opportunity to fly in the DA-40. We thank the SYFC for their generosity in offering these experiences to our air scouts.



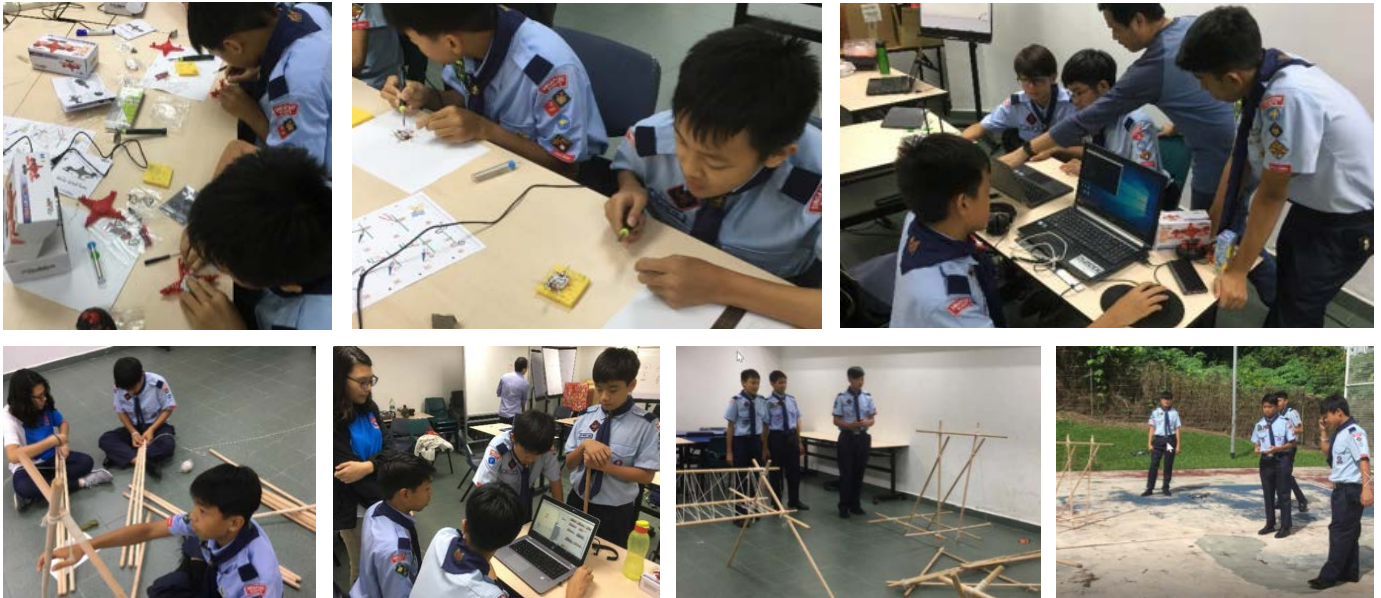
Singapore Airshow 2018

To complement our Air Scouts' learning experience, the Singapore Scout Association organized a visit to the Singapore Airshow 2018. The air show provides a platform for our scouts to interact with aviation professionals and learn about the latest innovations and technological advances in the aviation industry.



Preparation for the Aviation Challenge Shield

In preparation for the inaugural Aviation Challenge Shield that will be held on 2019. The Singapore Scout Association has conducted a two days in-depth and intensive training on 21-22 December 2018 in the area of drone building and coding for air scouts.



Community Scouting@ Marsiling

We welcomed Skyhawks Air Scout Group (Open) into our growing air scout family during the Community scouting@ Marsiling held on 25 August 2018. The event was graced by Chief Scout President Halimah Yacob, whom has also invested the tenderfoots and our new leaders into the scouting movement. Skyhawk Air Scout Group (Open) is strongly supported by the Marsiling Citizens Consultative Committee and the Marsiling Community.



Photo Credited to North Area FB



| Sea Scout Branch

2018 was a wonderful year for the Singapore Sea Scouts with many activities catering to all sections – Cubs, Scouts, Ventures and Rovers – organised and enthusiastically participated in.

In January, our first Sea Scouting event of the year started off with our second year participation in the 2018 Singapore Canoe Marathon organised by Singapore Canoe Federation. Our SSA Teams were victorious. Scouts from ACS (Independent) Scout Group (Anglo-Chinese School (Independent)) finished in 1st place and Sea Rovers from Condor Sea Scout Group (Chua Chu Kang Secondary School) finished in 3rd place. Scouts from Seladang Scout Group (Tanjong Katong Secondary School) also participated in this event.



Our Sea Scouts Team and Scouts Team of the 2018 Singapore Canoe Marathon's Uniformed Group Category (2km relay with 3 kayaks).

In March, the Sea Scout Programme Council organised the Sea Scout Kayak Rally 2018. Sea Scouts from Condor Sea Scout Group (Chua Chu Kang Secondary School), Viking Sea Scout Group (Open), Tsunami Sea Scout Group (Fuhua Secondary School) and Scouts from St Andrew's Star Scout Group (St Andrew's Secondary School), Seladang Scout Group (Tanjong Katong Secondary School) competed in a day of paddling events, all in the name of Scouting Brotherhood and Sea Scout fun! End of the day, we also celebrated to commemorate the 100th year of World Sea Scouting by placing all Units' Emblem that are present in this event.



Sea Scout Kayak Rally 2018 provided a good challenge which requires all participants to possess good water confidence, kayaking proficiency, rescue techniques skills and strong teamwork.



We also commemorated the 100th year of World Sea Scouting with all participants and our Guest-of-Honour, Deputy Chief Commissioner Dr Jeffrey Ho.

Continuing another year of collaboration with the Maritime and Port Authority of Singapore (MPA) was the series of visits to the Singapore Maritime Gallery (SMG) for the ``Young Mariner’s Badge (YMB) scheme. The badge scheme is a collaboration with MPA under our Memorandum of Understanding (MOU) signed in 2014. Cubs and Scouts visited the SMG and completed quizzes and activities that led to the YMB Level 1 & Level 2 Badge.



Cubs Scout from Xinmin Primary School, Greenridge Primary School, Kheng Cheng School & Evergreen Primary School School visiting the Singapore Maritime Gallery at Marina South Pier.



Happy Sea Scouts with their proud Sea Scout Leaders!

In encouraging Sea Scouts to try a breadth of water activities outside of the core requirements of swimming, lifesaving, and kayaking, the Sea Scout Programme Council organised 4 intakes of the Windsurfing Proficiency Badge (Basic) Course in 2018. The courses were well-received and attracted participation from Air and Land Scout Groups too.

3 Sea Scouts achieved the Chief Commissioner’s Award (CCA) in 2018. With our current fleet of Sea Kayaks and support from our Programme Leaders in the 4 Areas, most of our Sea Scouts are now pursuing their CCA via kayaking expeditions since sea exploration tests were restarted in 2013. Congratulations to all the Sea Scouts from Condor Sea Scout Group and Queenstown 03 Sea Scout Group who have received their CCA from Chief Commissioner Mr Antong Shahrudin.



Scouts from ACS (Independent) Scout Group learn how to windsurfing through land drills.



Scouts from ACS (Independent) Scout Group applying what they have learn on windsurfing skills to upright the windsurfing sail.

Scouts from both land & Sea Scout attended the SMART Programme 2018 organised by Singapore Maritime Academy (SMA) – Singapore Polytechnic (SP) as part of the outreach awareness of Maritime Singapore amongst local educators and students. And to introduce participants the careers in the maritime industry and to share with them the courses available to help them in their career development and to pique interest of the youths to explore maritime-related academic and/or career opportunities.



Sea Scout from Chua Chu Kang Secondary, Chung Cheng High School, Beatty Secondary School and St Margaret's Secondary School visiting the SMA Engine Simulator.



Sea Scout from Chua Chu Kang Secondary, Chung Cheng High School, Beatty Secondary School and St Margaret's Secondary School visiting the SMA Engine Simulator.

Both Land & Sea Scout Leaders across the country convened for this year's Sea Scout Pow Wow 2018 to be updated on the Revised Sea Scout Programme, give feedback on programme implementation at unit level, and enjoy a networking opportunity between Sea Scout Groups.



A good start for this year Sea Scout Pow Wow 2018 to have more Land & Sea Scouts Adult Leaders coming together to keep updated on the Revised Sea Scout Programme.

Both Land & Sea Adult Leaders attended the first Sea Scout Leader Training Course (SSLTC) Module for Dragon Boat Activity, Dinghy Sailing Activity and Windsurfing Activity co-organised by National Programme Council (NPC) and National Training Team (NTT). This SSLTC Module aims to provide both Rovers and Adult Leaders with or without experience with an orientation to implementing it as Revised Youth Programme's elective activity.



Adult Leaders having try-out session on the topper sailing craft using the manual land simulator.



Adult Leaders attending orientation briefing and hand-on experience on rigging up the windsurfing equipment.



Adult Leaders having hand-on experience for the Dragon Boat Rowing.

3 Sea Scout Leaders represented the Singapore Scout Association in joining 9 other Keelboat from Changi Sailing Club on Singapore's 53rd Birthday to do their part for Singapore and the Environment cleaning up the Johor Straits between Changi Sailing Club and Pulau Ketam. Armed with trash bags and nets, they sailed the daysailer Olive Oyl (Glen L Minuet 15") and helped to contribute to the 60kg of plastic pollution collected over 2 hours.

Happy Sea Scout Leaders with their loads of collected plastic pollution and doing their part to keep our waterfront and environment clean.



Our first Sea Scout Leader Training (SSLTC) Course was conducted on 10 & 11 November with participants from both hands-on experience in various activities such as Basic Lifesaving, Kayaking and other assets of the Sea Scout. Participants also went through the Sea Scout's Colours and Sunset Ceremony and lesson on Basic Navigation. Everyone was involved in the discussion of strategies to implement the Sea Scouting programme at their respective Sea Scouting sections and was briefed on the risk management for water-based activities. All Leaders had a Great Time!



First batch of Adult Leaders that completed the Sea Scout Leader Training (SSLTC) Course co-organised by National Programme Council (NPC) and National Training Team (NTT)



Adult Leaders going through the area of operation familiarisation for kayaking and sea exploration.

Singapore Canoe Marathon | 14 Jan 2018

- 24 participants

Sea Scout Kayak Rally | 24 Mar 2018

- 33 participants

Windsurfing Proficiency Badge (Basic) Course in 2018

| 21 Jul 2018 | 19 Aug 2018 | 22 Dec 2018 | 23 Dec 2018

- 40 participants

SMART Programme 2018 | 5 Sept 2018

- 40 participants

Sea Scout Pow Wow 2018 | 27 Oct 2018

- 18 participants

Introduction to Dragon Boating | 5 Aug 2018

- 10 participants

Introduction to Sailing | 8 Sept 2018

- 10 participants

Introduction to Windsurfing | 6 Oct 2018

- 10 participants

Adult Leaders' Training



National Training Team 2018

National Training Commissioner

Tan Kay Kerng

Assistant National Training Commissioner

Kiu Jeng Way Tennant

Leader Trainers

1. Antong Shahrudin Bin Rahmat (Advisor)
2. Dr Jeffrey Ho Kai Kwong
3. Ho Chee Heng
4. Dr Koh Kee Lee
5. Lai Kwok Chin
6. Lester Lee Siak Yeng
7. Malcolm Tan Ban Hoe
8. Patrick Tan Kwang Yeong
9. Nordin Bin Salleh

Assistant Leader Trainers

1. Alphonsus Gregory
2. Dr Anbarasan s/o Thuraimanikam
3. Andrew Ang Kah Hin
4. Alvin Chong Fook Hsing
5. Anthony Ng Weng San
6. Don K Wijendra
7. Goh Yee Heng

8. Hoo Chuan Yang
9. Lim Say Chionh
10. Loh Yian Chong (Edward)
11. Ong Thye San
12. Tan Cheng Kiong
13. Tan Tek Tin

Trainers

1. Alan Tan Yuen Shet
2. Benjamin Sho Chip Khuan
3. Chen Jiao Yao Melvin
4. Chia Chong Meng
5. Christopher John s/o Peter
6. Christopher Lynn Van Winkle
7. Chua Gim Kiat Raymond
8. Dr Tan Ming Yen
9. Fong Kah Chun
10. Hong Kok Seng Andrew
11. Kong Seng Quee
12. Lai Man Fatt (Roy)
13. Lam Tat Wai

14. Leong Keng Wah Alaric
15. Lim Pia Nee Jeffrey
16. Lim Wee Kiat
17. M Supramaniam
18. Poh Choon Ann Samuel
19. Sim Eng Teck Eddy
20. Tan Ee Chee Edmund
21. Tay Choon Yam Jovi
22. Wan Meng Hao
23. Wong Hong Teow Edgar
24. Yeo Huang Liang Joshua
25. Yeo Kai Cheow
26. Zaiphizat Putra Bin Zainalabidin

We welcomed 4 new members to the team

1. Jerrold Chan Yi Ting
2. Kelvin Choo
3. Sham Hoe Meng
4. Tan Tai Hui

Award Of Wood Badge

19 adult leaders were awarded their Wood Badges in 2018. The recipients of the Wood Badges were as follows:-

1. Chiang Kar Mun
2. Mohamad Shafri Amat Noh
3. Cai Wenchuan
4. Chung Cher Chiang
5. Lim Teng Jie
6. Anthony Michael Fulwood
7. Choo Chee Mian Eric
8. Chen Quansheng Jason
9. Mok Kiat Ti Alan
10. Wong Yuen Siang
11. Teo Yi Sheng
12. Chua Tian Quan Jouis
13. Lin Weiquan
14. Mohammad Azhari Bin Dzukifli
15. Vivian Lee Pooi San
16. Gregory Tan Shiaw Beng
17. Madhan s/o Elavalahan
18. Poh Choo Ann Samuel
19. Lee Song Sang

Unit Leader Training Wood Badge Course 2018

Stage 1

1. Ang Keming
2. Angela Gan Peck Loo
3. Chen Zhiyong
4. Chew Yong Meng Vincent
5. Chim Wai Yee
6. Ch'ng Kai Jie
7. Cho Koi Hong Jermain
8. Choo Anders Zhi Qian
9. Emmanuel Andrew
10. Fathie Bin Ali Abdat
11. Fatin Farahlyana Bte Mohamad Hasidi
12. Gavin Goh
13. Goh Poh Huat Martin
14. Goh Tai Lin Aloysius
15. Jin Xing Marcus Lay
16. John Joel Seow
17. Kenji Teo
18. Kenneth Tan Jing Xun
19. Ker Leng Leng
20. Lau Tian Chan
21. Lee Kee Chong Justin
22. Lee Seng Hui
23. Lim Lian Hong Bonnie
24. Low Ming Lee Charlena
25. Low Qian Ling
26. Mabeline Chua
27. Marcus Tan Yi Yong
28. Ng Dillon
29. Ng Shuping
30. Nur Shazana Binte Saini
31. Ong Cheng Guan Timothy
32. Ong Guo Lin
33. Ong Lijing

34. Phua Sheng Qiang Emmanuel

35. Quek Yixian Timothy
36. Seow Jia Rui
37. Sharon Koh
38. Siti Sebrina Choe Bte Jailani
39. Syed Imran
40. Tan Hiok Kwang James
41. Tan Yong Siong, Lite
42. Tay Khai Sheng Kenneth
43. Teng Yue Ting
44. Teo Wee Seng
45. Tey Boon Tai
46. Wang Chi Chi
47. Wong Ju Cheng
48. Yeoh Ke Xin Janice
49. Yvonne Teo Yu Qing
50. Zhang Liwen

Stage 2

1. Ang Keming
2. Cheng Yu Ming Joshua
3. Gavin Goh
4. Jin Xing Marcus Lay
5. John Joel Seow
6. Lau Tian Chan
7. Lee Kee Chong Justin
8. Lee Seng Hui
9. Mabeline Chua
10. Ng Suat Kun (Huang Xuejun)
11. Siti Sebrina Choe Bte Jailani
12. Tan Hiok Kwang, James
13. Tey Boon Tai
14. Wang Chi Chi
15. Wong Ju Cheng
16. Yeo Ken Qi Jian
17. Zhang Liwen

Stage 3

1. Aameer Bin Hassim
2. Ang Keming
3. Cheng Yu Ming Joshua
4. Chim Wai Yee
5. Choo Anders Zhi Qian
6. Emmanuel Andrew
7. Gavin Goh
8. Goh Poh Huat Martin
9. Goh Poh Huat Martin
10. Heng Chee Kiang
11. Jin Xing Marcus Lay
12. John Joel Seow
13. Ker Leng Leng
14. Lau Tian Chan
15. Lee Kee Chong Justin
16. Lee Seng Hui
17. Low Ming Lee Charlena
18. Mabeline Chua
19. Muhammad 'Ammar Bin Abdul Aziz
20. Ng Suat Kun
21. Nurul Hakimah
22. Ong Dunming
23. Rishab Patwari
24. Ruth Naomi Ong
25. Seow Jia Rui
26. Siti Sebrina Choe Bte Jailani
27. Tan Hiok Kwang, James
28. Teng Yue Ting
29. Tey Boon Tai
30. Wang Chi Chi
31. Wong Ju Cheng
32. Yvonne Teo Yu Qing
33. Zhang Liwen

Unit Leader Training Skill Course

Training Of Trainers (Campcraft) Course

A total of 7 trainers took the course from 8-9 September 2018 and 15-16 September 2018 at Sarimbun Scout Camp.

1. Dr Koh Kee Lee
2. Jerrold Chan Yi Ting
3. Jovi Tay Choon Yam
4. Kelvin Leong Kwang Yeh
5. Melvin Chen Jiao Yao
6. Raymond Chua Gim Kiat
7. Sham Hoe Meng

Specialist Skill Course (Exploration)

A total of 14 participants (included 2 from Girl Guides Singapore) attended the course on 9 March 2018 and from 15-16 March 2018 at Pulau Ubin.

1. Gan Jun Ken
2. Tan Annie
3. Lim Fang Ren Manfred
4. Chia Meiyi
5. Wong Kang Yan
6. Tan Hiok Kwang, James
7. Seah Ru Han
8. Mohammed Fareeq Bin Othman
9. Ang Wee Jin
10. Madhan S/O Elavalahan
11. Goh Kah Meng
12. Fong Teek Soon
13. Eileen Ong
14. Joey Tan Xiang Lei

Specialist Skill Course (Campcraft)

A total of 21 participants attended the course on 15-18 November 2018 at the Sands Training Institute @ Sarimbun Scout Camp.

1. Chia Xin Yang
2. Fong Kah Chun
3. Fong Teek Soon
4. Goh Poh Huat Martin
5. Guo Song Feng
6. Huang Chaojie
7. Hulbert Teng Ee Jun
8. Jin Xing Marcus Lay
9. John Joel Seow
10. John Ng Teck Ann
11. Kong Seng Quee
12. Lim Fang Ren Manfred
13. Lo Cheong Wah
14. Marcus Seet Ding Quan
15. Mohammed Harris Fadzillah Bin Mohamed Hamzah
16. Muhammad Zikri Bin Md Yani
17. Ong Yong Xiang
18. Tan Hiok Kwang, James
19. Tang Tay Hwee
20. Terence Loh Kong Joe
21. Yee Wei Lei

AED & CPR Course 2018

A total of 51 Scout leaders took the course from at Singapore Life Guard Academy and Singapore Red Cross Academy.

- | | | |
|----------------------------|--|--------------------------------------|
| 1. Aameer Bin Hassim | 19. Leong Kwang Yeh, Kelvin | 36. Rishab Patwari |
| 2. Arthur Kong | 20. Lim Hui Shi | 37. Ruth Naomi Ong |
| 3. Chen Jian Yao Melvin | 21. Lim Yu Jason | 38. Seah Wai Ling |
| 4. Chew Yi Hern Daryl | 22. Lo Cheong Wah | 39. Seng Mun Kong |
| 5. Chiew Shao Xiang Besfer | 23. Low Eng Ler Bryan | 40. Sho Chip Khuan Benjamin |
| 6. Eunice Tan Li Ting | 24. Man Pui Suen | 41. Tan Tai Hui |
| 7. Foo Say Kin | 25. Mohammed Harris Fadzillah Bin Mohamed Hamzah | 42. Tan Xu Hui |
| 8. Goh Poh Huat Martin | 26. Mok Kiat Ti Alan | 43. Tan Yuen Shet Alan |
| 9. Hing Zhen Wei | 27. Muhd Haziq Bin Mohd Ali | 44. Tang Tay Hwee |
| 10. Ho Cheng Hao | 28. Ng Si Ting Eunice | 45. Terence Loh Kong Joe |
| 11. Hoo Chuan Yang | 29. Ng Suat Kun | 46. Tham Cheng Qian Gabriel Benjamin |
| 12. Huang Chaojie | 30. Nicholas Liaw Yang Zheng | 47. Tham Yew Chung |
| 13. Justin Chong Jin Ngee | 31. Nurul Hakimah | 48. V Santhosh |
| 14. K S Vikneshan | 32. Olivia Phing Phing Tay | 49. Wong Chun Yeow David |
| 15. Kang Teck Beng | 33. Paul Sham Ho Chung | 50. Wong Ju Cheng |
| 16. Lau Tian Chan | 34. Quek Christopher | 51. Yap Kian Wee |
| 17. Lee Kee Chong Justin | 35. Rachel Sim Wanru | |
| 18. Lee Seng Hui | | |

Basic Counselling Course 2018

A total of 21 Scout leaders took the course by Singapore Personal Counselling Service Thomson Community Club.

- | | | |
|----------------------------|--------------------------------|--------------------------------------|
| 1. Anbarasan Thuraimanikam | 9. Lee Seng Hui | 17. Seah Ru Han |
| 2. Chen Jian Yao Melvin | 10. Leong Kwang Yeh, Kelvin | 18. Sho Chip Khuan Benjamin |
| 3. Eng Geng Jie Gif | 11. Lim Wee Kiat | 19. Tan Yuen Shet Alan |
| 4. Fong Teek Soon | 12. Lim Wei Yung | 20. Tham Cheng Qian Gabriel Benjamin |
| 5. Foo Yin Kiat | 13. Lim Yu Jason | 21. Wong Chun Yeow David |
| 6. Ho Cheng Hao | 14. Mohammed Fareeq Bin Othman | |
| 7. Khoo Lih Uei | 15. Ng Wee Lee Michael | |
| 8. Lam Tat Wai | 16. Ong Cheng Guan Timothy | |

APR Workshop On Quality Training Of Adults

A total of 48 participants from the Asia-Pacific Region including Singapore attended the APR Workshop from 2-5 May 2018 at the Sands Training Institute @ Sarimbun Scout Camp.

Singapore

1. Ahmad Fikri Aziz Bin Taib
2. Ahmad Lutfi Maula Shamsudin
3. Arthur Kong Wei Chuen
4. Carolyn Ann Phillips
5. Choy Peng Yih Alexander
6. Don Keithsiri Wijendra
7. Fong Kah Chun
8. Jeremy Luke Nonis
9. Kong Seng Quee
10. Lam Tat Wai
11. Lim Pia Nee Jeffrey
12. Loh Yian Chong
13. Mah Wei Siang
14. Mohammed Fareeq Bin Othman
15. Muhammad Khair Samian
16. Seah Wai Ling
17. Tan Tai Hui
18. Tan Yuen Shet Alan
19. Tay Choon Yam
20. Yeo Kai Cheow

Bangladesh

1. Md. Mohsin
2. Ferdous Ahmed
3. Arshadul Mukaddish
4. Amimul Ehsan Khan

Brunei

1. Zainudin Haji Ishak
2. Haji Matassim Haji Duraman

Cambodia

1. So Thavy

Hong Kong

1. Ng Ting-Chun Steve
2. Chan Lai-Fun Lucilla

India

1. Lakya Thimappa Lokesh
2. Mavanthoor Prabhakara Bhat
3. Jangid Prahlad Rai
4. Abhay Singh

Indonesia

1. Ahmad Mundzir
2. Adzanil Prima Septy

Japan

1. Hidehito Okubo

Macau

1. Linda Chou

Malaysia

1. Voon Yeow Hong

Mongolia

1. Mandakhzaya Unurbayar
2. Erdenejamyan Erdenebileg

Myanmar

1. Myint Swe

Philippines

1. Rodel D. Gutierrez
2. Marvin M. Nicer
3. Cedrick G. Train
4. Jun Ryan L. Hernandez

Sri Lanka

1. Priyanka Lakmali Anthony
2. Dammi Priyanka Nandirathne
3. Balachandra Arachchige Don Ruwan Indika Balachandra

Course For Assistant Leader Trainer

A total of 30 participants from the Asia-Pacific Region attended the course from 25 November 2018 to 1 December 2018 at the Sands Training Institute @ Sarimbun Scout Camp.

Singapore

1. Christopher John S/O Salvanathan
2. Chua Yong Liang
3. Fong Kah Chun
4. Hong Kok Seng Andrew
5. Leong Kwang Yeh, Kelvin
6. Lim Wee Kiat
7. Lin Weiquan
8. Madhan S/O Elavalahan
9. Marcus Seet Ding Quan
10. Ng Wee Lee Michael
11. Raymond Chua Gim Kiat

12. Sho Chip Khuan Benjamin
13. Tay Choon Yam
14. Terence Loh Kong Joe
15. Wong Chun Yeow David
16. Yap Kian Wee

Malaysia

1. Ms Zahrul Huda BT Dato'Haji Kamarudin

Hong Kong

1. Mr Lo Pui-lam
2. Dr Yuen Ming-chak Gary
3. Ms Tammy Wong Sau-man
4. Dr Ho Pui-lam

Taiwan

1. Mr Liu Kai-Chen
2. Mr Liaw Hsueh-Chun (Thomas Liaw)
3. Mr Chao Wei-Yen

Maldives

1. Ms Mariyam Laiza
2. Mr Ahmed Haneef
3. Mr Ibrahim Muammir
4. Mr Ashraf Waheed
5. Mr Mohamed Shamoon

Macau

1. Mr Garfield Chau Seng Chon

| The Singapore Scout Guild

• Hike on Southern Ridge •

A total of 28 guild members completed the hike on Southern Ridge on 10 March 2018.



Walk in a Kampong

A total of 20 guild members completed the walk in a kampong on 14 July 2018.



24th Annual General Meeting 2018

The Singapore Scout Guild conducted the 24th AGM on Saturday, 26 May 2018, at 6.00 pm at Hwa Chong Institution, 661 Bukit Timah Road, Singapore 269734.

The new Management Committee for 2017/2019 were as follows:-

Advisors	Prof. Tommy Koh Dr Tan Cheng Bock Mr Ng Ser Miang Mr Tan Kee Lian Roney Dr Tan Guong Ching
President	Mr Ranvir Kumar Singh
Immediate Past President	Mr Nicholas Tang Ning
Vice Presidents	Mr Patrick Tan Kwang Yeong Mr Eric Chew Yee Teck Mr Mohamed Fauzi Bin Salim Talib
Secretary	Mr Bay Yew Chuan
Assistant Secretary	Mr Malcolm Tan Ban Hoe
Treasurer	Mr Gabriel Tham Cheng Qian
Assistant Treasurer	Mr Philip Ling Soon Hwa
Information Secretary	Dr Anbarasan Thuraimanikam
Honorary Auditors	Mr Chee Yan Pong Dr Mohd Effendy Rajab
Members	Mr Stephen Goh Siok Seng Mr Pang Boon Hee Mr Alan Tan Yuan Shet Mr David Wong Chun Yeow Dr Jeffrey Ho Kai Kwong Mr Tan Hua Chiow Ms Vivien Ann Woodford

World Scarf Day 2018

2018 marks the 108th anniversary of Scouting in Singapore. The event was held on (Sat) 27 July 2018 from 7.00 pm – 10.00 pm at the Quality Hotel Marlow. A total of 221 Scout Guild members and Scout members attended the dinner event.

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Scout Guild Charity Golf 2018 Report

The Scout Guild Charity Golf Tournament was held at the Seletar Country Club, Tampines Course on 21 September 2018. A total of 112 golfers participated in the golf tournament were at the tee-off for the event.



National Events

Adiji Chief Scout Report

Adiji Chief Scout was held to formally invest our new Chief Scout, President Halimah Yacob on 7 April.

Held at Tampines Primary School, 5500 Scouts gathered to welcome our Chief Scout. During the event, the Chief Scout was introduced to the many activities that our Scouts take part in.



National Day Parade 2018

Adult Leaders	Participating Units
<p>Nordin Bin Salleh Choo Kelvin Raymond Chua Gim Kiat Reed Yu Kim Mohammed Harris Fadzillah Bin Mohamed Hamzah Nyoe Chee Yong Adrian Neo Yao Kian Andy Humaira Salleh Nicholas Chin Su Yanhui</p>	<p>Ahmad Ibrahim Warriors Scout Group (Secondary) Beatty Beaver Scout Group (Secondary) Bedok South Kijang Scout Group (Secondary) Black Knights Air Scout Group (Open) Chua Chu Kang Condor Scout Group (Secondary) Chung Cheng High (Yishun) Scout Group (Secondary) Crest Scout Group Dunearn Unicorn Scout Group (Secondary) Maris Stella High Scout Group (Secondary) Peirce Triace Scout Group (Secondary) Queenstown Scout Group (Secondary) Sji Pelandok Scout Group (Secondary) Soaring Eagles Air Scout Wing (Open) St Patrick Pajigwad Scout Group (Secondary) Tanjong Katong Seladang Scout Group (Secondary) Unity Unicorn Scout Group (Secondary) Zhenghua Scout Group (Secondary)</p>



Istana Open House 2018

The Istana grounds are opened to members of the public during major public holidays. SSA is honoured that our Scouts have been serving as “GUEST AMBASSADORS” on the Chief Scout Hospitality Team since the beginning of 2015.

To date, a total of 901 Scouts have volunteered at least once since the start of the “Guest Ambassadors” initiative. In 2018, SSA supported 5 sessions of the Istana Open House on 17 February 2018 (Chinese New Year), 1 May 2018 (Labour Day), 15 June 2018 (Hari Raya), 29 July 2018 (National Day) and 6 November 2018 (Deepavali).



Remembrance Day | 11 November 2018

Kranji War Memorial

Remembrance Day is held annually to honour those who have fought and suffered during World Wars. SSA was once again invited by the Singapore Armed Forces Veterans League to attend 2018's Remembrance Day Service. 6 Scouts and 2 adult leaders attended the memorial service.



The Singapore Cuboree and Third Camp Possible

The Singapore Cuboree and Second Camp Possible was held at the MOE Jalan Bahtera Adventure Centre from 17 November to 20 November 2018. The camp which ran alongside with the 10th National Patrol Camp (NPC) was attended by 229 Cub Scouts, 45 Scouts from Special Education Schools. They interacted, engaged with one another and increased their self-awareness and confidence in their roles that they play as future-ready citizens through participating in the activities such as outdoor challenge, NPC Open House, values-in-action etc.



Earth Hour 2018

In partnership with WWF Singapore, The Singapore Scout Association (SSA) supported Earth Hour on 24th March 2018. 320 Scouts joined thousands of others across the world in switching off nonessential lighting for one hour- Earth Hour- sending a powerful global message that it is possible to take action against global warming.

Units	
Hwa Chong Scout Group (Secondary)	Telok Kurau Cub Scout Group (Primary)
Chung Cheng High (Yishun) Scout Group (Secondary)	Xishan Cub Scout Group (Primary)
Soaring Eagles Air Scout Wing (Open)	Beatty Beaver Scout Group (Secondary)
Eagle Scout Group	Hong Kah Scout Group (Secondary)
Jurong Screaming Eagle Scout Group (Secondary)	Yuan Ching Scout Group (Secondary)
Manjusri Red Fox Scout Group (Secondary)	Fernvale Cub Scout Group (Primary)
Nan Hua Cub Scout Group (Primary)	Park View Cub Scout Group (Primary)

For volunteers, we had 27 signed up. They were as below:

Units
Hwa Chong Scout Group (Secondary)
Chung Cheng High (Yishun) Scout Group (Secondary)
Soaring Eagles Air Scout Wing (Open)
Eagle Scout Group
Unity Unicorn Scout Group (Secondary)



National Camp 2018

The National Camp is organised once every two years to create a unique opportunity for members of the 9 Uniformed Youth Organisations (UYOs) to meet, interact and share their experiences through participation in various types of outdoor activities.

The theme of National Camp 2018 was Readiness and Resilience, which reflects the key objectives of challenging our youths through interesting and tough activities as well as learning relevant and applicable life skills. 19 Scouts participated in the National Camp.

Units	
Ahmad Ibrahim Warriors Scout Group (Secondary)	Maris Stella High Scout Group (Secondary)
Black Knights Air Scout Group (Open)	Ngee Ann Wichita Scout Group (Secondary)
Jurong Screaming Eagle Scout Group (Secondary)	Sji Pelandok Scout Group (Secondary)



10th National Patrol Camp (NPC X)

The 10th National Patrol Camp (NPC X) saw participation from 466 Scouts from 45 Troops and supported by 156 volunteer camp staff. It was held in two phases; from 1st May 2018 to 31 October 2018 (pre-camp phase), and from 15th November to 19th November 2018 in Sarimbun Scout Camp (in-camp phase).

This 10th iteration of NPC overhauled the entire assessment breadth and depth with emphasis on sustainable camping, management, progress and safety. This camp also saw the introduction of collaborative competition where significant portion of assessment are conducted at Clusters and Sub-camps level.

The camp objectives were:

- Promote adoption of 21CC Scouting under the revised Programme for 50% of Scout Troops and 10 to 15% of Scouts in Singapore.
- Capacity, competence and process development towards ASEAN Jamboree 2020 through youth involvement and piloting operations procedures.
- Elevate competency in core Scouting activities through competitive interactions and fundamental national guidelines on such activities.

Headed by Camp Chief David Wong, Scouts from all over Singapore pitted against each other in their patrols, clusters and sub-camps across components such as pioneering, campsite development, cooking and more.

For the first time, sustainable camping concept is incorporated into the camp as part of the initiative to preserve our environment and to create awareness amongst campers and staff to reduce waste and save resources.

NPC X presented 12 Gold awards, 33 Silver Awards, and 2 Bronze Awards to the 47 participating patrols.

3 Challenger Awards were presented to Catholic High School, Victoria School and Zhenghua Fox Scout Group

The following patrols have received the following special awards:

Award	Patrol Name
Best in Cooking	ACS (I) Scout Troop
Best in Backwoodsman	Victoria School Arrow Scout Troop
Best in Cluster Pioneering	S02 - Catholic High School, Pierce Triace Scout Troop and Mayflower Scout Troop
Best Cluster	S02 - Catholic High School, Pierce Triace Scout Troop and Mayflower Scout Troop
Best in Camp Development (Cluster & Patrol)	Catholic High School

The following Scouts have been awarded the best camper award:

Sub-Camp	Name / Troop Name
North Sub-Camp	Kidson Oh Kai Jun (Black Knights Air Scout)
South Sub-Camp	Lim Qin Tong Quinnton (Queenstown Scout Group)
East Sub-Camp	Hoo Fang Zhou (Chung Cheng High (Main) Panther Scout Troop)
West Sub-Camp	Oliver Chong (Yuan Ching Cougar Scout Group)

NPC X also partnered with the following sponsors

- Zero1 Mobile
- DirectShirt
- Laughing Kookaburra's Corner Pte Ltd
- Benje Marketing Pte Ltd
- Cafe4U



| International Events

4th Johor International Agoonoree 2018 | 12 - 15 March 2018

Venue	Contingent Leader	Participant		
		Adult	Youth	Total
Savannah Hills Resort, Johor, Malaysia	Norhaiza Yep Abu	11	22	33



11th Taiwan National Scout Jamboree | 30 June - 8 July 2018

Venue	Continent Leader	Participant		
		Adult	Youth	Total
Cheng Kung Ling Camp, Taichung, Taiwan	Chua Yong Liang	5	17	22



36th Blair Atholl Patrol Jamboreette | 14 - 28 July 2018

Venue	Contigent Leader	Participant
Scotland	Rover Scout Lionel Hong	1



1st Johor International Causeway Jamboree | 2 - 5 August 2018

Venue	Contigent Leader	Participant
Johor, Malaysia	Muhammad Reza Sulaiman	2



24th APR Scout Conference | 15 - 20 October 2018

Venue	Contigent Leader	Participant
Philippines	Chief Commissioner Antong Shahrudin	18



5th ASARC Conference | 12 - 14 October 2018

Venue	Contigent Leader	Participant
Manila, Philippines	Chief Commissioner Antong Shahrudin	3



Chief Commissioner Antong Shahrudin, took over the ASARC Chairmanship from Wendel Avisado of Philippines

1st ASEAN Rover Moot | 9 - 16 December 2018

Venue	Contigent Leader	Participant
-------	------------------	-------------

Brunei Darussalam

Lim Wei Yung

3



Korea Invitational Programme | 5 - 11 December 2018

Venue	Contigent Leader	Participant
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South Korea

Michael Poh Cher Huat

2



Hong Kong Scout Moot | 23 - 28 December 2018

Venue	Contigent Leader	Participant
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New Territories,
Hong Kong

Rachel Lim

8



AWARDS & ACHIEVEMENTS

FRANK COOPER SANDS AWARD

The Frank Cooper Sands Award is awarded annually to Scout Units for Unit excellence. The assessment for the award centres on Unit administration, participation, training and development, international participation, Unit financial management and Unit initiatives.

In 2018, 176 units were awarded the Franck Cooper Sands Award. The Guest of Honour for this year's award ceremony was Mr Sim Gim Guan, Chief Executive Officer, National Council Of Social Service

Gold	Silver	Bronze	Total
111	39	26	176

Gold Award

School / Open Unit	Section
Admiralty Cub Scout Group (Primary)	Cub Scout
Anglo-Chinese School (Primary)	Cub Scout
Boon Lay Garden Cub Scout Group (Primary)	Cub Scout
Bukit Panjang Cub Scout Group (Primary)	Cub Scout
Catholic High School (Primary)	Cub Scout
Chongfu Cub Scout Group (Primary)	Cub Scout
De La Salle Cub Scout Group (Primary)	Cub Scout
Elias Park Cub Scout Pack	Cub Scout
Frontier Primary School	Cub Scout
Fuhua Cub Scout Group (Primary)	Cub Scout
Gan Eng Seng Primary School	Cub Scout
Gongshang Cub Scout Pack	Cub Scout
Greenwood Cub Scout Group (Primary)	Cub Scout
Henry Park Cub Scout Group (Primary)	Cub Scout
Horizon Cub Scout Group (Primary)	Cub Scout
Jurong West Cub Scout Group (Primary)	Cub Scout
Lakeside Cub Scout Group (Primary)	Cub Scout
Maris Stella High (Primary)	Cub Scout
Mee Toh Cub Scout Group (Primary)	Cub Scout
Meridian Cub Scout Pack	Cub Scout
Nanyang Cub Scout Group (Primary)	Cub Scout

School / Open Unit	Section
North View Cub Scout Group (Primary)	Cub Scout
Poi Ching Falcon Cub Scout Pack	Cub Scout
Punggol View Cub Scout Group (Primary)	Cub Scout
Radin Mas Primary School / Dragon	Cub Scout
Red Swastika Cub Scout Pack	Cub Scout
River Valley Primary / Ravens	Cub Scout
Rulang Cub Scout Group (Primary)	Cub Scout
Sengkang Cub Scout Group (Primary)	Cub Scout
St Andrews Junior	Cub Scout
St.Anthony's Cub Scout Group (Primary)	Cub Scout
Tao Nan Cub Scout Pack	Cub Scout
Unity Cub Scout Group (Primary)	Cub Scout
Wellington Cub Scout Group (Primary)	Cub Scout
West Grove Cub Scout Group (Primary)	Cub Scout
West View Cub Scout Group (Primary)	Cub Scout
Woodlands Manta Ray Cub Scout Group (Primary)	Cub Scout
Woodlands Ring Soaring Eagle Cub Scout (Primary)	Cub Scout
Xishan Cub Scout Group (Primary)	Cub Scout
Yangzheng Cub Scout Group (Primary)	Cub Scout
Yio Chu Kang Cub Scout Group (Primary)	Cub Scout
Yishun Cub Scout Group (Primary)	Cub Scout
Yu Neng Wolverine Cub Scout Pack	Cub Scout
Yuhua Cub Scout Group (Primary)	Cub Scout
Yumin Cub Scout Pack	Cub Scout
Zhonghua Cub Scout Group (Primary)	Cub Scout
Acs(Ind) Scout Group (Secondary)	Scout
Ahmad Ibrahim Warriors Scout Group (Secondary)	Scout
Anglican High Falcon Scout Troop	Scout
Anglo-Chinese School (Barker Road)	Scout
Beatty Secondary School / Beaver	Scout
Bedok South Kijang Scout Troop	Scout
Bukit Merah Scout Group (Secondary)	Scout

School / Open Unit	Section
Bukit Panjang Eagle Scout Group (Secondary)	Scout
Catholic High School (Secondary)	Scout
Chua Chu Kang Condor Scout Group (Secondary)	Scout
Chung Cheng High Panther Scout Troop	Scout
Clementi Town Griffin Scout Group (Secondary)	Scout
Dunearn Unicorn Scout Group (Secondary)	Scout
Dunman Dove Scout Troop	Scout
Edgefield Scout Group (Secondary)	Scout
Fuhua Scout Group (Secondary)	Scout
Gan Eng Seng School	Scout
Greenridge Fox Scout Group (Secondary)	Scout
Holy Innocent Hornet Scout Group (Secondary)	Scout
Hong Kah Scout Group (Secondary)	Scout
Hougang Rangers Scout Group (Secondary)	Scout
Hwa Chong Scout Group (Secondary)	Scout
Jurong Screaming Eagle Scout Group (Secondary)	Scout
Manjusri Red Fox Scout Troop	Scout
Maris Stella High School / Phantom	Scout
Mayflower Secondary School	Scout
Montfort Knights Scout Group (Secondary)	Scout
Nan Chiau High School (Secondary)	Scout
New Town Eagle Scout Group (Secondary)	Scout
Ngee Ann Wichita Scout Troop	Scout
Pierce Secondary School / Triace	Scout
Punggol Phoenix Scout Group (Secondary)	Scout
Queenstown Secondary School	Scout
Raffles Institution / 01 Raffles Scout	Scout
Raffles Institution / 02 Raffles Scout	Scout
River Valley High Scout Group (Secondary)	Scout
Serangoon Eagle Scout Group (Secondary)	Scout
St Andrews Secondary School / Star	Scout
St Gabriel's Southern Cross Scout Troop	Scout

School / Open Unit	Section
St Patrick's Pajiwad Scout Troop	Scout
St. Joseph's Institution	Scout
Swiss Cottage Scout Group (Secondary)	Scout
Tanglin Scout Group(Secondary)	Scout
Tanjong Katong Secondary School	Scout
Unity Unicorn Scout Group (Secondary)	Scout
Victoria Arrow Scout Troop	Scout
Woodlands Manta Ray Scout Group (Open)	Scout
Yuan Ching Scout Group (Secondary)	Scout
Zhenghua Scout Group (Secondary)	Scout
Zhonghua Scout Group (Secondary)	Scout
Acs(Ind) Venture Scout (Secondary)	Venture Scout
Catholic High School (Secondary)	Venture Scout
Chua Chu Kang Condor Venture Scout Group	Venture Scout
Chung Cheng High Panther Venture Unit	Venture Scout
Hougang Rangers Scout Group (Secondary)	Venture Scout
Hwa Chong Venture & Rover	Venture Scout
Manjusri Red Fox Scout Troop	Venture Scout
Raffles Institution / 01 Raffles	Venture Scout
Raffles Institution / 02 Raffles	Venture Scout
River Valley High Venture Scout Group	Venture Scout
Stallion Scout (Open)	Rover Scout
Lee Kong Chian Gardens Cubs/Scouts	Special Needs Scout
Metta School	Special Needs Scout
Pathlight School Scout	Special Needs Scout
Towner Gardens School	Special Needs Scout



Silver Award

School / Open Unit	Section
Ahmad Ibrahim Cub Scout Group (Primary)	Cub Scout
Ai Tong School	Cub Scout
Beacon Cub Scout (Primary)	Cub Scout
Bedok Green Killer Whale Cub Scout Pack	Cub Scout
Casuarina Cub Scout Pack	Cub Scout
Chongzheng Cub Scout Pack	Cub Scout
Colugo Open Group	Cub Scout
Concord Cub Scout Group (Primary)	Cub Scout
Dazhong Cub Scout Group (Primary)	Cub Scout
Evergreen Cub Scout Group (Primary)	Cub Scout
Fernvale Cub Scout Group (Primary)	Cub Scout
First Toa Payoh Primary School	Cub Scout
Jing Shan Primary School / Ligers	Cub Scout
Kheng Cheng Primary School/Kestrel	Cub Scout
Maha Bodhi Cub Scout Pack	Cub Scout
Ngee Ann Primary School	Cub Scout
North Vista Cub Scout Group (Primary)	Cub Scout
Park View Cub Scout Pack	Cub Scout
Pei Chun Public School / Eagles	Cub Scout
Qifa Cub Scout Group (Primary)	Cub Scout
Qihua Cub Scout Group (Primary)	Cub Scout
Rivervale Cub Scout Group (Primary)	Cub Scout
Rosyth Cub Scout Group (Primary)	Cub Scout
Shuqun Cub Scout Group (Primary)	Cub Scout
South View Cub Scout Group (Primary)	Cub Scout
St Joseph's Institution Junior	Cub Scout
Stamford Primary	Cub Scout
Tampines Cub Scout Pack	Cub Scout
Teck Whye Cub Scout Group (Primary)	Cub Scout
Telok Kurau Cub Scout Pack	Cub Scout
White Sands Cuon Cub Scout Pack	Cub Scout
Woodgrove Cub Scout Group (Primary)	Cub Scout

School / Open Unit	Section
Xingnan Cub Scout Group (Primary)	Cub Scout
Hillgrove Black Knights (Secondary)	Scout
Nus High Scout Group (Secondary)	Scout
Unicorn Venture & Rover Group (Open)	Scout
Hougang Rangers Scout Group (Secondary)	Venture Scout
Apsn Katong School	Rover Scout
Woodlands Gardens Scout Group (Extension)	Special Needs Scout
Woodlands Manta Ray Scout Group (Open)	Special Needs Scout
Yuan Ching Scout Group (Secondary)	Scout
Zhenghua Scout Group (Secondary)	Scout
Zhonghua Scout Group (Secondary)	Scout
Acs(Ind) Venture Scout (Secondary)	Venture Scout
Catholic High School (Secondary)	Venture Scout
Chua Chu Kang Condor Venture Scout Group	Venture Scout
Chung Cheng High Panther Venture Unit	Venture Scout
Hougang Rangers Scout Group (Secondary)	Venture Scout
Hwa Chong Venture & Rover	Venture Scout
Manjusri Red Fox Scout Troop	Venture Scout
Raffles Institution / 01 Raffles	Venture Scout
Raffles Institution / 02 Raffles	Venture Scout
River Valley High Venture Scout Group	Venture Scout
Stallion Scout (Open)	Rover Scout
Lee Kong Chian Gardens Cubs/Scouts	Special Needs Scout
Metta School	Special Needs Scout
Pathlight School Scout	Special Needs Scout
Towner Gardens School	Special Needs Scout

Bronze Award

School / Open Unit	Section
Anchor Green Cub Scout Group (Primary)	Cub Scout
Anglo-Chinese School (Junior)	Cub Scout
Canberra Cub Scout Group (Primary)	Cub Scout
Coral Cub Scout Pack	Cub Scout

School / Open Unit	Section
Da Qiao Primary School	Cub Scout
East Spring Cub Scout Pack	Cub Scout
Fengshan Phoenix Cub Scout Pack	Cub Scout
Hougang Cub Scout Group (Primary)	Cub Scout
Jurong Cub Scout Group (Primary)	Cub Scout
Mayflower Primary School	Cub Scout
Nan Hua Cub Scout Group (Primary)	Cub Scout
Opera Estate Owl Cub Scout Pack	Cub Scout
St Stephen's Cub Scout Pack	Cub Scout
Tanjong Katong Cub Scout Pack	Cub Scout
Temasek Raccoon Cub Scout Pack	Cub Scout
Xinmin Cub Scout Group (Primary)	Cub Scout
Chung Cheng High(Yishun) Scout Group (Secondary)	Scout
Dunman High Crane Scout Troop	Scout
East Spring Oneida Scout Troop	Scout
Fajar Fox Scout Group (Secondary)	Scout
School Of Science & Technology (Sst)	Scout
Dunman Dove Scout Troop	Venture Scout
Dunman High Crane Venture Unit	Venture Scout
St Gabriel's Crux Venture Unit	Venture Scout
Chua Chu Kang Condor Rover Scout Group	Rover Scout
St Gabriel's Crux Rover Crew	Rover Scout



Awards & Achievements

Akela Award

The Akela Award is presented to Singapore Scout Association's outstanding and distinctive Cub Scouts in recognition of their excellent progression. The Awards represent the pinnacle of achievement for these Cub Scouts and serves to prepare them for a lifetime of service to their God, Nation and all mankind.



Chief Commissioner's Award

The Chief Commissioner's Award is the highest award for a Scout who, as a prerequisite, must hold the Voyager Award, achieve required proficiency badges, show knowledge of Scouting and successfully complete an interview.



Chief Commissioner's Award Ceremony 2018 | 25th August 2018 | Raffles Institution

Guest of Honor: Antong Shahrudin Rahmat, Chief Commissioner
The Singapore Scout Association

Chief Commissioner's Award Recipients: 78 Scouts

Area	Scout Group	Name
East	Anglican High Falcon Scout Group	Gan Zi Xiang
East	Anglican High Falcon Scout Group	Hsieh Ting Fong Nicholas
East	Anglican High Falcon Scout Group	Jerrell Tang Bi Yang
East	Anglican High Falcon Scout Group	Lee Lai Chern, Kenneth
East	Anglican High Falcon Scout Group	Leong Shi Kai
East	Anglican High Falcon Scout Group	Tan Chang Lin
East	Chung Cheng High School Scout Group	Hoo Fang Zhou
East	Chung Cheng High School Scout Group	Soh Song Hen
East	Dunman Dove Scout Group	Tan Ziwei Violet
East	Dunman Dove Scout Group	Yeo Jun Kai Adam
East	St Gabriel Southern Cross Scout Group	Abhimanyu Selvakumar
East	St Gabriel Southern Cross Scout Group	Bryan Chia Yew Leong

Area	Scout Group	Name
East	Victoria Arrow Scout Group	Chua Heok Chong Clenn
East	Victoria Arrow Scout Group	Kiefer Koh Kang Rei
East	Victoria Arrow Scout Group	Kwok Jie Ming Benjamin
East	Victoria Arrow Scout Group	Lee Kuan Shyan Edison
East	Victoria Arrow Scout Group	Matin Ansari B Siraj Ansari
East	Victoria Arrow Scout Group	Mohamed Ashraf Ali
East	Victoria Arrow Scout Group	Tam Kar Yih Joshua
East	Victoria Arrow Scout Group	Tan Lip Guo
East	Victoria Arrow Scout Group	Tang Yi Xun
East	Victoria Arrow Scout Group	Thum Wei Hong Nicholas
East	Victoria Arrow Scout Group	Timothy Yap Te-Pinn
North	Greenridge Fox Scout Group	Joleen Yeoh Ying Qi
North	Greenridge Fox Scout Group	Malcolm Poon Xue Li
North	Greenridge Fox Scout Group	Quak Ser Peng
North	Greenridge Fox Scout Group	Yeo Ya Qiang
North	Hwa Chong Scout Group	Chang Jia Ler
North	Hwa Chong Scout Group	Soh Jun An, Erwin
North	Hwa Chong Scout Group	Tan Keng Xia, Alan
North	Nan Chiau High Scout Group	Chow Wei Tze
North	Zhenghua Scout Group	Chua Wei Wen
North	Zhenghua Scout Group	Ezio Lue Ng
North	Zhenghua Scout Group	Goh Bo Jun, Issac
North	Zhenghua Scout Group	Josh Ong
North	Zhenghua Scout Group	Thaddeus Chua
North	Zhenghua Scout Group	Tang Chee Yung, Keith
North	Zhenghua Scout Group	Voon Kai Ning, Edda
South	Raffles 01 Scout Group	Gan Kah Kheng
South	Raffles 01 Scout Group	Hew Yu Heng
South	Raffles 01 Scout Group	Koh Jia Jun Mitchell
South	Raffles 01 Scout Group	Lee Rui Quan Jeremy
South	Raffles 01 Scout Group	Ong Sheng Khai, Timothy

Area	Scout Group	Name
South	Raffles 01 Scout Group	Revant Subramani
South	Raffles 01 Scout Group	Tan Kiat Wee, Gareth
South	Raffles 01 Scout Group	Wong Ting Hong
South	Raffles 02 Scout Group	Boo Jin An, Joshua
South	Raffles 02 Scout Group	Brendan Mark Ray Kit
South	Raffles 02 Scout Group	Choo Jin Han Darren
South	Raffles 02 Scout Group	Chua Wei Han
South	Raffles 02 Scout Group	Chua Wen Sheng Andrew
South	Raffles 02 Scout Group	Koh Jin Hao
South	Raffles 02 Scout Group	Lin Chaoxing
South	Raffles 02 Scout Group	Mike Sun Boxuan
South	Raffles 02 Scout Group	Ng Joo An Sean
South	Raffles 02 Scout Group	Tan Jia Jun
South	Beatty Beaver Scout Group	Ng Shi Wen Justin
South	Beatty Beaver Scout Group	Ong Jia Xi
South	Beatty Beaver Scout Group	Tan Chee Kiat Kevin
South	Catholic High Scout Group	Ang Jing Yang, Tommy
South	Catholic High Scout Group	Chin Chen Shao, Javier
South	Catholic High Scout Group	Loh Zheng, Lucas
South	Catholic High Scout Group	Nicholas Gan Kai Xin
South	Catholic High Scout Group	Siauw Yu Chuan
South	Catholic High Scout Group	Tan Jen Kai
South	Catholic High Scout Group	Wong Guan Quan, Zachary
South	Queenstown Scout Group	Myat Htun
South	Queenstown Scout Group	Yap Ming Shen
South	SJI International Hippo Scout Group	Alicia Chan
South	SJI International Hippo Scout Group	Ariana Lim
South	SJI International Hippo Scout Group	Jolene Leong
South	SJI International Hippo Scout Group	Megan Chua
South	SJI International Hippo Scout Group	Shaun Lee
West	ACS (IND) Scout Group	Chan Wei Yang

Area	Scout Group	Name
West	ACS (IND) Scout Group	Nicholas Ng
West	ACS (IND) Scout Group	Wo Zhen Hao
West	Chua Chu Kang Condor Scout Group	Toh Wei Zhi
West	Unity Unicorn Scout Group	Chua Jia En



President Scout Award

The President's Scout Award is presented to our nation's most outstanding Venture Scouts in recognition of their excellent leadership and personal performance, their dedication to the Scout movements and their service to the Community. The Awards represent the pinnacle of achievement for these Venture Scouts and indicate their preparedness for a lifetime of service to their God, Nation and all mankind.



President Scout Award Ceremony 2018 | 6th December 2018 | Istana

President's Scout Award Recipients: 4 Venture Scouts

Scout Group	Name
ACS (IND) Scout Group	Kek Hiang Leng
Catholic High Scout Group	Ryan Lee Ray Yen
Catholic High Scout Group	Yeo Ying Heng Ellis
Hwa Chong Scout Group	See Toh Ee Kin



Adults in Scouting (AIS) Annual Report 2018

The Singapore Scout Association (the SSA) National Adults in Scouting (AIS) Policy was drafted in alignment to the World Organisation of the Scout Movement (WOSM) AIS Policy, to support the Mission of Scouting. The policy targets all adults serving at the national level in developing, implementing and reviewing adult management systems and procedures to support and develop all adult leaders in their role or function undertaken at the Area or unit level.

A team of newly appointed commissioners at both the Area and National level for a two-year term was presented with the warrant signed by the Chief Scout at the Leadership Kickoff on 20 January 2018. Job description detailing their role, responsibilities and training opportunities was also given to the commissioners. All adult leaders had been briefed on the need to act responsibly and exercise the appropriate duty of care to the youth members at all times in accordance to the Code of Conduct for Adults.



Chief Commissioner's Commendation Award

The Chief Commissioner's Commendation Award is conferred on adult leaders who have provided good service in a specific task or project either at the area or national level. The 43 recipients are as follows:

Ang Wee Jin	Hing Zhen Wei	Lim Yu Jason
Azmi Bin Azeman	Hong Kok Seng Andrew	Liu Wing Tim Jimmy
Chen Jian Yao Melvin	Isnarti Binte Ahmad Sani	Loh Yian Chong
Cheng Wan Ying Michelle	Jeremy Luke Nonis	Sharon Lok Swee Fang
Chew Si Chao	Jeshua Marcus Mariaselvan	Mohamad Shafri Bin Amat Noh
Chia Xin Yang	Khoo Lih Uei	Muhammad Waquuddin Bin Ahamadi
Choey Por Yen Paul	Joshua Koe Kok Tong	Muhd Haziq Bin Mohd Ali
Chu Wei Ming David	Lee Wei Ling Violet Nicole	Jeremy Ng Wee Kiat
Chua Yong Liang	Lee Wei Loong	Poh Cher Huat Michael
Foo Chuan Chen Desmond	Wayne Leong Wai Hon	Madelene Seow Heng Lin
Dian Kian Seng	Li Yihui Ivy	Tay Choon Yam
Fong Teek Soon	Lim Binjie Benjamin	Teo Yi Sheng
Tan Jia Yi Gladys	Lim Fang Ren Manfred	Yap Koon Seng
Hamidatulamaliah Md Jamil	Dr Lim See Ming	Yip Wing Cheung Benny
Heng Zhaocheng Dominic		

Distinguished Service Award

The Distinguished Service Award 2018 Investiture Ceremony was held on 6 July 2018 in The Istana. Her Excellency, Mdm Halimah Yacob, President of the Republic of Singapore and Chief Scout, conferred the Awards to adult leaders in recognition of their distinguished service to the Scout Movement. The Honour List is as follows:

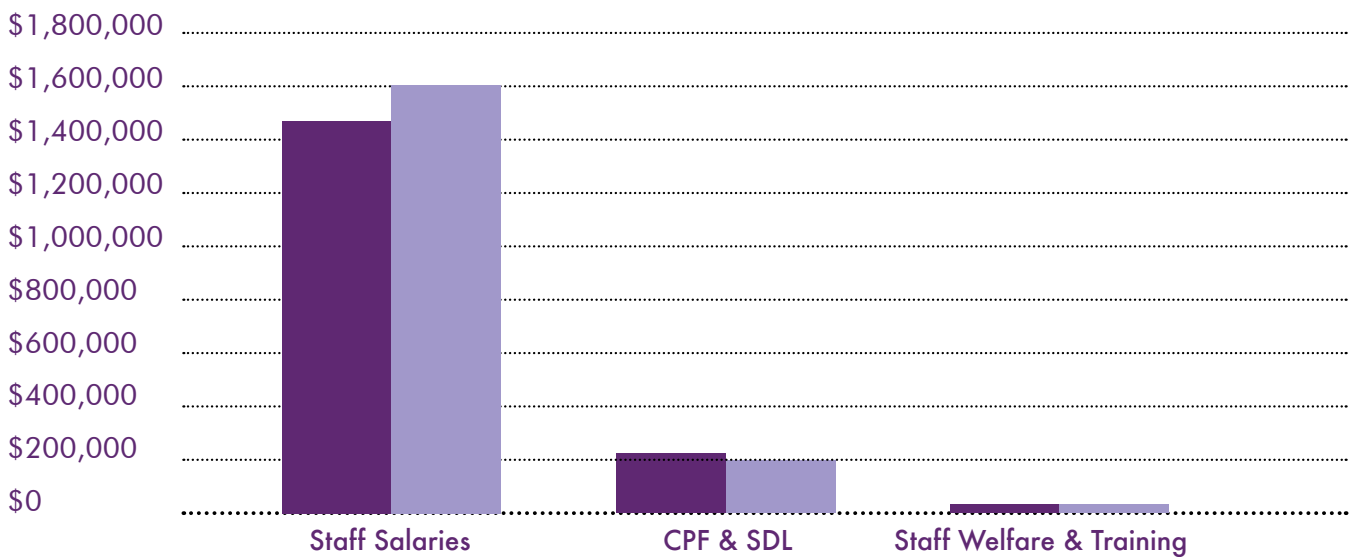
Gold Award	Bronze Award	Chief Scout's Commendation
Mr Tan Cheng Kiong Chief Commissioner	Mr EM Piseth International Commissioner The National Association of Cambodian Scouts	Mr Ang Yong An Assistant Group Scout Leader
Star to Silver Award	Mr Chan Chee Yuen Raymond Group Scout Leader	Mr Hong Kok Seng Andrew Member International Service Team
Mr Tan Ban Hoe Malcolm Leader Trainer National Training Team	Mr Fong Kah Chun Member National Training Team	Mr Khoo Lih Uei Member Sea Scout Programme Team
Silver Award	Mr Nicholas Liaw Yang Zheng Group Scout Leader	Mdm Koh Minna Group Scout Leader
Dr Mak Wai Ming Assistant Chief Commissioner (Training) Scout Association of Hong Kong	Dr Lim See Ming Venture Scout Leader	Mr Kong Chiak Wu Scout Leader
Mr Foo Chuan Chen Member National International Team	Mr Ong Thye San Member National Training Team	Mr Fong Teek Soon Assistant Scout Leader
Mr Lai Kwok Chin Leader Trainer National Training Team	Dr Wan Kok Tang William Member Scout Council	Mr Mohammed Firdaus Bin Salim Assistant Cub Scout Leader
Ms Lim Lee Cheng Director Accounts & HR	Bronze Vanda Award	Ms Siow Qin Senior Examiner (VCC) Venture Scout Programme Team
Star to Bronze Award	Mrs Regina Lee Principal North Vista Secondary School	Ms Sung Keng Yen Assistant Group Scout Leader
Dr Mohammed Mukhyuddin Bin Sarwani International Commissioner Persekutuan Pengakap Malaysia	Mr Lin Yucheng Eugene Principal Zhenghua Secondary School	Ms Annie Tan Cub Scout Leader
Mr Gananedran s/o Eagamparam Group Scout Leader		Mr Shawn Tan Kian Chong Area Leader (Venture Scouts)
		Mr Tan Yong Hock Kenneth Group Scout Leader
		Mr Tang Jui Piow Group Scout Leader
		Mr Hulbert Teng Ee Jun Assistant Group Scout Leader



Report on Full-Time Staff

Year	2018	2017
Staff Salaries	\$1,464,606	\$1,605,553
CPF & SDL	\$ 220,061	\$ 206,819
Staff Welfare & Training	\$ 28,402	\$ 24,001
Total	\$1,713,069	\$1,836,373

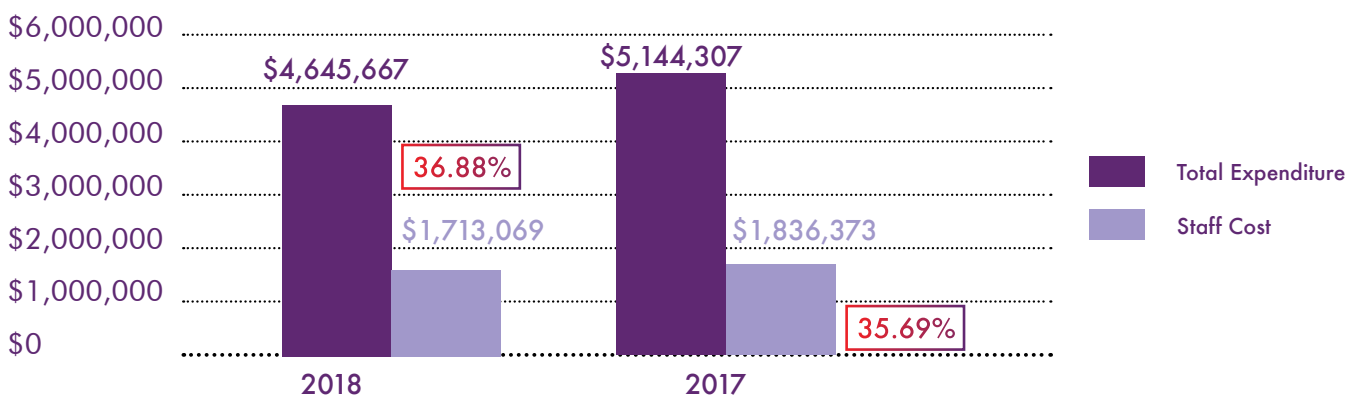
Staff Costs



Staff costs as a percentage of total gross expenditure increased, by 1.19% from 35.69% to 36.88% (See table below)

Cost	Year	
	2018	2017
Total Expenditure	\$4,645,667	\$5,144,307
Staff Cost	\$1,713,069	\$1,836,373
Percentage of staff cost over Total Expenditure	36.88%	35.69%

Percentage of Staff Cost Over Total Expenditure



The salary band and the headcount in each band are shown below:

Annual Remuneration* Salary band	Number of Staff	
	2018	2017
Top 3 Executives		
\$150,000 to \$200,000	1	1
\$100,000 to \$150,000	0	1
\$ 60,000 to \$100,000	5	5
Sub total	6	7
Other Employees		
More than \$50,000	2	4
Less than \$50,000	43	21
Total	51	32

Staff Movement

HQ Staff

- 1 Assistant Manager (Communication & Relations)

SLDC staff

- 1 Executive (Programme & Special Project)
- 2 Executive (Operation)
- 1 Executive (Admin & Finance)
- 11 Training Executive

Scout Shop

- 1 Assistant Manager

Area

- 1 Admin Assistant (North & West)

2018 was a challenging year for all staff as they had to continue their work amidst the noise and inconvenience of HQ's reconstruction.

In addition, the following IT improvements were harnessed:

1. Staff emails had migrated to the Cloud to enhance the confidentiality of communications and security of information of our members.
2. The Association embarked on an online Human Resource Management System (HRMS) for efficiency in processing staff leave and payroll matters.

Policy relating to the management and avoidance of conflicts of interest

As an institution of a public character (IPC), the following policy has been incorporated in the Association's POR, which is on our website.

- All council members, volunteers and staff shall avoid situations where personal interest or the interest of the family is in conflict with the interest of the Singapore Scout Association (SSA) or where it could affect the ability to make decisions that are in the best interest of SSA.
- They should declare their interest to the Scout Council if they are considering entering into a business dealing with SSA.
- In such case, they shall abstain from discussion and not be part of the decision making process on such dealing.
- They should not either directly or indirectly make use of any SSA information or his position to further their personal interest.
- The Audited Financial Statement of Account and the Annual Report are posted on our website.

Governance Evaluation Checklist (Enhanced)

S/N	Description	Code ID	Response (Drop list)	Remarks
Board Governance				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	Induction and orientation are provided to incoming Board members.
Are there Board members holding staff ¹ appointments? (Skip items 2 and 3 if "No")			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
2	Staff ¹ does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	Not Applicable	
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	Not Applicable	
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	As per Constitution, no person who had previously been elected as the Honorary Treasurer may be eligible to such post until the expiry of 3 years after the completion of his previous term of office.
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	As per Constitution, all board members will have to be re-elected or re-appointed when their term ends.
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	Regular evaluation were made.
Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years.	1.1.13	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	Prof Lui Pao Chuen will be retiring at the end of his term and has been retained as a Board member for his valuable network and knowledge. Mr Richard Yeong Ong Loy has been retained as a Board member for his expertise to help oversee the completion of our HQ building upgrading project.

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² Volunteer: Persons who willingly give up time for charitable purposes, without expectation of any remuneration. For volunteers who are involved in the day-to-day operations of the charity, they should also abide by the best practices set out in the Code applicable to 'staff'.

³ Close members of the family: Those family members who may be expected to influence, or be influenced by, that person in their dealings with the charity. In most cases, they would include:

- That person's children and spouse;
- Children of that person's spouse; and
- Dependants of that person or that person's spouse.

S/N	Description	Code ID	Response (Drop list)	Remarks
Board Governance				
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	Documented terms of reference present.
Conflict of Interest				
9	There are documented procedures for Board members and staff ¹ to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	All members of Commissioner and Scout Councils complete a conflict of interest declaration form annually.
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	All members Commissioner and Scout Councils complete a conflict of interest declaration form annually.
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	The Scout Council is involved in the review of any major shift in policies, strategies and any change that affects the purpose and mission of the Association. Update on the implementation of the plan is reported at the Commissioner and Scout Councils meetings.
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff ¹ .	5.1	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	The Establishment Committee reviews and approves the HR policies.
13	There is a documented Code of Conduct for Board members, staff ¹ and volunteers ² (where applicable) which is approved by the Board.	5.3	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	All Board members, staff and volunteers signed the documents or electronic declarations captured in the MSDS.
14	There are processes for regular supervision, appraisal and professional development of staff ¹ .	5.5	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	HR system such as the annual PA system is in place as documented in the Staff HR Manual.
Are there volunteers ² serving in the charity? (Skip item 15 if "No")			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
15	There are volunteer management policies in place for volunteers ² .		<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	There are volunteer management policies in our POR.

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S/N	Description	Code ID	Response (Drop list)	Remarks
Financial Management and Internal Controls				
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which is not part of its core charitable programmes.	6.1.1	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	We do not give out any loans, donations, grants or financial assistance which is not part of our core charitable programmes.
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	Financial and Accounting procedures are documented.
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	Internal Audits are conducted regularly to review the processes and internal controls.
19	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	Key risk assessment of the Association is regularly conducted and documented.
20	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	The Scout Council approves the annual budget after being reviewed by the Finance Committee.
Does the charity invest its reserves, including fixed deposits? (Skip item 21 if "No")			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	SSA currently places its available funds in fixed deposits on tenors that range from 3 to 12 months and may consider other forms of investments after they have been approved by the Scout Council.
21	The charity has a documented investment policy approved by the Board.	6.4.3	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	SSA aims to maintain sufficient reserves to ensure long term financial sustainability. The maximum reserve is 5 years of annual operating expenditure.
Fundraising Practices				
Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 22 if "No")			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	It is in compliance with SSA's Financial and Accounting SOP which is regularly reviewed.
Did the charity receive donations-in-kind during the year? (Skip item 23 if "No")				
23	All donations-in-kind received are properly recorded and accounted for by the charity.		<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	It is in compliance with SSA's Financial and Accounting SOP which is regularly reviewed.

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- Dependants of that person or that person's spouse.

S/N	Description	Code ID	Response (Drop list)	Remarks
Disclosure and Transparency				
24	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance.	8.2	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	Documented terms of reference present.
Are Board members remunerated for their Board services? (Skip items 25 and 26 if "No")			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
25	No Board member is involved in setting his or her own remuneration.	2.2	Not Applicable	
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3	Not Applicable	
Does the charity employ paid staff ¹ ? (Skip items 27, 28 and 29 if "No")			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
27	No staff ¹ is involved in setting his or her own remuneration.	2.2	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	The staff remuneration is set by the Establishment Committee.
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff ¹ , who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the three highest paid staff ¹ also serves on the Board of the charity. OR The charity discloses that none of its staff ¹ receives more than \$100,000 in annual remuneration each.	8.4	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	The annual remuneration of all staff in salary bands is disclosed in the Annual Report.
29	The charity discloses the number of paid staff ¹ who are close members of the family ³ of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff ¹ who are close members of the family ³ of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	There are no paid staff who are close members of the family of the Executive Head or Board Members, who receives more than \$50,000 during the year.
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.		<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	There is a documented communication and media policy in place.

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SCOUT COMMITTEE MEETING ATTENDANCE

JANUARY - DECEMBER 2018

ATTENDANCE

S/No	COUNCIL MEMBER	APPOINTMENT	Mar	May	Jun	Aug	Dec
1	Mr Tan Tee How	President (Chairman)	✓	✓	✓	✓	✓
2	Prof Lui Pao Chuen	Vice President	✓	x	✓	✓	x
3	Mr Raymond Chia Lee Meng	Vice President	✓	x	✓	✓	x
4	Mr Philip Chua Tin Sien	Vice President	x	x	✓	✓	✓
5	Mr Ranvir Kumar Singh	Hon. Secretary	✓	✓	✓	✓	x
6	Mr Fong Heng Boo	Hon. Treasurer (Jan-Jun)	✓	x	N.A.	N.A.	N.A.
7	Mr Philip Ling Soon Hwa	Hon. Treasurer (Jul-Dec)	✓	✓	✓	✓	✓
8	Mr Richard Yeong Ong Loy	Elected Member	✓	✓	✓	✓	x
9	Mr Henry Baey Seng Kah	Elected Member	✓	✓	✓	✓	x
10	Dr William Wan Kok Tang	Elected Member	x	x	✓	x	✓
11	Mr Charles Phua Chao Rong	Elected Member	✓	✓	✓	✓	✓
12	Mr Desmond Chong Kok Hwee	Elected Member	✓	✓	✓	✓	✓
13	Mr Roy Lai Mun Fatt	Member (Jan-Jun)	✓	✓	N.A.	N.A.	N.A.
14	Mr Lai Seng Kwoon	Elected Member (Jan-Jun)	✓	✓	N.A.	N.A.	N.A.
15	Mr Michael Ong Kum Wai	Elected Member	✓	✓	✓	✓	✓
16	Mr Steve Ow Kwok Leong	Appointed Member	✓	x	x	✓	x
17	Ms Kim Lay Eng	Appointed Member	✓	✓	✓	x	x
18	Ms Lim Kar Yee	Appointed Member	✓	✓	✓	✓	✓
19	Mr Ngien Hoon Ping	Appointed Member	✓	x	x	✓	x
20	Dr Christopher Fong Kong Onn	Appointed Member	N.A.	N.A.	x	x	✓
21	Dr Kumaran Rasappan	Appointed Member	N.A.	N.A.	x	x	✓
22	Mr Tan Swee Ho	Appointed Member	N.A.	N.A.	✓	✓	✓
23	Mr Tan Cheng Kiong	Observer	✓	✓	x	✓	x
24	Mr Antong Shahrudin Rahmat	Chief Commissioner	✓	✓	✓	✓	✓
25	Dr Jeffrey Ho Kai Kwong	Deputy Chief Commissioner / International Commissioner	✓	x	x	✓	x
26	Mr Andrew Ang Kah Hin	Assistant Chief Commissioner – North Area	✓	✓	x	✓	x
27	Mr Hoo Chuan Yang	Assistant Chief Commissioner – South Area	✓	✓	✓	✓	✓
28	Mr Ho Chee Heng	Assistant Chief Commissioner – East Area	x	x	✓	✓	✓
29	Mr Lim Say Chionh	Assistant Chief Commissioner – West Area	✓	✓	✓	✓	x
30	Mr Yang Chen	National Programme Commissioner	✓	✓	✓	✓	✓
31	Mr Tan Kay Kerng	National Training Commissioner	✓	✓	x	✓	✓
32	Mr Anbarasan Thuraimanikam	National Operations Commissioner	x	✓	x	✓	✓
33	Mr Darren Tay Fuwen	National Communications Commissioner	✓	x	✓	x	x

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Financial Statements

THE SINGAPORE SCOUT ASSOCIATION

Unique Entity No. S85CC0196D

**ANNUAL REPORT AND FINANCIAL
STATEMENTS FOR THE YEAR ENDED
31 DECEMBER 2018**



The Singapore Scout Association

General Information

Scout Council

President – Tan Tee How
Vice President – Professor Lui Pao Chuen
Vice President – Chua Tin Sien Philip
Vice President – Chia Lee Meng Raymond
Honorary Secretary – Ranvir Kumar Singh
Honorary Treasurer – Philip Ling Soon Hwa

Chief Commissioner – Antong Shahrudin Bin Rahmat
Deputy Chief and International Commissioner – Ho Kai Kwong Jeffrey

Registered Office

1 Bishan Street 12
Singapore 579808

Auditor

CA.sg PAC

Bankers

Oversea-Chinese Banking Corporation Limited
The Bank of East Asia Ltd
CIMB Bank Berhad
Sing Investments & Finance Limited

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Statement of Financial Position	6
Statement of Financial Activities	7
Statement of Cash Flows	8
Notes to the Financial Statements	9 - 49

The Singapore Scout Association

Statement by Scout Council for the year ended 31 December 2018

We, the undersigned, hereby state that in the opinion of the Scout Council, the financial statements of The Singapore Scout Association (“Association”) set out on pages 6 to 49 are properly drawn up so as to give a true and fair view of the financial position of the Association as at 31 December 2018 and of the financial performance and cash flows of the Association for the financial year ended on that date.

On behalf of the Scout Council



Tan Tee How
President



Antong Shahrudin Bin Rahmat
Chief Commissioner



Philip Ling Soon Hwa
Honorary Treasurer

1 June 2019

INDEPENDENT AUDITOR'S REPORT
to the members of
THE SINGAPORE SCOUT ASSOCIATION

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of The Singapore Scout Association ("Association") which comprise the statement of financial position as at 31 December 2018, the statement of financial activities and statement of cash flows for the year then ended, and notes to the financial statements including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Charities Act, Chapter 37 and other relevant regulations (the Charities Act and Regulations) and Financial Reporting Standards in Singapore ("FRS") so as to give a true and fair view of the financial position of the Association as at 31 December 2018 and of the financial performance, and cash flows of the Association for the year ended on that date.

Basis for Opinion

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

Other Information

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

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

INDEPENDENT AUDITOR'S REPORT

to the members of

THE SINGAPORE SCOUT ASSOCIATION (continued)

Report on the Audit of the Financial Statements (continued)

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and FRS, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

INDEPENDENT AUDITOR'S REPORT

to the members of

THE SINGAPORE SCOUT ASSOCIATION (continued)

Report on the Audit of the Financial Statements (continued)

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

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

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

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

INDEPENDENT AUDITOR'S REPORT
to the members of
THE SINGAPORE SCOUT ASSOCIATION

Report on Other Legal and Regulatory Requirements


In our opinion:

- a) the accounting and other records required to be kept by the Association have been properly kept in accordance with the Charities Act, Chapter 37 and Regulations and Boy Scouts Association Act, Chapter 26;
- b) the fund-raising appeals listed below conducted by the Association during the financial year, have been carried out in accordance with the Charities Act, Chapter 37 and Regulations and Income Tax Act, Chapter 134 and proper accounts and other records have been kept of the fund-raising appeals:-

<u>Name of fund-raising project</u>	<u>Period of fund-raising</u>
Job Week	10 March 2018 to 16 March 2018
Donation Draw	30 July 2018 to 20 October 2018

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

- (i) the Association has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institution of a Public Character) Regulations; and
- (ii) the Association has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.


CA.sg PAC
Public Accountants and
Chartered Accountants
Singapore

1 June 2019

The Singapore Scout Association

**Statement of Financial Position
As at 31 December 2018**

	Note	2018 S\$	2017 S\$
ASSETS AND LIABILITIES			
Non-Current Assets			
Property, plant and equipment	3	2,339,373	1,090,413
Prepayments	4	<u>1,471,309</u>	<u>1,530,161</u>
		<u>3,810,682</u>	<u>2,620,574</u>
Current Assets			
Inventories	5	267,865	302,936
Trade receivables	6	399,445	205,595
Other receivables	7	571,049	603,640
Prepayments	4	58,852	58,852
Cash and cash equivalents	8	<u>7,108,185</u>	<u>7,879,721</u>
		<u>8,405,396</u>	<u>9,050,744</u>
Total Assets		<u>12,216,078</u>	<u>11,671,318</u>
Current Liabilities			
Trade payables	9	94,079	187,914
Other payables	10	387,291	538,823
Deferred grant	11	<u>58,852</u>	<u>58,852</u>
		<u>540,222</u>	<u>785,589</u>
Non-Current Liability			
Deferred grant	11	<u>1,471,309</u>	<u>1,530,161</u>
Total Liabilities		<u>2,011,531</u>	<u>2,315,750</u>
Net Current Assets		<u>7,865,174</u>	<u>8,265,155</u>
Net Assets		<u>10,204,547</u>	<u>9,355,568</u>
FUNDS			
Unrestricted Funds			
General funds	12	4,379,040	4,402,607
Restricted Funds			
Building fund		3,061,866	2,149,669
Scout Foundation fund		252,524	335,465
Other specific funds	13	<u>2,511,117</u>	<u>2,467,827</u>
Total Funds		<u>10,204,547</u>	<u>9,355,568</u>

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

The Singapore Scout Association

Statement of Financial Activities
For the year ended 31 December 2018

		←	Restricted Funds	→		
	General Funds (Note 12) S\$	Building Fund S\$	Scout Foundation Fund S\$	Other Specific Funds (Note 13) S\$	2018 Total Funds S\$	2017 Total Funds S\$
Note	S\$	S\$	S\$	S\$	S\$	S\$
Incoming resources						
<u>Incoming resources from generated funds</u>						
Voluntary income	14	1,514	-	71,252	18,933	91,699
Activities for generating funds						
- Donation Draw	15	234,643	-	-	124,430	359,073
- Job Week	16	326,913	-	-	326,914	690,777
- Scout Guild events	17	116,307	-	-	-	116,307
Investment income		49,810	-	-	6,751	56,561
<u>Incoming resources from charitable activities</u>						
- Grants		746,105	-	-	1,950	748,055
- Membership fees		111,615	-	-	-	111,615
- Fees from participants		447,576	-	-	35,663	483,239
- Scout Shop	18	167,332	-	-	-	167,332
- Scout Guild		-	-	-	-	8,612
- Sands Leadership Development Centre	19	1,604,018	-	-	-	1,604,018
- Use of headquarter's facilities		-	-	-	-	8,395
Other incoming resources		260,681	-	-	-	260,681
Total incoming resources		<u>4,066,514</u>	<u>-</u>	<u>71,252</u>	<u>514,641</u>	<u>4,652,407</u>
Resources expended						
<u>Costs of generating funds</u>						
Fundraising costs						
- Donation Draw	15	46,922	-	-	4,923	51,845
- Job Week	16	5,050	-	-	5,050	10,100
- Scout Guild events	17	31,062	-	-	-	31,062
<u>Charitable activities</u>						
- Scout Shop	18	105,167	-	-	-	105,167
- Scout Guild		273	-	-	-	273
- Scout Groups		-	-	-	511,843	511,843
- Area activities		227,886	-	-	-	227,886
- International scout events and programme expenses		372,511	-	-	-	372,511
- Sands Leadership Development Centre	19	1,348,894	-	-	-	1,348,894
- Employee benefits expense	20	1,015,281	-	149,259	-	1,164,540
Governance costs - audit fees		16,500	-	-	-	16,500
Other resources expended	21	799,536	-	4,934	576	805,046
Total resources expended		<u>3,969,082</u>	<u>-</u>	<u>154,193</u>	<u>522,392</u>	<u>4,645,667</u>
Net incoming/(outgoing) resources before amortisation and transfer		97,432	-	(82,941)	(7,751)	6,740
Amortisation of building fund		26,602	(26,602)	-	-	-
Transfer of funds		(147,601)	96,560	-	51,041	-
Incoming resources for building fund		-	842,239	-	-	842,239
Net (outgoing)/incoming resources		<u>(23,567)</u>	<u>912,197</u>	<u>(82,941)</u>	<u>43,290</u>	<u>848,979</u>
Total funds brought forward		<u>4,402,607</u>	<u>2,149,669</u>	<u>335,465</u>	<u>2,467,827</u>	<u>9,355,568</u>
Total funds carried forward		<u>4,379,040</u>	<u>3,061,866</u>	<u>252,524</u>	<u>2,511,117</u>	<u>9,355,568</u>

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

The Singapore Scout Association

Statement of Cash Flows For the year ended 31 December 2018

	Note	2018 S\$	2017 S\$
Cash flows from operating activities			
Surplus/(Deficit) for the year		6,740	(383,063)
Adjustments for:-			
Depreciation of property, plant and equipment		66,232	47,957
Impairment loss on trade receivables		7,169	-
Property, plant and equipment written-off		7,888	-
Interest income		(56,561)	(70,714)
		24,728	(22,757)
Operating surplus/(deficit) before working capital changes		31,468	(405,820)
Decrease/(Increase) in inventories		35,071	(46,023)
(Increase)/Decrease in trade and other receivables		(109,576)	44,250
(Decrease)/Increase in trade and other payables		(304,219)	61,373
		(378,724)	59,600
Net cash used in operating activities		(347,256)	(346,220)
Cash flows from investing activities			
Interest received		56,561	70,714
Purchase of property, plant and equipment		(1,323,080)	(232,255)
Net cash used in investing activities		(1,266,519)	(161,541)
Net cash generated from financing activities			
Funding for upgrading of building		842,239	1,250,533
Net (decrease)/increase in cash and cash equivalents		(771,536)	742,772
Cash and cash equivalents at 1 January		7,879,721	7,136,949
Cash and cash equivalents at 31 December	8	7,108,185	7,879,721

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

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

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

1. General information

The Association (Unique Entity No. S85CC0196D) was registered on 4 January 1912 under the powers granted by the Royal Charter issued under the hand of King George V and Boy Scouts Association Act (Chapter 26, Singapore Statutes, 1985 Revised edition).

The Association is registered as a Charity under the Charities Act, Chapter 37 and has been granted an Institution of Public Character (IPC) status up to 31 August 2019 by its Sector Administrator, the Ministry of Education.

The objects of the Association are to develop good citizenship among young people by forming their character, training them in habits of observation, obedience and self-reliance, inculcating loyalty and thoughtfulness for others, teaching them services useful to the public and skills useful to themselves and promoting their physical, mental and spiritual development.

The Association is domiciled and registered in Singapore. The registered address and principal place of activities of the Association are situated at 1 Bishan Street 12, Singapore 579808.

2. Summary of significant accounting policies

2.1 Basis of accounting

The financial statements are prepared in accordance with the historical cost convention, except as disclosed in the accounting policies, and the provisions of Singapore Financial Reporting Standards (“FRS”).

The preparation of financial statements in conformity with FRS requires management to exercise its judgement in the process of applying the Association’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 26.

The financial statements are presented in Singapore dollars (“S\$”) and all values are presented to the nearest dollar except where indicated otherwise.

2.2 Adoption of new standards

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Association has adopted all the new and amended standards which are relevant to the Association and are effective for annual financial periods beginning on or after 1 January 2018. The effect of the adoption of FRS 109 – Financial Instruments and FRS 115 Revenue from Contracts with Customers on the financial performance or position of the Association is described below :-

2. Summary of significant accounting policies (continued)

2.2 Adoption of new standards (continued)

FRS 109 - Financial Instruments

As at 1 January 2018, the Association adopted FRS 109 – Financial Instruments. Accordingly, for financial assets held by the Association on 1 January 2018, management has assessed the business models that are applicable on that date to these assets so as to classify them into the appropriate categories under the FRS 109.

(a) Classification and measurement

The classification and measurement requirements of FRS 109 did not have a significant impact to the Association. The Association’s trade and other receivables that were classified as loans and receivables under FRS 39 – Financial Instruments : Recognition and Measurement (“FRS 39”) are now classified at amortised cost under FRS 109.

There are no changes in the classification and measurement for the Association’s financial liabilities.

(b) Impairment of financial assets

FRS 109 requires the Association to record expected credit losses on all of its financial assets at amortised cost, either on a 12-month or lifetime basis. Management has assessed that there is no material impact of applying the new standard on the Association’s financial statements.

The accounting policies for financial instruments and the impairment methodology for each class of financial asset under FRS 109 are as disclosed in note 2.3.

FRS 115 - Revenue from Contracts with Customers

FRS 115 supersedes FRS 11 - Construction Contracts, FRS 18 - Revenue and related interpretations and it applies, with limited exceptions, to all revenue arising from contracts with customers. FRS 115 establishes a five-step model to account for revenue arising from contracts with customers and requires that revenue be recognised at an amount that reflect the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

FRS 115 requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model to contracts with their customers. The standard also specifies the accounting for the incremental costs of obtaining a contract and the costs directly related to fulfilling a contract. In addition, the standard requires extensive disclosures.

2. **Summary of significant accounting policies** (continued)

2.2 **Adoption of new standards** (continued)

FRS 115 - Revenue from Contracts with Customers (continued)

The Association adopted FRS 115 using the modified retrospective method of adoption with the date of initial application of 1 January 2018. Under this method, the standard can be applied either to all contracts at the date of initial application or only to contracts that are not completed at this date. The Association elected to apply the standard to all contracts as at 1 January 2018.

The cumulative effect of initially applying FRS 115 is recognised at the date of initial application as an adjustment to the opening balance of retained earnings. Therefore, the comparative information was not restated and continues to be reported under FRS 11, FRS 18 and related interpretations.

The Association has assessed its contracts and determined that there is no significant impact arising from the adoption of FRS 115 on its financial performance or position.

The accounting policies for the recognition of revenue under FRS 115 are as disclosed in note 2.11.

Other than the above, the Association has not applied any new or revised FRS or interpretations that have been issued as of the date of the statement of financial position date but are not yet effective. The initial application of these standards and interpretations are not expected to have any material impact on the Association's financial statements. The Association has not considered the impact of the accounting standards issued after the date of the statement of financial position.

2.3 **Financial assets**

The accounting for financial assets before 1 January 2018 is as follows:

(a) **Classification and recognition**

Financial assets within the scope of FRS 39 ("FRS 39") are classified as either financial assets at fair value through profit or loss, loans and receivables or available-for-sale financial assets, as appropriate. Financial assets are recognised on the statement of financial position when, and only when, the Association becomes a party to the contractual provisions of the financial instrument.

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs. The Association determines the classification of its financial assets after initial recognition and, where allowed and appropriate, re-evaluates this designation at each financial year end.

2. Summary of significant accounting policies (continued)

2.3 Financial assets (continued)

(a) Classification and recognition (continued)

Loans and receivables

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Such assets are carried at amortised cost using the effective interest method. Gains and losses are recognised in the statement of financial activities when the loans and receivables are derecognised or impaired, as well as through the amortisation process.

Trade and other receivables are accounted for as loans and receivables under FRS 39. They are recognised and carried at original invoiced amount, which represents their fair value on initial recognition, less allowance for any uncollectible amounts. Allowance for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off when identified.

Trade receivables are non-interest bearing and are generally granted 30 days terms.

The Association's loans and receivables include trade and other receivables and cash and cash equivalents.

(b) Derecognition

A loan or receivable is derecognised where the contractual rights to receive cash flows from the asset have expired which usually coincides with receipt of payments for the asset. On derecognition, the difference between the carrying amount and the sum of the consideration received is recognised in the statement of comprehensive income.

(c) Impairment of financial assets

Assets carried at amortised cost

If there is objective evidence that an impairment loss on loans and receivables 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 and the amount of the loss is recognised in the statement of financial activities.

2. Summary of significant accounting policies (continued)

2.3 Financial assets (continued)

(c) Impairment of financial assets (continued)

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

The accounting for financial assets from 1 January 2018 is as follows:

(a) Classification and measurement

The Association classifies its financial assets in the following measurement categories:

- Amortised cost;
- Fair value through other comprehensive income (FVOCI); and
- Fair value through profit or loss (FVPL).

The classification depends on the Association's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest. The Association reclassifies debt instruments when and only when its business model for managing those assets changes.

At initial recognition

At initial recognition, the Association measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

2. Summary of significant accounting policies (continued)

2.3 Financial assets (continued)

(a) Classification and measurement (continued)

At subsequent measurement

(i) Debt instruments

Debt instruments mainly comprise of cash and cash equivalents, trade and other receivables, listed and unlisted debt securities.

There are three subsequent measurement categories, depending on the Association's business model for managing the asset and the cash flow characteristics of the asset:

- Amortised cost - Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.
- FVOCI - Debt instruments that are held for collection of contractual cash flows and for sale, and where the assets' cash flows represent solely payments of principal and interest, are classified as FVOCI. Movements in fair values are recognised in Other Comprehensive Income (OCI) and accumulated in fair value reserve, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit and loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and presented in "other gains and losses". Interest income from these financial assets is recognised using the effective interest rate method and presented in "interest income".
- FVPL - Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVPL. Movement in fair values and interest income is recognised in profit or loss in the period in which it arises and presented in "other gains and losses".

2. Summary of significant accounting policies (continued)

2.3 Financial assets (continued)

(a) Classification and measurement (continued)

(ii) Equity investments

The Association subsequently measures all its equity investments at their fair values. Equity investments are classified as FVPL with movements in their fair values recognised in profit or loss in the period in which the changes arise and presented in “other gains and losses”, except for those equity securities which are not held for trading. The Association has elected to recognise changes in fair value of equity securities not held for trading in other comprehensive income as these are strategic investments and the Association considers this to be more relevant. Movements in fair values of investments classified as FVOCI are presented as “fair value gains / losses” in Other Comprehensive Income. Dividends from equity investments are recognised in profit or loss as “dividend income”.

(b) Impairment

The Association recognises loss allowances for expected credit losses (“ECLs”) on:

- financial assets measured at amortised costs;
- debt investments measured at FVOCI;
- contract assets (as defined in FRS 115); and

Loss allowances of the Association are measured on either of the following bases:

- 12-month ECLs - these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs - these are ECLs that result from all possible default events over the expected life of a financial instrument or contract asset.

Simplified approach

The Association applies the simplified approach to provide for ECLs for all trade receivables and contract assets. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs. The Association has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment which could affect debtors’ ability to pay.

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

2. Summary of significant accounting policies (continued)

2.3 Financial assets (continued)

(b) Impairment (continued)

General approach

The Association applies the general approach to provide for ECLs on all other financial instruments. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Association assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Association considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Association's historical experience and informed credit assessment and includes forward-looking information.

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

The Association considers a financial asset to be in default when:

- the borrower is unlikely to pay its credit obligations to the Association in full, without recourse by the Association to actions such as realising security (if any is held); or
- the financial asset is more than 180 days past due.

The Association considers a contract asset to be in default when the customer is unlikely to pay its contractual obligations to the Association in full, without recourse by the Association to actions such as realising security (if any is held).

The maximum period considered when estimating ECLs is the maximum contractual period over which the Association is exposed to credit risk.

2. Summary of significant accounting policies (continued)

2.3 Financial assets (continued)

(b) Impairment (continued)

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Association expects to receive).

ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Association assesses whether financial assets carried at amortised cost and debt investments at FVOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or being more than 180 days past due;
- the restructuring of a loan or advance by the Association on terms that the Association would not consider otherwise;
- it is probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECLs in the statement of financial position

Loss allowances for financial assets measured at amortised cost and contract assets are deducted from the gross carrying amount of these assets.

For debt investments at FVOCI, loss allowances are charged to profit or loss and recognised in OCI.

2. Summary of significant accounting policies (continued)

2.3 Financial assets (continued)

(b) Impairment (continued)

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Association determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Association's procedures for recovery of amounts due.

(c) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Association commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Association has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in profit or loss. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to profit or loss.

On disposal of an equity investment, the difference between the carrying amount and sales proceed is recognised in profit or loss if there was no election made to recognise fair value changes in other comprehensive income. If there was an election made, any difference between the carrying amount and sales proceed amount would be recognised in other comprehensive income and transferred to retained profits along with the amount previously recognised in other comprehensive income relating to that asset.

Trade receivables that are factored out to banks and other financial institutions with recourse to the Association are not derecognised until the recourse period has expired and the risks and rewards of the receivables have been fully transferred. The corresponding cash received from the financial institutions is recorded as borrowings.

2. Summary of significant accounting policies (continued)

2.4 Property, plant and equipment

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

The cost of an asset comprises its purchase price and any directly attributable costs of bringing the asset to working condition for its intended use, and includes the costs of dismantlement, removal or restoration, the obligation for which the Association incurs as a consequence of installing the asset. Expenditure for additions, improvements and renewals are capitalised and expenditure for maintenance and repairs are charged to expenditure as incurred.

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 are as follows:

HQ building	Leasehold period of 30 years
Furniture and fittings	5 years
Sundry equipment	5 years
Air-conditioners	5 years
Computers	3 years
Motor vehicle	5 years

HQ building work-in-progress is not depreciated.

The residual values, useful lives and depreciation methods are reviewed at each financial year end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment. The effect of any changes in estimate is accounted for on a prospective basis.

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

On disposal of an item of equipment, the difference between the net disposal proceeds and its carrying amount is taken to the statement of financial activities.

Fully depreciated property, plant and equipment are retained in the financial statements until they are no longer in use.

2. Summary of significant accounting policies (continued)

2.5 Inventories

Inventories comprising goods like uniforms, camping equipment and their related accessories, and souvenir items held for resale are stated at the lower of cost and net realisable value with cost being determined on a first-in, first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less applicable selling expenses.

2.6 Impairment non-financial assets

The carrying amounts of the Association's assets are reviewed at each date of the statement of financial position to determine whether there is any objective evidence that a financial asset is impaired. If such indication exists, the assets' recoverable amount is estimated. Where it is not possible to estimate the recoverable amount of an individual asset, the management estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present values using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset or cash-generating unit is estimated to be less than its carrying amount, the carrying amount of the asset or cash-generating unit is reduced to its recoverable amount. The impairment loss is recognised immediately in the statement of financial activities.

Where an impairment loss subsequently reverses, the carrying amount of the asset or cash-generating unit is increased to the revised estimate of its recoverable amount. The increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the statement of financial activities.

2.7 Financial liabilities

(a) Classification and measurement

At initial recognition

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

2. Summary of significant accounting policies (continued)

2.7 Financial liabilities (continued)

(a) Classification and measurement (continued)

The Association's financial liabilities include trade and other payables.

At subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Association that are not designated as hedging instruments in hedge relationships as defined by FRS 109. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognised in the statement of profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in FRS 109 are satisfied. The Association has not designated any financial liability as at fair value through profit or loss.

(b) Derecognition

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

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

2. Summary of significant accounting policies (continued)

2.8 Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Association prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

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

Trade payables are non-interest bearing and are generally payable within 30 to 90 days.

2.9 Grants

A grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs shall be recognised in the statement of financial activities of the period in which it becomes receivable.

Grant is recognised at its fair value where there is a reasonable assurance that the grant will be received and the Association will comply with all the attached conditions. Grants relating to costs are deferred and recognised in the statement of financial activities over the period necessary to match them with the costs they are intended to compensate. Grants relating to assets are recognised as deferred capital grants on the statement of financial position and are amortised to the statement of financial activities on a straight-line basis over the expected useful life of the relevant assets.

2.10 Funds

Funds of the Association comprise mainly the general funds, the building fund, the Scout Foundation Fund and other funds designated for specific objectives (as further described in note 13 to the financial statements).

(i) General Funds

General funds are unrestricted and expendable at the discretion of the Scout Council in furtherance of the Association's objects.

(ii) Building Fund

Designated donations for the renovation/construction of the HQ building, Sarimbun Camp and Sands Training Institute are credited to the Building Fund account. The Building Fund account is amortised to the statement of financial activities to match the depreciation in respect of these buildings and camp.

2. Summary of significant accounting policies (continued)

2.10 Funds (continued)

(iii) Scout Foundation Fund

The Scout Foundation Fund is for projects which support the development of scouting in Singapore, including upgrading of camping and other infrastructure for scouting activities, development of Scout Groups in schools and the community and providing financial support for disadvantaged scouts.

2.11 Income

The accounting policy for revenue recognition after 1 January 2018 is as follows:

Revenue is measured based on the consideration to which the Association expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Association satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(i) Fees from participants and subscription fees

The Association conducts programmes and courses for its members, schools and third parties. Fees from participants are recognised as a performance obligation satisfied over time and are recognised over the duration of the programmes and in the period during which service is provided, having regards to the stage of completion of the service. Unearned income relating to service to be rendered in future periods is included in contract liabilities.

Subscription fees are recognised as income in the year to which the subscription relates. Unearned income relating to future year is included in contract liabilities.

The above fees are due upon registration, and non-refundable.

2. Summary of significant accounting policies (continued)

2.11 Income (continued)

(ii) Sale of goods

The Association sells uniforms, camping equipment and their related accessories, souvenirs and other related items.

Revenue is recognised when the goods are delivered to the customer and all criteria for acceptance have been satisfied.

The amount of revenue recognised is based on the transaction price, which comprises the contractual price, net of the estimated discounts and adjusted for returns, where goods are defective. Based on the Association's experience with similar types of contracts, variable consideration is typically constrained and is included in the transaction only to the extent that it is a highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

The Association generally does not have a policy to give discounts to customers. In very limited situations where the Association may give a discount, such a discount is accounted for as consideration payable to customers and are netted against revenue that is recognised on those goods sold.

At the end of each reporting date, the Association updates its assessment of the estimated transaction price, including its assessment of whether an estimate of variable consideration is constrained. The corresponding amounts are adjusted against revenue in the period in which the transaction price changes.

The Association has elected to apply the practical expedient to recognise the incremental costs of obtaining a contract as an expense when incurred where the amortisation period of the asset that would otherwise be recognised is one year or less.

(iii) Donations and other income

Donations and other income are recognised to the extent that it is probable that the economic benefits will flow to the Association and the income can be reliably measured. These income are measured at fair value of consideration received or receivable.

2. Summary of significant accounting policies (continued)

2.11 Income (continued)

(iv) Interest income

Interest income from bank deposits is recognised using the effective interest method.

(v) Rental income

Rental income from operating leases is recognised on the straight-line basis over the term of the lease.

2.12 Currency

(i) Functional currency

Items included in the financial statements of the Association are measured using the currency that best reflects the economic substance of the underlying events and circumstances relevant to the Association (“functional currency”). The financial statements of the Association are presented in Singapore dollars, which is also the functional currency of the Association.

(ii) Foreign currency transaction

Transactions in foreign currencies are measured in the functional currency of the Association and are recorded on initial recognition at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the closing rate of exchange ruling at the date of the statement of financial position. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the date of the statement of financial position are recognised in the statement of financial activities.

2. Summary of significant accounting policies (continued)

2.13 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Rentals payable under operating leases are charged to the statement of financial activities on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals, if any, arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

2.14 Employee benefits

As required by law, the Association makes contributions to the state pension scheme, the Central Provident Fund (“CPF”). CPF contributions are recognised as an expense in the same period as the employment that gives rise to the contributions.

2.15 Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and bank balances. Restricted deposits are excluded from cash and cash equivalents.

2.16 Related parties

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party when making financial or operational decisions. In considering each possible related party relationship, attention is paid to the substance of the relationship, not merely the legal form.

Related parties include the Association’s members, key management personnel, associates and enterprises in which a substantial interest in the voting power is owned, directly or indirectly, by the Association’s members or key management personnel.

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

3. Property, plant and equipment

	HQ building S\$	Furniture and fittings S\$	Sundry equipment S\$	Air conditioners S\$	Computers S\$	Motor vehicles S\$	HQ building work-in- progress S\$	Total S\$
Cost								
As at 1 January 2017	4,033,272	171,186	168,862	106,671	73,652	60,000	-	4,613,643
Additions	200,304	290	18,300	2,200	11,161	-	-	232,255
As at 31 December 2017	4,233,576	171,476	187,162	108,871	84,813	60,000	-	4,845,898
Additions	-	-	4,530	-	30,046	23,496	1,278,112	1,336,184
Disposals/write-offs	-	(171,476)	-	-	(71,316)	-	-	(242,792)
Adjustment	(13,104)	-	-	-	-	-	-	(13,104)
As at 31 December 2018	4,220,472	-	191,692	108,871	43,543	83,496	1,278,112	5,926,186
Accumulated depreciation								
As at 1 January 2017	3,194,319	162,339	131,493	86,857	72,520	60,000	-	3,707,528
Depreciation charge for the year	28,929	2,564	10,384	4,270	1,810	-	-	47,957
As at 31 December 2017	3,223,248	164,903	141,877	91,127	74,330	60,000	-	3,755,485
Depreciation charge for the year	28,930	2,606	11,150	4,270	14,577	4,699	-	66,232
Disposals/write-offs	-	(167,509)	-	-	(67,395)	-	-	(234,904)
As at 31 December 2018	3,252,178	-	153,027	95,397	21,512	64,699	-	3,586,813
Carrying amount								
As at 31 December 2018	968,294	-	38,665	13,474	22,031	18,797	1,278,112	2,339,373
As at 31 December 2017	1,010,328	6,573	45,285	17,744	10,483	-	-	1,090,413

The location and the corresponding lease expiry dates of the leasehold properties are as follows: -

- HQ building: 1 Bishan Street 12, Singapore 579808 (Expiry date: 28 May 2045)
- The title deeds to the HQ building are jointly held in trust on behalf of the Association by the Chief Commissioner and the Executive Director.

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

3. Property, plant and equipment (continued)

Sundry equipment comprises training equipment, sea activities equipment, training library, camp equipment, programme equipment and resource library.

Depreciation charge for the year comprises depreciation in respect of the HQ, Scout Shop and Sands Leadership Development Centre's property, plant and equipment as follows :-

	2018 S\$	2017 S\$
HQ	57,341	39,302
Scout Shop	-	270
Sands Leadership Development Centre	8,891	8,385
	<u>66,232</u>	<u>47,957</u>

4. Prepayments

The prepaid lease rental relates to a 30-year lease of land for the Association's HQ building at 1 Bishan Street 12, Singapore 579808 commencing on 28 May 2015. It is fully funded through a grant as disclosed in note 11 to the financial statements.

	2018 S\$	2017 S\$
Prepaid lease rental :-		
- not later than one year	<u>58,852</u>	<u>58,852</u>
- later than one year and not later than five years	235,409	235,409
- later than five years	<u>1,235,900</u>	<u>1,294,752</u>
	<u>1,471,309</u>	<u>1,530,161</u>
	<u>1,530,161</u>	<u>1,589,013</u>

5. Inventories

	2018 S\$	2017 S\$
Goods held for resale	240,896	279,189
Medals and plaques	<u>26,969</u>	<u>23,747</u>
	<u>267,865</u>	<u>302,936</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

6. Trade receivables

	2018	2017
	S\$	S\$
Third parties	406,614	205,595
Less:		
Allowance for expected credit losses	<u>(7,169)</u>	<u>-</u>
	<u>399,445</u>	<u>205,595</u>

Trade receivables are denominated in Singapore dollars, non-interest bearing and are generally granted 30-day terms.

The movement in allowance for expected credit losses during the financial year is as follows :-

	2018	2017
	S\$	S\$
At beginning of the year under FRS 39	-	-
Effect of adopting FRS 109	<u>-</u>	<u>-</u>
At beginning of the year under FRS 109	-	-
Allowance made	<u>7,169</u>	<u>-</u>
At end of the year	<u>7,169</u>	<u>-</u>

The expected credit loss in respect of the current year was made for a specific debtor that had defaulted on payments.

7. Other receivables

	2018	2017
	S\$	S\$
Grant and donation receivables	386,126	313,709
Other receivables	38,231	171,199
Prepayments	54,882	25,332
Deposits	<u>91,810</u>	<u>93,400</u>
	<u>571,049</u>	<u>603,640</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

8. Cash and cash equivalents

Cash and cash equivalents consist of cash and bank balances and fixed deposits that are denominated in Singapore dollars as follows :-

	2018	2017
	S\$	S\$
Fixed deposits	4,827,385	5,378,324
Cash and bank balances	<u>2,280,800</u>	<u>2,501,397</u>
	<u><u>7,108,185</u></u>	<u><u>7,879,721</u></u>

The fixed deposits bear interest at interest rates ranging from 0.2% to 1.95% (2017 – 1.15% to 2.00%) per annum and mature within 10 days to 11 months (2017 – 5 days to 12 months) from the end of the financial year.

9. Trade payables

Trade payables are denominated in Singapore dollars, non-interest bearing and are normally settled on 30 to 90 days terms.

10. Other payables

	2018	2017
	S\$	S\$
Other payables	17,727	219,531
Accrued expenses	201,630	222,014
Grants received in advance	87,775	87,775
Fees received in advance	<u>80,159</u>	<u>9,503</u>
	<u><u>387,291</u></u>	<u><u>538,823</u></u>

11. Deferred grant

The deferred grant comprises funding for the Association's lease of land for its building as disclosed in note 4 to the financial statements.

	2018	2017
	S\$	S\$
Deferred grant :-		
- not later than one year	<u>58,852</u>	<u>58,852</u>
- later than one year and not later than five years	235,409	235,409
- later than five years	<u>1,235,900</u>	<u>1,294,752</u>
	<u><u>1,471,309</u></u>	<u><u>1,530,161</u></u>
	<u><u>1,530,161</u></u>	<u><u>1,589,013</u></u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

12. General funds

	Headquarter S\$	North Area S\$	South Area S\$	East Area S\$	West Area S\$	Scout Shop S\$	Scout Guild S\$	Sands Leadership Development Centre S\$	New Unit Development Funds S\$	Total S\$
Incoming resources										
<u>Incoming resources from generated funds</u>										
Voluntary income	1,280	234	-	-	-	-	-	-	-	1,514
Activities for generating funds										
- Donation Draw	216,041	5,377	4,825	4,317	4,083	-	-	-	-	234,643
- Job Week	277,877	12,290	14,724	11,830	10,192	-	-	-	-	326,913
- Scout Guild events	-	-	-	-	-	-	116,307	-	-	116,307
Investment income	40,743	105	105	105	105	8,324	323	-	-	49,810
<u>Incoming resources from charitable activities</u>										
- Grants	746,105	-	-	-	-	-	-	-	-	746,105
- Membership fees	111,615	-	-	-	-	-	-	-	-	111,615
- Fees from participants	205,081	86,890	26,830	32,756	96,019	-	-	1,286,177	-	1,733,753
- Scout Shop	-	-	-	-	-	167,332	-	-	-	167,332
- Use of camp	-	-	-	-	-	-	-	313,581	-	313,581
Other incoming resources	253,118	1,750	2,310	1,500	1,459	544	-	4,260	-	264,941
Total incoming resources	1,851,860	106,646	48,794	50,508	111,858	176,200	116,630	1,604,018	-	4,066,514

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

12. General funds (continued)

	Headquarter S\$	North Area S\$	South Area S\$	East Area S\$	West Area S\$	Scout Shop S\$	Scout Guild S\$	Sands Leadership Development Centre S\$	New Unit Development Funds S\$	Total S\$
Resources expended										
<u>Costs of generating funds</u>										
Fundraising costs										
- Donation Draw	46,184	213	192	171	162	-	-	-	-	46,922
- Job Week	4,293	190	227	183	157	-	-	-	-	5,050
- Scout Guild events	-	-	-	-	-	-	31,062	-	-	31,062
<u>Charitable activities</u>										
- Scout Shop	-	-	-	-	-	105,167	-	-	-	105,167
- Scout Guild	-	-	-	-	-	-	273	-	-	273
- Area activities	-	74,869	29,032	38,715	85,270	-	-	-	-	227,886
- International scout events and programme expenses	372,511	-	-	-	-	-	-	-	-	372,511
- Sands Leadership Development Centre	-	-	-	-	-	-	-	845,609	-	845,609
- Employee benefits expense	946,728	15,238	19,038	19,036	15,241	-	-	484,957	-	1,500,238
Governance costs - audit fees	16,500	-	-	-	-	-	-	-	-	16,500
Other resources expended	792,322	242	2,389	3,802	759	-	22	18,328	-	817,864
Total resources expended	2,178,538	90,752	50,878	61,907	101,589	105,167	31,357	1,348,894	-	3,969,082
Net (outgoing)/incoming resources before transfer	(326,678)	15,894	(2,084)	(11,399)	10,269	71,033	85,273	255,124	-	97,432
Amortisation of building fund	26,602	-	-	-	-	-	-	-	-	26,602
Transfer of funds	(147,601)	-	-	-	-	-	-	-	-	(147,601)
Net (outgoing)/incoming resources	(447,677)	15,894	(2,084)	(11,399)	10,269	71,033	85,273	255,124	-	(23,567)
Total funds brought forward	1,002,295	164,733	153,761	143,775	113,659	1,908,394	472,285	140,344	303,361	4,402,607
Total funds carried forward	554,618	180,627	151,677	132,376	123,928	1,979,427	557,558	395,468	303,361	4,379,040

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

13. Other specific funds	Scout Groups S\$	Benjamin Henry Sheares S\$	Scout Discovery Centre S\$	Scout Campsite Development S\$	Total S\$
Incoming resources					
<u>Incoming resources from generated funds</u>					
Voluntary income	18,933	-	-	-	18,933
Activities for generating funds					
- Donation Draw	124,430	-	-	-	124,430
- Job Week	326,914	-	-	-	326,914
Investment income	6,494	257	-	-	6,751
<u>Incoming resources from charitable activities</u>					
- Fees from participants	35,663	-	-	-	35,663
- Grant	1,950	-	-	-	1,950
Total incoming resources	514,384	257	-	-	514,641
Resources expended					
<u>Costs of generating funds</u>					
Fundraising costs					
- Donation Draw	4,923	-	-	-	4,923
- Job Week	5,050	-	-	-	5,050
<u>Charitable activities</u>					
- Scout Groups	511,843	-	-	-	511,843
Other resources expended	576	-	-	-	576
Total resources expended	522,392	-	-	-	522,392
Net (outgoing)/incoming resources before transfer	(8,008)	257	-	-	(7,751)
Transfer of funds	-	-	-	51,041	51,041
Net (outgoing)/incoming resources	(8,008)	257	-	51,041	43,290
Total funds brought forward	2,357,502	142,464	18,902	(51,041)	2,467,827
Total funds carried forward	2,349,494	142,721	18,902	-	2,511,117

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

13. Other specific funds (continued)

Scout Groups Fund

The Scout Groups Fund is a designated fund of the Association that supports scouting activities of the scout groups registered with the Association. The Fund is set up using donations received that are designated for use by specific scout groups, the share of Donation Draw and Job Week proceeds that each scout group receives and other fund raising activities by the scout groups. As at 31 December 2018, there are 236 (2017 – 247) scout groups registered with the Association.

Dr. Benjamin Henry Sheares Scholarship Fund

The Dr. Benjamin Henry Sheares Scholarship Fund was set up for the purpose of using the income from the fund to provide educational scholarships for needy scouts.

Scout Discovery Centre

The Scout Discovery Centre fund is used for the maintenance and upkeep of the centre and for the requisition of relevant scouting artifacts as part of the upgrading process.

Scout Campsite Development Fund

The Scout Campsite Development Fund is used for camp maintenance and facilities/infrastructure upgrade.

14. Voluntary income

	2018 S\$	2017 S\$
<u>General funds</u>		
Donations (tax exempt)	1,234	4,650
Donations (non-tax exempt)	280	30
	<u>1,514</u>	<u>4,680</u>
<u>Scout Foundation fund</u>		
Donations (tax exempt)	56,000	32,173
Donations (non-tax exempt)	15,252	75
	<u>71,252</u>	<u>32,248</u>
<u>Other specific funds</u>		
Donations (tax exempt)	10,703	16,750
Donations (non-tax exempt)	8,230	3,000
	<u>18,933</u>	<u>19,750</u>
	<u>91,699</u>	<u>56,678</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

15. **Donation Draw**

	2018	2017
	S\$	S\$
Income		
Sale of tickets	251,525	268,430
Donations (tax exempt)	7,400	10,801
Donations (non-tax exempt)	100,148	-
	<u>359,073</u>	<u>279,231</u>
Less: Expenses		
Administration and advertising expenses	3,775	3,191
Printing, stationery and miscellaneous	6,070	8,720
Prizes	38,900	48,500
Unclaimed prizes donated to Community Chest	3,100	3,300
	<u>51,845</u>	<u>63,711</u>
Net Income	<u>307,228</u>	<u>215,520</u>
Net income allocated as follows:		
<u>Area (Note 12)</u>		
North Area	5,164	4,282
South Area	4,633	4,532
East Area	4,146	3,335
West Area	3,921	3,100
Total Area	<u>17,864</u>	<u>15,249</u>
Scout groups (Note 13)	119,507	101,935
Headquarter (Note 12)	<u>169,857</u>	<u>98,336</u>
Net Income	<u>307,228</u>	<u>215,520</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

16. Job Week

	2018	2017
	S\$	S\$
Income		
Collections	600,750	638,644
Donations (tax exempt)	3,000	2,000
Donations (non-tax exempt)	50,077	50,133
	<u>653,827</u>	<u>690,777</u>
Less: Expenses		
Administration expenses	2,102	1,722
Incentive awards	3,192	4,500
Printing of cards	4,300	2,750
Photography, stationery and miscellaneous	506	480
	<u>10,100</u>	<u>9,452</u>
Net Income	<u>643,727</u>	<u>681,325</u>
Net income allocated as follows:		
<u>Area (Note 12)</u>		
North Area	12,100	11,454
South Area	14,497	16,655
East Area	11,647	11,812
West Area	10,035	11,179
Total Area	48,279	51,100
Scout groups (Note 13)	321,864	340,662
Headquarter	273,584	289,563
Net Income	<u>643,727</u>	<u>681,325</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

17. Scout Guild events

	2018 S\$	2017 S\$
Charity Golf		
Income		
Donations (non-tax exempt)	77,500	19,250
Sponsorship donations (tax exempt)	37,956	91,760
Fees collected	851	980
	<u>116,307</u>	<u>111,990</u>
Less: Expenses		
Green fees and dinner	28,801	28,420
Miscellaneous expenses	1,961	1,664
Souvenir programme	300	380
	<u>31,062</u>	<u>30,464</u>
Net Income	<u>85,245</u>	<u>81,526</u>

18. Scout Shop

	2018 S\$	2017 S\$
Income		
Sales, net of discount allowed	392,461	412,481
Cost of goods sold	(225,129)	(242,446)
Gross profit	<u>167,332</u>	<u>170,035</u>
Other operating income		
Interest income	8,324	13,601
Other incoming resources	544	926
Total income	<u>176,200</u>	<u>184,562</u>
Less: Expenses		
Selling and distribution expenses	-	1,675
Employee benefits expense	87,338	85,219
Other operating expenses	17,829	22,895
	<u>105,167</u>	<u>109,789</u>
Net Income	<u>71,033</u>	<u>74,773</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

18. Scout Shop (continued)

Included in the cost of goods sold of the Scout Shop is a reversal of write-down of inventories for the year amounting to S\$540 (2017 - S\$90). The reversal of write-down of inventories was made when the related inventories were sold above their carrying amounts.

Included in the other operating expenses of the Scout Shop is depreciation of property, plant and equipment for the year amounting to NIL (2017 - S\$270).

19. Sands Leadership Development Centre

	2018 S\$	2017 S\$
Income		
Fees from participants	1,286,177	1,098,765
Grant	-	4,316
Use of camp	313,581	446,595
Other incoming resources	4,260	41,022
	<u>1,604,018</u>	<u>1,590,698</u>
Less: Expenses		
Direct expenses	845,609	648,026
Employee benefits expense	484,957	418,825
Other operating expenses	18,328	271,136
	<u>1,348,894</u>	<u>1,337,987</u>
Net Income	<u>255,124</u>	<u>252,711</u>

Included in other operating expenses of the Sands Leadership Development Centre is depreciation of property, plant and equipment for the year amounting to S\$8,891 (2017 - S\$8,385).

20. Employee benefits expense

	2018 S\$	2017 S\$
Staff salaries	1,015,310	1,186,494
CPF contributions and skills development levies	141,473	148,333
Staff training	2,717	2,804
Staff welfare	5,040	3,303
	<u>1,164,540</u>	<u>1,340,934</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

21. Other resources expended

	2018	2017
	S\$	S\$
<u>General Funds</u>		
Good Deed campaign	-	65,646
GST in respect of prior years	-	286,792
GST expenses	57,034	-
AGM expenses	150	1,206
Adult resources expenses	13,600	28,063
Bank charges	1,803	1,669
Depreciation of property, plant and equipment	57,341	47,570
Entertainment and refreshments	6,235	4,505
General expenses	8,408	5,589
Impairment loss on trade receivables	7,169	-
Infrastructure	348,840	352,505
Insurance	22,998	25,156
Lease of HQ land	58,852	58,852
Rental of office equipment	8,252	8,707
Medical	4,141	4,964
Membership expenses	20,001	17,065
Printing, stationery and postage	5,964	5,705
Professional fees	14,330	8,060
Property, plant and equipment written-off	3,967	-
Public relations	8,990	13,294
Repairs and maintenance	15,678	33,445
Software maintenance	26,468	15,814
Staff retreat	9,945	5,920
Temporary staff	-	7,701
Telephone and internet	5,673	7,794
Training and courses	75,806	40,676
Travelling and transport	191	1,448
Water and electricity	16,230	26,122
Other resources expended	1,470	2,617
	<u>799,536</u>	<u>1,076,885</u>
<u>Scout Foundation Fund</u>		
Scout Foundation Fund expenses	4,934	55,139
<u>Other Specific Funds</u>		
Scout Campsite Development expenses		
- Addition and alteration works	-	34,989
- Others	-	2,050
	<u>-</u>	<u>37,039</u>
Scout Group expenses	576	-
	<u>576</u>	<u>37,039</u>
	<u>805,046</u>	<u>1,169,063</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

22. Taxation

The Association is registered as a charity under the Charities Act and is exempted from tax.

23. Related party transactions

Key management compensation

	2018	2017
	S\$	S\$
Staff salaries, bonus and profit-sharing	169,513	287,158
CPF contributions	20,615	25,642
	<u>190,128</u>	<u>312,800</u>

The number of the Association's key management personnel which falls within the following remuneration bands is as follows:

	2018	2017
S\$50,000 - S\$100,000	-	2
S\$101,000 - S\$150,000	<u>1</u>	<u>1</u>

There are no other related party transactions.

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

24. Lease commitment

At the date of the statement of financial position, the Association has commitment for future minimum lease payments in respect of its Sarimbun Camp as follows :-

	2018	2017
	S\$	S\$
Commitments due :-		
- not later than one year	355,867	363,500
- later than one year and not later than five years	<u>713,760</u>	<u>45,438</u>
	<u><u>1,069,627</u></u>	<u><u>408,938</u></u>

25. Overseas expenditure and capital outlay

	2018	2017
	S\$	S\$
Overseas expenditure exempted from detailed reporting :-		
- overseas retreats / seminars / courses	11,581	27,698
- overseas travel / accommodation	<u>49,087</u>	<u>46,584</u>
	<u><u>60,668</u></u>	<u><u>74,282</u></u>

26. Significant accounting estimates, assumptions and judgements

The preparation of financial statements, in conformity with FRSs, requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources.

26.1 Critical judgements in applying the Association's accounting policies

Management is of the opinion that there are no significant judgements made in applying accounting estimates and policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

26.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the date of the statement of financial position, 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 :-

26. **Significant accounting estimates and judgements** (continued)

26.2 **Key sources of estimation uncertainty** (continued)

(i) **Useful lives of property, plant and equipment**

The cost of property, plant and equipment for the Association's activities is depreciated on a straight-line basis over the useful lives of the property, plant and equipment. Management estimates the useful lives of these property, plant and equipment to be within 3 to 30 years. These are common life expectancies applied in the industry. Changes in the expected levels of usage could impact the economic useful lives and the residual value of these assets and accordingly, future depreciation charges could be revised. The carrying values of the Association's property, plant and equipment are as disclosed in note 3.

(ii) **Impairment of non-financial assets**

The Association assesses whether there are any indicators of impairment for all non-financial assets at each reporting date. Non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. When value in use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

As at 31 December 2018, there is no indication of impairment and the carrying value of the Association's property, plant and equipment was S\$2,339,373.

(iii) **Inventory valuation**

Inventory write-down is made based on the current market conditions, historical experience and selling goods of similar nature. It could change significantly as a result of changes in market conditions. A review is made periodically on inventories for excess inventories, obsolescence and declines in net realisable value and an allowance is recorded against the inventory balances for any such declines. The realisable value represents the best estimate of the recoverable amount and is based on the most reliable evidence available and inherently involves estimates regarding the future expected realisable value. The carrying amount of the Association's inventories as at 31 December 2018 was S\$267,865 (2017: S\$302,936).

(iv) **Calculation of expected credit losses ("ECL")**

When measuring ECL, the Association uses reasonable and supportable forward-looking information, which is based on assumptions and forecasts of future economic conditions. Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

26. **Significant accounting estimates and judgements** (continued)

26.2 **Key sources of estimation uncertainty** (continued)

(iv) **Calculation of expected credit losses (“ECL”)** (continued)

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Association’s historical credit loss experience and forecast of economic conditions may also not be representative of customer’s actual default in the future. The information about the ECLs on the Association’s trade receivables is disclosed in note 27.2(i).

The Association has assessed that the impact of forecast economic conditions for the determination of ECL is not significant. The carrying amount of the Association’s trade receivables as at 31 December 2018 was S\$399,445 (2017: S\$205,595).

27. **Financial instruments**

27.1 **Categories of financial instruments**

The following sets out the financial instruments of the Association as at the date of the statement of financial position:-

	2018	2017
	S\$	S\$
Financial assets		
Trade and other receivables	915,612	783,903
Cash and cash equivalents	<u>7,108,185</u>	<u>7,879,721</u>
	<u>8,023,797</u>	<u>8,663,624</u>
Financial liabilities		
Trade and other payables	<u>481,370</u>	<u>726,737</u>

27.2 **Risk management policies**

The main risks arising from the Association’s financial instruments are credit risk, liquidity risk and price risk, primarily changes in interest rates. However, the Association’s activities expose it to minimal financial risks and the management monitors and controls its main risks in the following manner:-

27. Financial instruments (continued)

27.2 Risk management policies (continued)

(i) Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Association. The Association's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash), the Association minimises credit risk by dealing exclusively with high credit rating counterparties.

The Association has adopted a policy of only dealing with creditworthy counterparties. The Association performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The Association considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Association has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due for more than 30 days, or there is significant difficulty of the counterparty.

To minimise credit risk, the Association has developed and maintained the Association's credit risk gradings to categorise exposures according to their degree of risk of default. The Association considers available reasonable and supportive forward-looking information which includes the following indicators:-

- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations
- Actual or expected significant changes in the operating results of the debtor
- Significant increases in credit risk on other financial instruments of the same debtor

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 180 days past due in making contractual payment.

The Association determined that its financial assets are credit-impaired when:-

- There is significant difficulty of the debtor;
- A breach of contract, such as a default or past due event; and
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation.

The Association categorises a receivable for potential write-off when a debtor fails to make contractual payments more than 180 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

27. Financial instruments (continued)

27.2 Risk management policies (continued)

(i) Credit risk (continued)

The Association's current credit risk grading framework comprises the following categories:

Category	Definition of category	Basis for recognising expected credit loss (ECL)
1	Counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
2	Amount is > 30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit-impaired
3	Amount is > 180 days past due or there is evidence indicating the asset is credit-impaired (in default).	Lifetime ECL – credit impaired
4	There is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.	Amount is written off

The table below details the credit quality of the Association's financial assets, as well as maximum exposure to credit risk by credit risk rating categories:-

As at 31 December 2018	Note	Category	12-month or lifetime ECL	Gross carrying amount S\$	ECL allowance S\$	Net carrying amount S\$
Trade receivables	6	Note 1	Lifetime ECL (simplified)	406,614	(7,169)	399,445
Other receivables	7	1	12-month ECL	38,231	-	38,231
				<u>444,845</u>	<u>(7,169)</u>	<u>437,676</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2018

27. Financial instruments (continued)

27.2 Risk management policies (continued)

(i) Credit risk (continued)

	Note	Category	12-month or lifetime ECL	Gross carrying amount S\$	ECL allowance S\$	Net carrying amount S\$
As at 1 January 2018						
Trade receivables	6	Note 1	Lifetime ECL (simplified)	205,595	-	205,595
Other receivables	7	1	12-month ECL	171,199	-	171,199
				<u>376,794</u>	-	<u>376,794</u>

Trade receivables (Note 1)

For trade receivables, the Association has applied the simplified approach in FRS 109 to measure the loss allowance at lifetime ECL. The Association determines the ECL by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of trade receivables is presented based on their past due status in terms of the provision matrix.

The Association performed an assessment of its trade customers based on historical credit loss experience and concluded that there has been no significant increase in the credit risk since the initial recognition of the trade receivables other than the expected credit loss in respect of the current year which was made for a specific debtor that had defaulted on payments as disclosed in note 6 to the financial statements.

Excessive risk concentration

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Association's performance to developments affecting a particular industry. The Association is not exposed to excessive risk concentration.

27. **Financial instruments** (continued)

27.2 **Risk management policies** (continued)

(i) **Credit risk** (continued)

Exposure to credit risk

The Association has no significant concentration of credit risk.

Other receivables

The Association assessed the latest performance and financial position of the counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Association measured the impairment loss allowance using 12-month ECL and determined that the ECL is insignificant.

(ii) **Liquidity risk**

Liquidity risk is the risk that an enterprise will encounter difficulty in raising funds to meet commitments associated with financial instruments.

In the management of liquidity risk, the Association monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Association's activities and mitigate the effects of fluctuation in cash flows. The Scout Council exercises prudent liquidity and cash flow risk management policies and aims at maintaining a high level of liquidity and cash flows at all times.

(iii) **Interest rate risk**

Interest rate risk relates primarily to the risk that the value of financial instruments will fluctuate as a result of changes to market interest rates. Surplus cash and cash equivalents are placed with established financial institutions at favorable interest rates and terms and conditions available to the Association. The Association's income and operating cash flows are substantially independent of changes in market interest rates. The Association's policy is to have no gearing.

Sensitivity analysis

Management has assessed that the exposure to changes in interest rates is minimal and hence the resulting impact on profit and loss or equity of the company is insignificant.

27. Financial instruments (continued)

27.2 Risk management policies (continued)

(iv) Other price risk

The management also adopts a prudent approach towards maintenance of the Association's reserves and investments as follows:-

Reserves

The Association regards its unrestricted general funds as its reserve. The Association aims to maintain sufficient reserve to ensure long-term financial sustainability and continuity for the purpose of operating effective programmes. The maximum reserve shall be five years of annual operating expenditure.

Investments

The Association currently places its available funds in fixed deposits on tenors that range from 10 days to 11 months. The Association may consider other forms of investments after they have been approved by the Scout Council.

27.3 Fair values

Trade receivables and trade payables

The carrying amount of these receivables and payables approximate their fair values as they are subject to normal trade credit terms.

27. Financial instruments (continued)

27.3 Fair values (continued)

Other receivables, cash and cash equivalents and other payables

The management is of the view that the fair values of other financial assets and liabilities with a maturity period of less than one year approximate their carrying amounts as disclosed in the statement of financial position and in the notes to the financial statements due to the short period to maturity.

28. Authorisation of financial statements

The financial statements of the Association for the financial year ended 31 December 2018 were authorised for issue in accordance with a resolution of the Scout Council on 1 June 2019.

| Editorial Committee

The Singapore Scout Association (SSA) Annual Report 2018 Editorial Committee wishes to thank all contributors for the written, statistical and photographic contents of this publication, without which the publication would not have been possible.

The Singapore Scout Association Annual Report 2017 Editorial Committee

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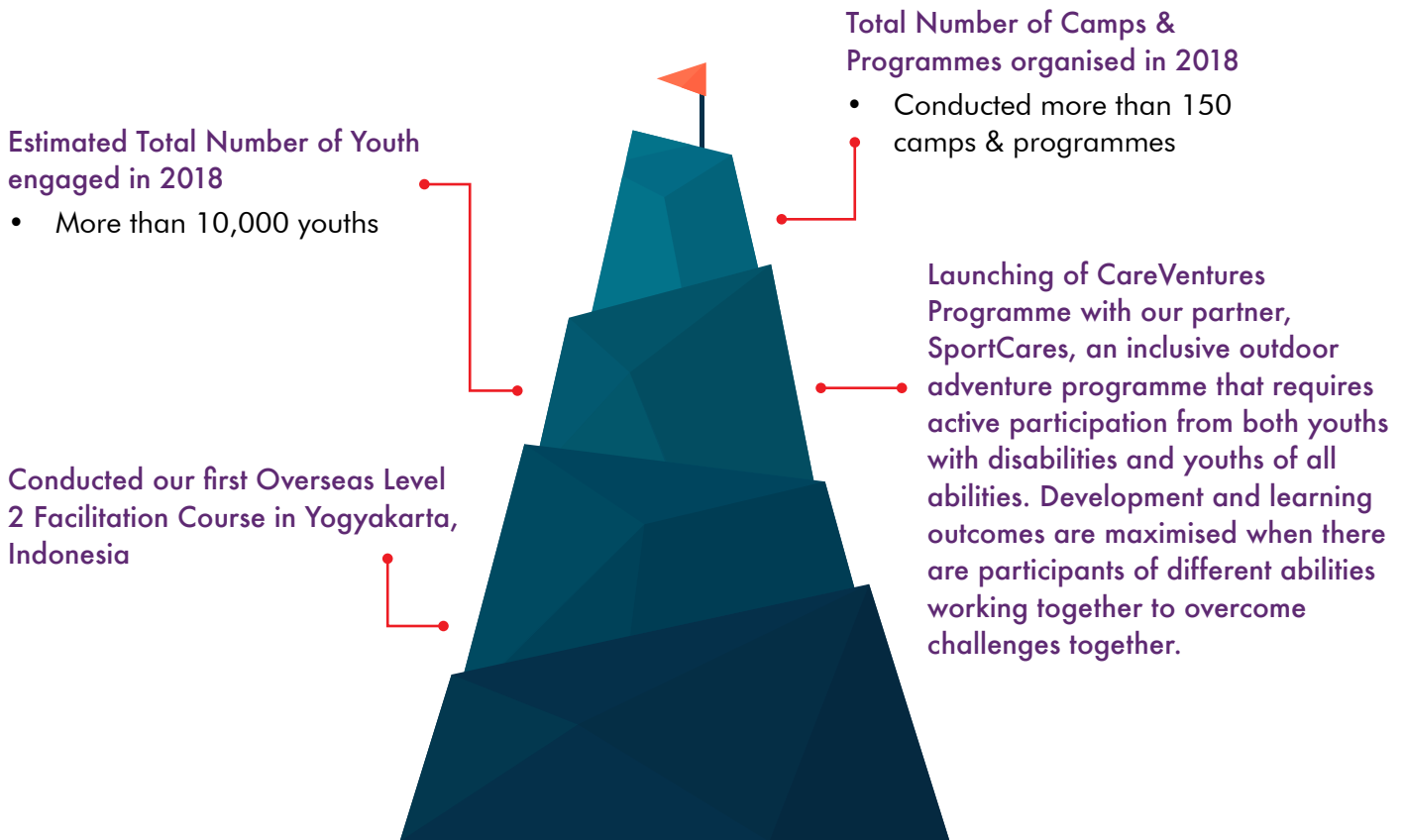
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Saturday 9.30am - 5.30pm

| Sands Leadership Development Centre

Milestones 2018



| Testimonials From Our Past Clients In 2018

It has been a pleasure working with the SLDC Team, from the recce, up till the camp itself. Despite all the short comings from the poor weather and the homesickness and whatever nots, I can assume that most of the students enjoyed the camp very much. Some of them were tearing up in the buses saying they already miss the instructors. It shows how much impact you guys made in their lives. Really thankful for what you guys do for the kids. Once again, on behalf of the school and other teachers, thank you very much. 🙏

Mr Yusri
Pei Tong Primary School

Thank you SLDC for all the work of excellent spirit and honor. You lifted the standard of service quality to another higher level from last year. Please have a good rest. Great to see you all loving your work so much. Really appreciate all your efforts as always. Absolutely quality.

Mr Joshua Huang
Qihua Primary School

Thanks alot SLDC Team for coordinating and working for the sec 2 camp. Greatly appreciate the wonderful team you had to ensure our students had a meaningful and memorable experience. 🙏

Mr Ramesh
Hua Yi Secondary School



To develop leaders to create a better world

ENGAGING • EXCITING • EMPOWERING

CREATING A BETTER WORLD



Our Beliefs

Sands Leadership Development Centre (SLDC) subscribes to John C. Maxwell's dictum that "leadership is influence, nothing more nothing less". We must be concerned with the leadership development of EVERY individual because EVERYONE is capable of, and will influence someone else

Theory to Practice

This powerful combination of SLDC's two learning theory's the Kolb's Experiential Learning Model (KELM) and Leon Festinger's (1957) theory of "Cognitive Dissonance", helps participants in our various programmes to clarify their beliefs and begin their journey in creating a better world

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