

# THEY ARE INVISIBLE

GIVING HOPE, IMPROVING LIVES

Singapore Totalisator Board  
Annual Report 2018/19



Giving Hope  
Improving Lives



Members of Tote Board Group



# I AM DISORIENTED

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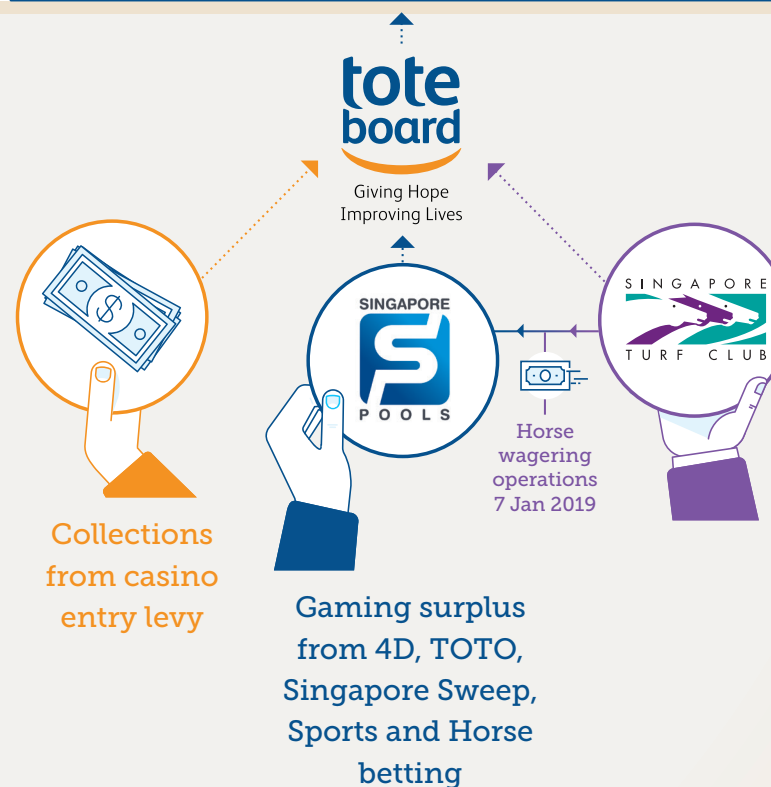
# THE TOTE BOARD GROUP

## ABOUT THE TOTE BOARD GROUP

Tote Board family comprises Tote Board, Singapore Pools and Singapore Turf Club (STC). Tote Board exercises management oversight over its subsidiaries – Singapore Pools and STC – to ensure that their operations are conducted safely and professionally with the highest standards of integrity and responsible gambling practices. Tote Board channels the gaming revenue of Singapore Pools and STC, together with the casino entry levy, to support and fund worthy causes towards Giving Hope and Improving Lives.



Funds are channelled to worthy causes towards  
our vision of Giving Hope, Improving Lives





## THE TOTE BOARD GROUP

### — ABOUT TOTE BOARD



Giving Hope  
Improving Lives

Established in January 1988, Tote Board (Singapore Totalisator Board) is a statutory board under the Ministry of Finance. As a broad-based grantmaking organisation, Tote Board works closely with our stakeholders and partners to support a broad and diverse range of worthy projects in the sectors of Arts, Community Development, Education, Health, Social Service and Sports.

The wide range of our grants and initiatives has enabled us to touch the lives of almost all Singaporeans at each stage of their lives. Through our grantmaking projects, we provide equitable opportunities for vulnerable groups, strengthen communities, and enhance quality of life.

Our goal is to build a flourishing society in Singapore. We want to inspire positive change and contribute towards building an inclusive, resilient and vibrant community, while fostering a caring and compassionate nation.

### — SINGAPORE POOLS



Singapore Pools was established in 1968 with the mission of providing safe and trusted betting in support of the nation's effort to counter illegal gambling. It offers lottery games as well as sports betting on football matches and Formula One motor racing. As a wholly-owned subsidiary of Tote Board, surplus generated from its business operations are channelled to Tote Board for the funding of worthy causes. Its vision is to be a world-class socially responsible gaming company trusted by customers and valued by the community. In 2019, it was re-certified and achieved, for the second time, Level 4 of the World Lottery Association Responsible Gaming Framework, the highest global standard of responsible gaming.

With effect from 7 January 2019, as part of a business operations review, Singapore Pools took over the management and operations of horse betting from STC.

### — SINGAPORE TURF CLUB



Founded in 1842, STC became an agent of Tote Board in 1988 and relocated to its current premises at Kranji racecourse in 1999. STC adopts a strong "Play Responsibly" stance. Through regular engagements with its customers, STC advocates a balanced approach towards enjoying the sport and the thrills of horse racing as an entertainment and sport, without adversely affecting customers' financial situations or lifestyles. STC also opens its racecourse premises for wide-ranging recreational activities for Singaporeans from all walks of life to enjoy.



# CORPORATE VALUES

## — OUR VISION

We uplift our community by Giving Hope to the vulnerable groups and Improving Lives of all in Singapore.

## — OUR MISSION

We contribute towards building an inclusive, resilient, and vibrant community through our grants.

We ensure that Singapore Pools and Singapore Turf Club conduct their businesses in a socially responsible manner, and channel surpluses towards our grantmaking.

## — OUR VALUES: THE KEY TO SUCCESS

### Caring

- We are driven to make lives better.
- We value one another and respect each other's views.

### Collaborative

- We co-create shared outcomes with our partners.
- We support one another and work in synergy.

### Integrity

- We make impartial decisions based on consistent principles.
- We are trustworthy and take responsibility for our actions.

### Enterprise

- We constantly seek new ways to achieve greater impact.
- We embrace innovation and learn from successes and failures.



# IT ISN'T TIME TO CHANGE

## MESSAGES

Read key messages from our Chairman and Chief Executive as they reflect upon the year, and share their aspirations for a vibrant and positive future.

Message — 01

### THOUGHTS FROM THE CHAIRMAN

Message — 02

### MESSAGE FROM THE CHIEF EXECUTIVE



# THOUGHTS FROM THE CHAIRMAN

## TOTE BOARD'S 30<sup>TH</sup> ANNIVERSARY

2018 was a special year for Tote Board, as we commemorated 30 years of grantmaking to fulfil our mission of "Giving Hope, Improving Lives". We kicked off our 30<sup>th</sup> anniversary celebrations with a carnival ("A Good Day Out") at Gardens by the Bay on 10 February 2018. The event was graced by the presence of Emeritus Senior Minister Goh Chok Tong, and attended by more than 15,000 beneficiaries, partners, stakeholders and members of the public. As part of our 30<sup>th</sup> anniversary celebrations, we also curated a special one-off Commemorative Fund-Raising Initiative, doubling Tote Board's contribution up to a cap of \$100,000 per application, to further catalyse ground-up fund-raising efforts. This effort resulted in the Fund-Raising Programme approving a total of \$44.6 million, and achieving an increase of 26% in the number of applications. Since our inception in 1988, Tote Board has approved over \$10.1 billion in grants to support worthy causes in the Arts & Culture, Community Development, Education, Health, Social Service and Sports sectors.

**"TOTE BOARD  
HAS APPROVED  
OVER \$10.1 BILLION  
IN GRANTS TO  
SUPPORT WORTHY  
CAUSES IN THE  
ARTS & CULTURE,  
COMMUNITY  
DEVELOPMENT,  
EDUCATION,  
HEALTH, SOCIAL  
SERVICE AND  
SPORTS SECTORS."**

*Moses Lee*





## MAJOR DEVELOPMENTS WITHIN THE TOTE BOARD GROUP

In January 2019, the Tote Board Group transferred horse wagering operations from Singapore Turf Club (STC) to Singapore Pools. This was a major restructuring exercise to consolidate all betting and wagering functions within the Tote Board Group under Singapore Pools, leveraging on its core competency in the betting business. With this move, Singapore Pools will be the sole agency developing and maintaining a robust framework for responsible gaming, ensuring consistency and high standards across all bet types and customer segments. STC will focus on its primary role – providing high-quality horseracing operations at Kranji and working with horse owners, trainers and staff to uphold a high standard of racing integrity.

For the longer term, STC has engaged consultants to redevelop the land at its Kranji premises which is not required for horse racing operations. These consultants are tasked to produce a masterplan, a bold and visionary project to reshape the Kranji premises into a choice commercial, recreation and community destination to serve the needs of the significant population residing in the Northern part of Singapore. We are also working closely with the Urban Redevelopment Authority (URA) to develop a masterplan aligned to its vision for the Northern region, and contribute to the quality of life of Singaporeans there. The Kranji Masterplan project was featured in URA's draft Masterplan Exhibition for 2019 for public feedback.

## "THE TOTE BOARD GROUP'S MANDATE IS TO COUNTER ILLEGAL GAMBLING BY PROVIDING A RESPONSIBLE, SAFE AND TRUSTED ENVIRONMENT FOR PEOPLE WHO CHOOSE TO BET."

*Moses Lee*

## COLLECTIVE MISSION OF COUNTERING ILLEGAL GAMBLING AND PROMOTING RESPONSIBLE GAMING

In early 2018, Tote Board commissioned an independent study on the gambling market in Singapore. The study unveiled a significant number of trends and insights into the gambling landscape, both globally and locally. Globally, remote gambling, especially mobile betting, has become a key driver of growth in the industry. In particular, growth in sports betting worldwide has far outstripped lotteries, driven by technology and a younger, more affluent customer base, attracted to its more sophisticated product features and variety of games. We have observed

similar trends in Singapore, with remote and mobile betting growing much faster. The study also showed that the illegal gambling market in Singapore is sizeable. This is not surprising, given that many younger and technologically savvy punters are able to find the means to access illegal online channels despite legislation and restrictions in place.

The Tote Board Group's mandate is to counter illegal gambling by providing a responsible, safe and trusted environment for people who choose to bet. Our mandate has become more urgent, given the trends identified through our independent gambling study, and we will step up our efforts to counter illegal gambling. The gambling landscape has been morphing and will continue to evolve due to rapidly changing technological and demographic factors. Left alone, problem gambling associated with illegal betting can grow to become a serious social problem. Given the complex nature of illegal gambling, key stakeholders in the

ecosystem have to tackle this issue holistically. The Tote Board Group will step up its efforts and collaborate closely with stakeholders to take more comprehensive and effective measures to counter illegal gambling.

## BOARD CHANGES

Mr Linus Goh Ti Liang and Brigadier-General Yew Chee Leung stepped down as Board members on 31 December 2018. I would like to express our appreciation and gratitude for their invaluable contributions over the years. As part of our Board renewal process, we welcome two new members to the Board: Mrs Mildred Tan, Chairman, National Volunteer & Philanthropy Centre and Colonel Narayanan Letchumanan, a Singapore Armed Forces officer currently on secondment to the Ministry of Culture, Community and Youth. We look forward to working with them.

## OUR APPRECIATION

As we continue to transform our businesses and operating models, the Tote Board Group will continue to work even more collaboratively to achieve our collective mission. I thank members of the Board, staff of the Tote Board Group and our partners for their steadfast support and firm commitment and contribution towards our mission of building an inclusive, resilient and vibrant community through our grants. I hope that you will continue to be part of our journey, uplifting our community for many more years ahead.



**MOSES LEE**  
Chairman

# MESSAGE FROM THE CHIEF EXECUTIVE



**“TOTE BOARD  
IS FIRMLY  
COMMITTED  
TOWARDS MAKING  
SINGAPORE A  
TRULY INCLUSIVE  
SOCIETY.”**

*Fong Yong Kian*

## **KEY DEVELOPMENTS IN GRANTMAKING**

In FY2018, Tote Board approved and disbursed grants amounting to \$783 million and \$488 million respectively. Compared to FY2017, the amounts approved and disbursed were higher by 5% (\$742m) and 4% (\$469m) respectively.

## **INCREASE IN CONTRIBUTION TOWARDS TOTE BOARD SOCIAL SERVICE FUND**

Tote Board is firmly committed towards making Singapore a truly inclusive society. This is the key reason why we have decided to increase our funding towards the next tranche of Tote Board Social Service Fund (TBSSF) to \$580 million over the next four years (FY2019 – FY2022), an increase of 25% on a per annual basis compared to the previous tranche. The increase in funding will largely go towards improving early intervention services for children with disabilities, enhancing the quality of special needs education and providing more holistic support to vulnerable families.



## JOURNEY AS A STRATEGIC, IMPACTFUL GRANTMAKER

One of Tote Board's aspirations as a strategic and impactful grantmaker is to identify and study underserved areas or emergent needs in society, and thereafter convene partners to address the gaps together. Amongst the gaps identified, we realised that many grantmakers and donors prefer to channel resources to programmes and services that directly aid non-profit organisations' (NPOs') beneficiaries. However, it is clear that, strategically, NPOs will need resources to develop their internal organisational capability, to grow and transform so as to remain effective in a rapidly changing social environment. In partnership with the National Council of Social Service (NCSS), we launched the Tote Board Non-Profit Sector Transformation Initiative - Organisation Development Programme (TB-NTI OD Programme) in November 2018. Under this new initiative, funding is dedicated towards the organisational development of NPOs, helping them in their transformation journey to upgrade organisational capability and management systems. Tote Board has committed a total of \$10 million towards the programme over the next five years. Ten NPOs, namely, AMKFSC Community Services, AWWA, Care Corner Singapore, HCSA Community Services, Rainbow Centre, SHINE Children and Youth Services, SPD, Singapore Symphony Group, TOUCH Community Services, and Yayasan MENDAKI are being supported by this initiative.

Tote Board is also on the lookout for innovative grantmaking approaches to support our mission of building an inclusive, resilient and vibrant community. To tackle complex societal

**"TO TACKLE  
COMPLEX  
SOCIETAL ISSUES,  
WE BELIEVE  
THAT EFFECTIVE  
INTERVENTIONS  
HAVE TO BE MULTI-  
DISCIPLINARY."**

*Fong Yong Kian*

issues, we believe that effective interventions have to be multi-disciplinary. This often entails a number of different agencies coming together to collaborate and co-create solutions. Through our research on other countries' practices, we piloted a new participatory grantmaking model, the "Shared Gifting Circle" ("Circle"), in September 2018. The model convenes a selected group of like-minded agencies to tackle a common challenge, with funding provided by a grantmaker. However, programmes are developed and funding decisions are collectively made by the Circle, and not by the grantmaker. We have chosen the challenge of enhancing mental health for children and youth. Eight agencies active in this space were brought together to form what we believe is the first Shared Gifting Circle in Singapore and Asia. We are very gratified that the Circle members have been engaged in intensive conversations, collectively explore and act upon each other's ideas, jointly engage stakeholders and even offer their resources to aid other members of the Circle. We believe that projects borne out of the Circle will be better integrated, and members will have greater ownership because of the close collective collaboration and joint funding decision, when compared to the traditional grantmaking model where agencies largely pursue their own individual projects.

## IMPROVING GRANT GOVERNANCE

While we "push the envelope" in curating innovative and progressive grant programmes, we remain mindful of the need to constantly review and strengthen our grant management systems and processes, ensuring proper and up-to-date grant administration and governance. We completed the review of our Grants Terms and Conditions (T&Cs) last year, and in FY2019, we will focus on operationalising and fine-tuning the refreshed

Terms & Conditions. We will also be initiating a review of our overall Grantmaking Framework to ensure that our funding principles remain current and relevant for the future.

## **BUSINESS EXCELLENCE – A TOOL FOR CONTINUOUS IMPROVEMENT AND TRANSFORMATION**

In October 2018, we received happy news – we have passed our Business Excellence (BE) site assessment and are now a Singapore Quality Class certified organisation. Kudos to all our staff who made this possible! The certification is a testament of our BE journey over the years. More importantly, we have not forgotten the primary objective of going through the BE certification process – to obtain an independent and external validation on where we stand with regard to organisational excellence, and to identify areas of improvements that will propel Tote Board towards operating at a higher level of performance, achieving continuous improvement, and transforming as an organisation.

## **THUMBS UP TO OUR STAFF**

In closing, I would like to express my heartfelt gratitude and appreciation to all Tote Board staff for their unwavering solidarity and dedication in carrying out their duties, serving Singapore and the community as a whole. As we move forward to 2019 and beyond, I am proud of our accomplishments in 2018 and excited about the future. Collectively, as one Tote Board, we will continue our work in uplifting our community by Giving Hope to Vulnerable Groups, and Improving Lives of all in Singapore.



**FONG YONG KIAN**

Chief Executive

# BOARD MEMBERS



**MR MOSES LEE**  
Chairman



**MR CHAN HENG KEE**  
Permanent Secretary  
Ministry of Health



**MR CHEW HOCK YONG**  
Permanent Secretary  
Ministry of Social & Family  
Development



**MS ANITA FAM**  
President  
National Council of  
Social Service



**MRS FANG AI LIAN**  
Advisor  
Far East Organisation



**COL NARAYANAN  
LETCHUMANAN**  
Senior Director (Resilience  
and Engagement Division)  
Ministry of Culture,  
Community and Youth



# BOARD MEMBERS



**MR NG SOO NAM**

Managing Director  
and Head of Asian Equities  
Threadneedle Investments  
Singapore (Pte) Limited



**MS TAN GEE KEOW**

Permanent Secretary  
Ministry of Culture,  
Community and Youth



**MRS MILDRED TAN**

Chairman  
National Volunteer &  
Philanthropy Centre



**MR TK UDAIRAM**

Group Chief Operating Officer  
Sheares Healthcare  
Management Pte Ltd



**MR YEE PING YI**

Deputy Secretary (Policy)  
Ministry of Finance

# SENIOR MANAGEMENT TEAM



**MR FONG YONG KIAN**  
Chief Executive



**MR LI CHONG JIN**  
Senior Director  
Strategic Planning & Finance



**MRS BOON-NGEE  
SEBASTIAN**  
Senior Director  
Grant Management



**MS GRACE SEE**  
Senior Director  
Group Internal Audit



**MR YONG FOOK CHYI**  
Senior Director  
Corporate Services

# CORPORATE GOVERNANCE

Tote Board is committed to ensuring the highest standard of corporate governance in the Tote Board Group (Group), comprising Tote Board, Singapore Pools and Singapore Turf Club (STC). The Chairman and Board Members of Tote Board are appointed by the Minister for Finance. They are experienced professionals drawn from both the public and private sectors. In addition to its statutory responsibilities, the Board sets strategic directions and policies relating to the functions of Tote Board, ensuring that resources are optimally utilised to fulfil the mission of Tote Board.



## 01 AUDIT AND RISK COMMITTEE

The Audit and Risk Committee (ARC) of Tote Board includes representatives from the Board of Tote Board, Board of Singapore Pools and Management Committee of STC. The ARC's roles encompass reviewing accounting, auditing and financial reporting matters, as well as matters relating to risk management, to reasonably ensure there are effective systems of internal controls and risk management and a good state of corporate governance in Tote Board, Singapore Pools and STC.

## 02 INTERNAL AUDIT

Tote Board's Group Internal Audit Division (Group IA) is an independent function that reports to the ARC. The principal role of the Division is to conduct audits to evaluate the reliability, adequacy and effectiveness of the internal controls of Tote Board, Singapore Pools and STC. Group IA works closely with external auditors to coordinate its audit work.



## CORPORATE GOVERNANCE

### 03 ENTERPRISE RISK MANAGEMENT

The Group regularly reviews its business, financial and operational activities through an established Enterprise Risk Management (ERM) policy and framework. The ERM framework provides consistent risk management systems and processes across the entities, to manage and mitigate risks, and capitalise on opportunities. The ERM framework also facilitates the deepening of a risk-focused culture across Tote Board and the Group. The Board of Tote Board, supported by the ARC, exercises overall risk governance and oversight of the ERM framework.

### 04 INTERNAL CONTROLS

The Management of Tote Board, Singapore Pools and STC are responsible for the design and implementation of a comprehensive system of internal controls to safeguard assets, maintain proper accounting records and produce reliable financial information.

The system includes defined responsibility and financial authority limits, segregation of duties, reconciliation of financial information, compliance with internal financial policies, financial regulations or government instruction manuals, and maintenance of proper financial records. The ARC oversees the effective implementation of the system of internal controls in Tote Board, Singapore Pools and STC, with the support of Group IA. The ARC, along with the assistance of Group IA and external auditors, has reviewed the financial, operational, compliance and information technology controls.

### 05 ASSURANCE BY MANAGEMENT

For FY2018, the ARC has received assurance from the Management of Tote Board, Singapore Pools and STC that:

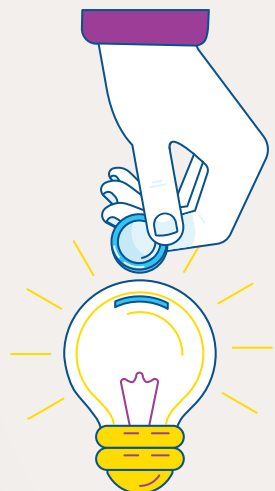
- the financial statements are drawn up to give a true and fair view of the state of affairs of Tote Board and the Group;
- there are adequate internal controls in place which are operating effectively to provide reasonable assurance in managing risks, safeguarding assets, ensuring reliability of the financial information, and compliance with the laws and regulations by Tote Board and the Group.

Based on the systems of internal controls and risk management established and maintained by the Group, the work performed by Group IA and external auditors, as well as reviews performed by the Management, the ARC is satisfied that the systems of internal controls and risk management are reasonably adequate and effective.

## CORPORATE GOVERNANCE

### 06 INVESTMENT COMMITTEE

The Investment Committee sets and reviews policies relating to the investment of Tote Board's surplus funds. It also reviews investment returns, the performance of fund managers as well as the appointment and termination of fund managers, investment consultants and other related service providers.



### 07 GROUP HUMAN RESOURCE COMMITTEE

The Group Human Resource Committee reviews and sets Group HR policies to ensure that the Group provides a career value proposition to the staff, attracts and develops its fair share of talents, and proactively prepares for succession planning management for Group leadership positions.

### 08 MANAGEMENT OF SINGAPORE POOLS AND STC

Tote Board oversees the strategic management matters of Singapore Pools and STC, including the appointment of the Board of Directors of Singapore Pools and Management Committee of STC, as well as the appointments of Chief Executive Officer of Singapore Pools, and President and Chief Executive of STC.

## COMMITTEES AND MEMBERS

#### GROUP HUMAN RESOURCE COMMITTEE

<b>Chairman</b>	Mr Moses Lee
<b>Members</b>	Mr Koh Choon Hui Mr Lim Joo Boon

#### AUDIT AND RISK COMMITTEE

<b>Chairman</b>	Mrs Fang Ai Lian
<b>Members</b>	Mr Cheah Kim Teck Mr Fong Heng Boo BG Yew Chee Leung (up to 31 December 2018) COL Narayanan Letchumanan (from 1 January 2019)

#### INVESTMENT COMMITTEE

<b>Chairman</b>	Mr Ng Soo Nam
<b>Members</b>	Dr Chia Tai Tee Mr Linus Goh (up to 31 December 2018) Mr Hou Wey Fook (from 1 January 2019) Mr Yee Ping Yi

# WE DON'T NEED TO CARE

## CORPORATE HIGHLIGHTS

In 2018, we commemorated 30 Years of Giving. In this section, we detail key events and initiatives of the past Financial Year.

### Section

#### 01 MAJOR INITIATIVES

#### 03 RESPONSIBLE GAMING

#### 02 CORPORATE SOCIAL RESPONSIBILITY

#### 04 CELEBRATING SUCCESS



01



02



03



04

# MAJOR INITIATIVES

## TOTE BOARD

### TOTE BOARD 30<sup>TH</sup> ANNIVERSARY CELEBRATIONS

Tote Board kicked off our 30<sup>th</sup> Anniversary Celebrations with a signature carnival event “A Good Day Out” and the launch of the Tote Board 30<sup>th</sup> Anniversary Commemorative Fund-Raising Initiative, which saw Tote Board double its contributions for eligible fund-raising projects implemented in FY2018. Tote Board also worked with partners to bring its 30<sup>th</sup> Anniversary Exhibition to the heartlands, such as Our Tampines Hub.





Jan – Nov

1 30

**GAMBLING STUDY**

**“THE STUDY HAS SERVED AS A USEFUL BASELINE FOR THE TOTE BOARD GROUP TO BETTER UNDERSTAND THE GAMBLING ENVIRONMENT.”**

In 2018, Tote Board commissioned an independent study on the gambling market in Singapore. The study unveiled a number of key trends and insights into the gambling landscape, both globally and locally. For example, customers worldwide were trending towards remote gambling channels (in particular, the use of mobile apps), as well as sports betting. Analysis of global trends also revealed that, in cases where customers’ access to products in demand was not permitted legally, the risk of outflows to illegal channels was real and substantial. The study has served as a useful baseline for the Tote Board Group to better understand the gambling environment, so as to design and implement effective action plans to counter illegal gambling in Singapore.

Sep

24

**SHARE GIFTING CIRCLES PILOT**

This is an innovative form of grantmaking which empowers grantees to make funding decisions, based on collective ground-up needs and synergistic collaborations. This initiative shifts the decision-making power from the grantmaker to the grantees. Shared Gifting Circles have a facilitated process with active and open participation from members. Tote Board has set aside \$2 million to convene the first Shared Gifting Circle, set up on 28 November 2018, to focus on developing Community Based Mental Health Services for Children and Youth.

**“TOTE BOARD HAS SET ASIDE \$2 MILLION TO CONVENE THE FIRST SHARED GIFTING CIRCLE.”**



Nov

8

2019

Jan

15

### LAUNCH OF TOTE BOARD NON-PROFIT TRANSFORMATION INITIATIVE (TB-NTI) TO SUPPORT ORGANISATION DEVELOPMENT PROGRAMMES

On 8 November 2018, Tote Board launched a \$10 million grant aimed at driving the transformation of Non-Profit Organisations (NPOs) in the aspect of Organisation Development (OD) over the next five years. With this grant, NPOs will receive support in their journey to improve their management systems and processes for sustainable business performance based on the principles of the Business Excellence (BE) framework. Each selected NPO will have a budget of up to \$1 million for their transformation journey over a period of three years, with Tote Board funding 90% of the expenditure. NPOs can use the funding from Tote Board for areas in OD consultancy, dedicated manpower for organisational change management, develop digitalisation capabilities, enhance human resource, fund-raising and branding practices.



### LAUNCH OF GOH CHOK TONG ENABLE AWARDS

As part of Tote Board's continuous efforts in contributing towards making Singapore a more inclusive and caring nation, Tote Board is proud to be the Founding Sponsor of the Goh Chok Tong (GCT) Enable Awards. Launched on 15 January 2019, the Awards celebrate people with disabilities who have made significant achievements in their respective fields. The purpose of the GCT Enable Awards aligns with Tote Board's vision of uplifting the community by providing equitable opportunities for all. By recognising the achievements and potential of persons with disabilities, Tote Board hopes that it will encourage them to transcend their disabilities and make contributions to the community.

**"THE AWARDS  
CELEBRATE PEOPLE  
WITH DISABILITIES  
WHO HAVE MADE  
SIGNIFICANT  
ACHIEVEMENTS IN  
THEIR RESPECTIVE  
FIELDS."**

2018

May  
21

2019

Jan  
7

## SINGAPORE POOLS

### SINGAPORE POOLS 50<sup>TH</sup> ANNIVERSARY DINNER

May 2018 marked Singapore Pools' "Golden Jubilee". To commemorate the momentous occasion with their various stakeholders, Singapore Pools held an intimate dinner event for all to come together to celebrate 50 years for community benefit. The dinner was graced by Minister for Finance, Mr Heng Swee Keat, and guests were treated to special performances by the organisation's beneficiaries, including a dance performance by Lil' Wings from Very Special Arts (VSA) and a piano performance by Kenny Goh from Movement for the Intellectually Disabled of Singapore (MINDS).



### SINGAPORE POOLS TAKES OVER HORSE BETTING OPERATIONS FROM SINGAPORE TURF CLUB

With effect from 7 January 2019, Singapore Pools took over the management and operations of horse betting from Singapore Turf Club. The consolidation of betting operations is part of a regular review of business operations in the Tote Board Group, to achieve synergies and improve cost efficiencies. With the consolidation of betting activities, Singapore Pools, which currently holds the highest level of recognition in the World Lottery Association's responsible gaming framework, will continue to maintain the highest level of rigour and accountability in social safeguards and responsible gaming measures.

**"THE  
CONSOLIDATION  
OF BETTING  
OPERATIONS  
IS PART OF A  
REGULAR REVIEW  
OF BUSINESS  
OPERATIONS IN  
THE TOTE BOARD  
GROUP."**

2018

May

26

Aug

4 &amp; 5

## SINGAPORE TURF CLUB (STC)

### LAUNCH OF THE INVITATIONAL GROUP 1 KRANJI MILE RACE

**“AS THE RICHEST DOMESTIC RACE, THE \$1.5 MILLION KRANJI MILE SAW PARTICIPATION FROM TOP LOCAL HORSES AS WELL AS THREE OVERSEAS HORSES.”**

To inject a dose of excitement into the local racing scene, STC staged the inaugural Invitational Group 1 Kranji Mile on 26 May 2018 at the Singapore Racecourse. As the richest domestic race, the \$1.5 million Kranji Mile saw participation from top local horses as well as three overseas horses. The Kranji Mile trophy was eventually won by Hong Kong contender Southern Legend after a fierce battle.

### STC HOSTS GETACTIVE! SINGAPORE 2018

Organised by Sports Singapore to celebrate National Day, the GetActive! Singapore @ Turf Club was officiated by Guest of Honour Mr Lawrence Wong, Minister for National Development and Second Minister for Finance, as well as MP for Marsiling-Yew Tee GRC (Limbang) on 4 August 2018. Over the weekend, there was a turnout of more than 3,000 members of the public, who participated in a weekend of fun activities and healthy workouts at the Singapore Racecourse, including horse patting and feeding, climbing on bouldering walls, riding on static bikes and Zumba dancing.

**“OVER THE WEEKEND, THERE WAS A TURNOUT OF MORE THAN 3,000 MEMBERS OF THE PUBLIC.”**



Sep

22

**CELEBRATING THE MID-AUTUMN FESTIVAL 2018  
WITH THE SINGAPORE SYMPHONY ORCHESTRA****“THE COMMUNITY  
OUTREACH  
CONCERT  
WAS HELD IN  
CONJUNCTION  
WITH TOTE  
BOARD’S 30<sup>TH</sup>  
ANNIVERSARY.”**

Singapore Turf Club celebrated the Mid-Autumn Festival at the Singapore Racecourse with the Singapore Symphony Orchestra (SSO) on 22 September 2018. The SSO serenaded close to 1,000 concert-goers in the North-Western neighbourhoods of Singapore with a horse-themed music repertoire at the Parade Ring. Presented under the SSO “In Your Community Series”, the community outreach concert was held in conjunction

with Tote Board’s 30<sup>th</sup> anniversary, with STC supporting as venue partner.



Oct

27

**ENRICHING THE COMMUNITY WITH  
MARSILING-YEW TEE GROUP REPRESENTATION  
CONSTITUENCY DANCE FIT CLUB**

For the third consecutive year, the Marsiling-Yew Tee GRC Dance Fit Club has returned to STC for a dance event gathering for their members. On 27 October 2018, more than 500 recreational dancers from the Dance Fit Club got their groove on at the Marquee together with Guest of Honour Mr Ong Teng Koon, MP for Marsiling-Yew Tee GRC (Woodgrove). As venue partner, STC works with community organisations and grassroots groups such as Marsiling-Yew Tee GRC Dance Fit Club to host events at the Singapore Racecourse, as part of its efforts to enrich the community in the region.

## Section — 02

CORPORATE  
SOCIAL  
RESPONSIBILITY

2018

May

8

## TOTE BOARD

## FAMILY VISITS WITH BEYOND SOCIAL SERVICES

To appreciate the experiences of people living in public rental housing, Tote Board staff visited 10 families on 8 May 2018 and helped with provisioning daily necessities such as rice and canned food to each household. Staff gained a deeper understanding of the challenges of low-income and vulnerable families.



Jul

20

## READ FOR BOOKS 2018

On 20 July 2018, 120 staff from Tote Board and Singapore Pools gathered together to read for a good cause in support of the National Library Board's initiative, Read for Books. Through the collective effort of the staff, 12 books were donated to charities benefitting children with special needs and those from low-income families.



Sep  
14**MID-AUTUMN FESTIVAL 2018**

On 14 September 2018, Tote Board staff brought 100 beneficiaries from various Social Service Agencies to enjoy the Gardens by the Bay Mid-Autumn Festival. At the Festival, the beneficiaries from Down Syndrome Association, Thye Hua Kwan Moral Charities, O'Joy Care Services and Dignity Kitchen were treated to large-scale lantern sets of mythical creatures, multicultural performances and a walk through the Flower Dome.





2019

Jan  
23 - 31**UPLIFT PROJECT**

From 23 to 31 January 2019, Tote Board staff donated a total of 117 pre-loved bras and swimwear towards the Uplift Project, which benefitted those living in the poorest provinces in the Philippines.

Mar  
19**FOOD PACKING AT FOOD FROM THE HEART**

Seniors living in the Lengkok Bahru and Geylang areas received packs of love from Tote Board staff on 19 March 2019. 11 staff spent the afternoon at Food From the Heart to complete a total of 235 food packs, containing instant oats, noodles, rice, canned sardines, baked beans, biscuits and more.

**“STAFF SPENT THE AFTERNOON AT FOOD FROM THE HEART TO COMPLETE A TOTAL OF 235 FOOD PACKS.”**





2018

Jul

1 - 31

Dec

22

## SINGAPORE POOLS

### FAS INTER-SCHOOL FUTSAL CHALLENGE 2018

Singapore Pools was the title sponsor for the inaugural Singapore Pools-FAS Inter-School Futsal Challenge held in July 2018. With the objectives of developing young players, engaging and channelling their energy through meaningful futsal games, as well as increasing participation at the grassroots level, the event registered the participation of 1,260 students from 84 schools.

### TOUCH FOOTBALL CLINIC

With the help of TOUCH Singapore, Singapore Pools worked with the U20 Women's Touch Football Team to conduct a Touch Football Coaching Clinic on 22 December 2018 for 10 beneficiaries from SHINE Children and Youth Services.



2019

Mar

5 - 6

**LEARNING FESTIVAL 2019**

For the first time, Singapore Pools invited various community and social service partners to join its Learning Festival 2019. Held from 5 to 6 March 2019, over 50 community partners attended the festival. The participants had the exclusive opportunity to engage Dr Daniel Kim, a leading expert in Systems Thinking and Learning Organisation, on how we could enhance employees' value proposition.



Apr 18 - Mar 19

1

31

**COMMUNITY HOUSING SCHEME**

Currently, under its Community Housing Scheme, Singapore Pools provides free rental to a number of social service enterprises to use available spaces in their retail shops.

This includes:

- Caring Fleet, a social enterprise that provides specialised and subsidised transportation services to people with mobility difficulties;
- raiSE's The premiSE, which runs an incubator for social enterprises; and
- Personalised Love, a social enterprise that uses crafts to empower people with special needs.

**“SINGAPORE  
POOLS PROVIDES  
FREE RENTAL TO  
A NUMBER OF  
SOCIAL SERVICE  
ENTERPRISES TO  
USE AVAILABLE  
SPACES IN THEIR  
RETAIL SHOPS.”**

Apr 18 – Mar 19

1 31

**CHARITY DRAW SALES PROGRAMME**

**“SINGAPORE POOLS RAISED \$344,840 BY SUPPORTING WITH ITS RETAIL NETWORK THE SALES OF CHARITY DRAW TICKETS.”**

As part of its Charity Draw Sales Programme, Singapore Pools raised \$344,840 by supporting with its retail network the sales of charity draw tickets by Sian Chay Medical Institution, Singapore Anti-Narcotics Association, Singapore Association for the Visually Handicapped and Sree Narayana Mission (Singapore).

Apr 18 – Mar 19

1 31

**ISHINE STAFF VOLUNTEERISM**

Launched in 2003, the iSHINE Staff Community Programme has a single purpose – to place the community at the heart of everything that they do. It has grown to six groups which organises various activities to support children in need, special needs children, youth-at-risk and the elderly throughout the year. In 2018, 873 volunteers were engaged with 49 activities.

**“IN 2018, 873 VOLUNTEERS WERE ENGAGED WITH 49 ACTIVITIES.”**



2018

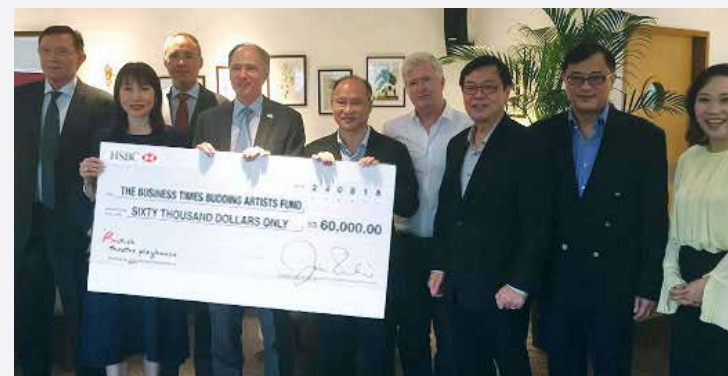
Jun  
24**SINGAPORE TURF CLUB (STC)****CHARITY BOWL 2018 FOR COMMUNITY CHEST**

STC's \$1 million Group 1 Giovanni Racing Charity Bowl concluded on 24 June 2018 with a total sum of \$270,736 raised for Community Chest. The funds will be directed to benefit children with special needs and youth-at-risk from various social service agencies, including Beyond Social Services, Rainbow Centre, and Cerebral Palsy Alliance Singapore.

Jun  
27**THE BRITISH THEATRE PLAYHOUSE 2018**

On 27 June 2018, STC, together with the British Theatre Playhouse and other sponsors, held the "Art for Charity" gala dinner at One Farrer Hotel & Spa, where a total sum of \$60,000 was raised for the Business Times Budding Artists Fund. The objective of the Fund is to ensure that no child who has the potential and interest in the arts will be denied the opportunity for advancement in their talents due to financial constraints. Since 2005, the Fund has supported over 16,000 disadvantaged children and youth in Singapore. The "Art for Charity" gala dinner was attended by President Halimah Yacob and Mr Scott Wightman, British High Commissioner to Singapore.

**"THE FUND HAS SUPPORTED OVER 16,000 DISADVANTAGED CHILDREN AND YOUTH IN SINGAPORE."**





Sep &amp; Dec

19 5

2019

Jan

21

### GUIDE DOGS SINGAPORE VISITS SINGAPORE TURF CLUB RIDING CENTRE

On 19 September and 5 December 2018, STC organised educational tours at the STC Riding Centre for a group of visually impaired beneficiaries from Guide Dogs Singapore. The beneficiaries visited the stables and veterinary facilities, as well as got up close and personal with horses and ponies by experiencing feeding sessions and pony rides.



### FUND-RAISING FOR THE DEAF SPORTS ASSOCIATION

STC organised the Racing Appreciation Night 2018 on 21 January 2019 at the JW Marriott Singapore South Beach Hotel. With generous support from the racing fraternity, STC raised a total sum of \$85,850 for the Deaf Sports Association, with Tote Board providing a matching grant for the funds raised.

**“STC RAISED A  
TOTAL SUM OF  
\$85,850 FOR THE  
DEAF SPORTS  
ASSOCIATION,  
WITH TOTE BOARD  
PROVIDING A  
MATCHING GRANT  
FOR THE FUNDS  
RAISED.”**

# RESPONSIBLE GAMING

## SINGAPORE POOLS

### RESPONSIBLE GAMBLING AWARENESS WEEK 2018

From 5 to 13 April 2018, Singapore Pools hosted the launch of the annual Responsible Gambling Awareness Week (RGAW), in collaboration with Responsible Gambling Forum (RGF), for knowledge-sharing on RG best practices. The theme for 2018's RGAW, "Have you crossed the line?", encourages Singapore Pools customers to reflect on their gambling behaviour. For some, this may lead to seeking help, and it is crucial that both the industry and community work in tandem to deliver the relevant services quickly and seamlessly. For RGAW, customer education roadshows were held at five Singapore Pools branches to educate and remind customers on playing responsibly.



Oct

15

**PARTNERSHIP WITH WE CARE**

**“SINGAPORE POOLS HAS PARTNERED WITH WE CARE, A SOCIAL SERVICE ORGANISATION WITH EXPERTISE IN ADDICTIONS MANAGEMENT AND COUNSELLING, TO CUSTOMISE ITS TRAINING FOR ITS SUPERVISORS.”**

To ensure frontline supervisors are better equipped to manage problem gambling cases that have been escalated for attention, Singapore Pools has partnered with WE CARE, a social service organisation with expertise in addictions management and counselling, to customise its training for its supervisors.

WE CARE also lent their expertise in patrons' education and outreach to help Singapore Pools engage with customers better. For customers who wish to seek professional assistance on gambling, they would also be matched to a WE CARE counsellor for advice via phone or on-premises. Referral services are also available for customers who wish

to attend a clinical consultation at WE CARE, with Singapore Pools subsidising the first two visits.

Oct – Nov

15 14

**RESPONSIBLE GAMING STAFF AND RETAILER TRAINING**

From 15 October to 14 November 2018, Responsible Gaming training was made available on e-learning platforms to enhance and deepen staff's knowledge. Trainer-led Responsible Gaming training sessions were also conducted for all frontline staff.

**“RESPONSIBLE GAMING TRAINING WAS MADE AVAILABLE ON E-LEARNING PLATFORMS TO ENHANCE AND DEEPEN STAFF'S KNOWLEDGE.”**

2018

Apr 18 – Mar 19

1 31

## SINGAPORE TURF CLUB (STC)

### MONTHLY RESPONSIBLE GAMING TRAINING FOR FRONT LINERS

STC organises monthly responsible gaming training for front liners, to equip them with the knowledge to handle potential problem gambling racegoers as well as to readily provide information and assistance to patrons.



### YOUNG AT HEART AMBASSADORS

As part of its ongoing responsible gaming efforts, STC engaged Young At Heart ambassadors from Montfort Care to spread the message of responsible gaming to its patrons at both the racecourse and off-course betting centres on a monthly basis.





# CELEBRATING SUCCESS

2018

Oct

1 - 31

2019

Feb

1 - 28

## TOTE BOARD

### ATTAINED SINGAPORE QUALITY CLASS (SQC) CERTIFICATION

In October 2018, Tote Board achieved SQC, having successfully passed the Business Excellence site assessment. The accolade is a testament Tote Board's Business Excellence journey over the years. The objective of the Business Excellence certification process is to obtain an independent validation with an external perspective, which will allow Tote Board to benchmark its standards in organisation excellence and identify areas of improvements, as part of continuous improvement and transformation.



### MINISTRY OF FINANCE (MOF) GROUP LEVEL AWARDS – CITIZEN ENGAGEMENT AWARD (AGENCY LEVEL)

In 2017, Tote Board initiated a large-scale cross-sectorial outreach programme, with the aim of connecting stakeholders (including policymakers, service providers, community stakeholders and funders) from multiple sectors at common platforms. The programme is known as the "Strategic Initiatives' Kick-Off Series", with stakeholders coming together to discuss emerging trends and needs as well as share best practices. The targeted areas of interests include: (1) Vulnerable Children and Youth – develop potential of our young ones; (2) NPO Sector – build capability and capacity of non-profits; and (3) Caregivers – shift care models to support caregivers. The programme was awarded first runner-up under the Citizen Engagement Award category at the 2019 MOF Group Level Awards.

2018

Sep  
27

2019

Apr  
6

## SINGAPORE POOLS

### MICROSOFT SINGAPORE PARTNER AWARDS 2018

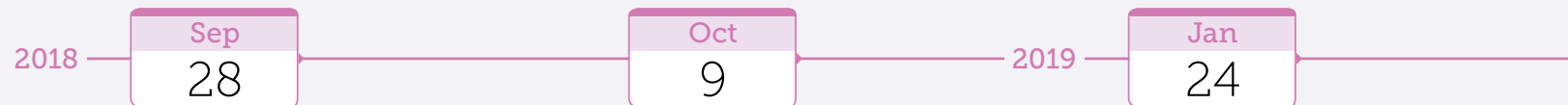
In recognition of its support in bringing digital transformation to the charity sector, iShine Cloud Limited, a charity set up by Singapore Pools, was awarded the Technology for Social Impact award at the Microsoft Singapore Partners' Star Awards 2018.

### SINGAPORE POOLS RECOGNISED AS SOUTH WEST SKILLSFUTURE ADVICE PARTNER

Singapore Pools was recognised by South West CDC for supporting the SkillsFuture movement and partnering with CDC to implement ways to encourage lifelong learning among their staff.

On 6 April 2019, at the Celebrate SkillsFuture Advice @ South West 2019, the then Deputy Prime Minister and Co-ordinating Minister for Economic and Social Policies, Mr Tharman Shanmugaratnam, presented the recognition plaque to Ms Evelyn Goh, Senior Director of People & Culture for Singapore Pools.





## SINGAPORE TURF CLUB (STC)

### NATIONAL SAFETY AND SECURITY WATCH GROUP AWARD CEREMONY 2018

STC's Security Department was awarded the Individual Award during the National Safety and Security Watch Group Award Ceremony 2018, for its unstinting efforts in ensuring the safety and security of STC's premises. STC had also received the Individual Award in 2016 and the Commendation Award in 2013.



### COMMUNITY CHEST AWARD 2018

STC received a Charity Bronze Award from Community Chest for its contributions made in 2017.

### SINGAPORE POLICE FORCE COMMISSIONER OF POLICE COMMENDATION TEAM AWARD

In January 2019, six members of the Security Department received the SPF Commissioner of Police Commendation Team Award for their efforts in combatting crime.





# IT IS NOT OUR PROBLEM

OUR PEOPLE, THE HEART OF OUR ORGANISATION

(STAFF PROFILE)

People are at the heart of all that we do, and this is especially true for our staff. Find out what motivates them to achieve our mission of Giving Hope, Improving Lives.

Story — 01

**I WORK TO  
IMPROVE THE  
LIVES OF THE  
VULNERABLE**





Story — 01

# I WORK TO IMPROVE THE LIVES OF THE VULNERABLE

*Cornelius Choong joined Tote Board after graduating from the National University of Singapore with a Psychology degree. The former Tote Board intern shares about why he joined Tote Board and what keeps him going when things are tough.*

## THE TOTE BOARD ORGANISATIONAL CULTURE IS...

**LIKE A CLOSE-KNIT  
FAMILY. YOU CAN  
APPROACH YOUR  
SUPERVISORS  
WHEN YOU HAVE  
PRESSING ISSUES.  
IF YOU NEED HELP,  
YOU CAN JUST  
ASK YOUR  
COLLEAGUES.**



## WORKING AT TOTE BOARD IS...

fast-paced, meaningful and fun! My portfolio on disability is new to me. The learning curve is also steep because I need to learn about the different services and organisations in the disability sector.

I find my portfolio meaningful as initiatives such as the Tote Board Enabling Lives Initiative help to uplift and improve the lives of people with disabilities.

Apart from work, we also engage in corporate social responsibility activities such as helping seniors and vulnerable groups to clean and paint their rented flats.



## ABOUT ME

### CORNELIUS CHOONG

Assistant Manager,  
Development and Partnerships, Grant Management  
*8 months with Tote Board*



## I JOINED TOTE BOARD BECAUSE...

I found Tote Board's work meaningful after joining as an undergraduate intern. Tote Board helps to distribute resources to build a more equitable society.

Additionally, I enjoy being surrounded by a team of passionate and like-minded individuals who strive to do their best to help vulnerable groups in society.

## I FEEL HAPPY AT WORK...

when I see beneficiaries benefitting from Tote Board's programmes.



## I CAN APPLY WHAT I LEARNT IN PSYCHOLOGY TO MY WORK...

by using Maslow's theory of self-actualisation to explain how we help people with disabilities. As this group of people usually has difficulties getting employed, we can support them to achieve their potential by giving them an equitable starting point in life.

## CHALLENGES OF THE SOCIAL SERVICE AGENCIES (SSA) I WORK WITH

SSAs lack resources and people with the heart to join social services because it is a stressful job. A lot of SSAs' staff suffer from burnout or become disillusioned because change does not happen quickly.

Even if they have money, SSAs have difficulties attracting the right talents because they are unable to pay as much as the private sector.



## WHAT KEEPS ME GOING WHEN THINGS ARE TOUGH?

I know that there is a greater purpose for what we are doing. Even though things might seem challenging, what we are doing ultimately benefits society as a whole so we keep trying.

## JOINING TOTE BOARD HAS CHANGED MY LIFE

Working with vulnerable groups has helped me better appreciate the things and relationships that I have. Apart from that, I also see issues from a long-term perspective as it takes a long time before the results of our programmes come to fruition.

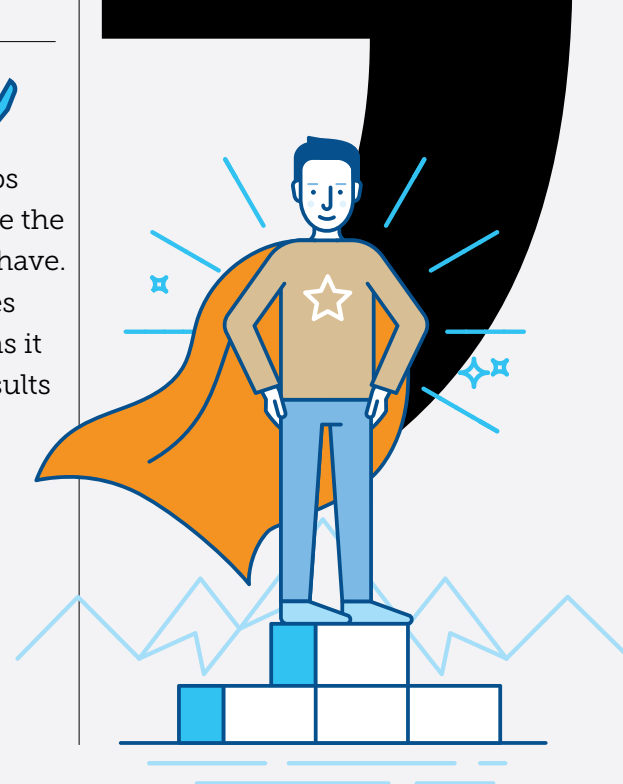
## DURING MY FREE TIME, I ENJOY...

Rock-climbing and reading.



THEY ARE INDIVIDUALS LIKE US, WITH HOPES AND DREAMS.

WHAT PEOPLE NEED TO RECOGNISE ABOUT VULNERABLE GROUPS...



# THOUGHTS ABOUT CORNELIUS

(FROM CORNELIUS' SUPERVISOR)



ABOUT ME

**TAN SIEW KENG**

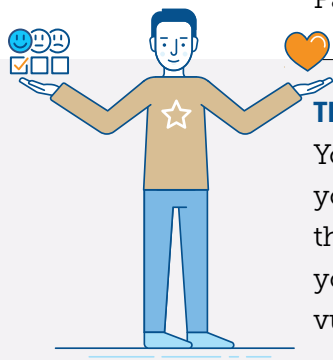
Assistant Director  
(Development &  
Partnerships, Social)



## ON HIS PERFORMANCE



I was impressed by Cornelius' motivation and interest to learn. During his internship, he demonstrated a high level of dedication and initiative for his project. For instance, even though his project was to investigate technology adoption in the non-profit sector, which was different from his major in Psychology, he managed to delve deep into the subject matter and understand the challenges of the SSAs.

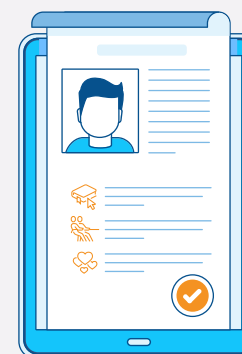


## THE SOFT AND HARD SKILLS NEEDED FOR CORNELIUS' JOB

You need to use your head and heart. When assessing cases for grants, you need to use your head to assess if a project is worth supporting and the likelihood of it achieving its intended outcomes. At the same time, you also need to use your heart to understand the challenges faced by vulnerable groups and be motivated to do more to improve their lives.

Be open and willing to learn. There are no standard operating procedures (SOPs) in work-life. So, be humble and willing to listen and work with people to advance the outcomes that we want.

## ADVICE FOR THOSE WHO WANT TO JOIN TOTE BOARD





# THEY DON'T NEED OUR SUPPORT

## STORIES OF HOPE (GRANTMAKING)

This section features Singaporeans who were helped by our grants. Their stories inspire our commitment to collaborate with our stakeholders and partners in grantmaking.

### Feature

01 TOTE BOARD'S  
GRANTMAKING  
OVERVIEW

03 SUPPORT FOR  
CAREGIVERS

05 GIVING VOICES  
TO THE VOICELESS

02 RECOVERING  
WITH  
PEER SUPPORT

04 MAKING WISHES  
COME TRUE

06 FUND-RAISING

01



02



03



04



05



06





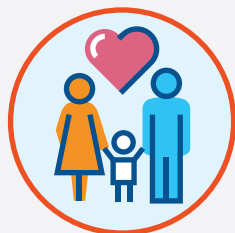
# TOTE BOARD'S GRANTMAKING OVERVIEW

## TOTE BOARD STRATEGIC OUTCOMES



### Equitable Opportunities for Vulnerable Groups

A socially inclusive society that supports different ways for vulnerable members of society to fulfil their potential and enable them to make meaningful contributions to society.



### Resilient Community

A cohesive society with a shared identity, able to overcome major social fault lines, with the capacity to navigate and prosper in the face of adversity and change.



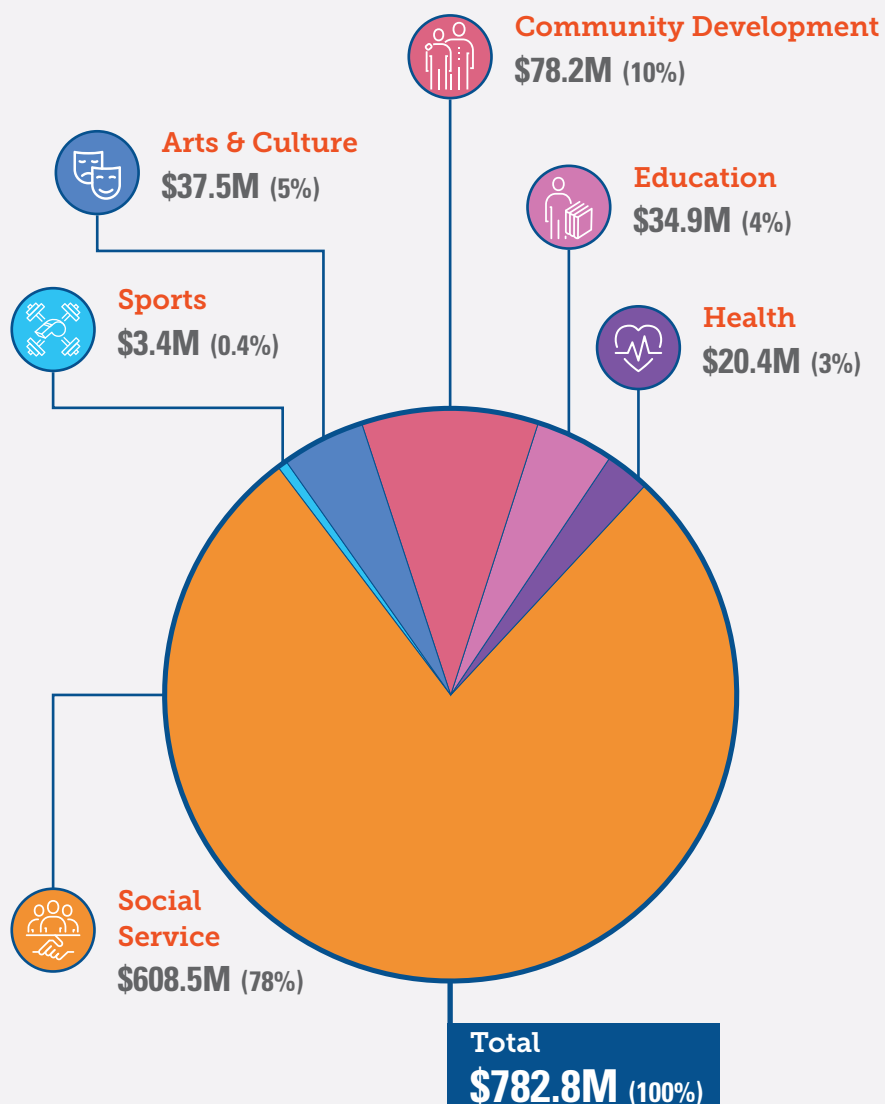
### Enhanced Quality of Life

A society that achieves high quality of life through a vibrant culture, active lifestyles and quality public living spaces.

Since 1988, we have approved more than \$10.1 billion in grants. Tote Board performs its grantmaking function leveraging on a collaborative ecosystem of stakeholders and partners that include social service agencies, learning institutions and other non-profit organisations. Tote Board, together with its stakeholders and partners, take on a "Many Helping Hands" approach towards understanding ground challenges and needs to curate impactful programmes to benefit Singaporeans and the community. These programmes cover the sectors of Arts & Culture, Community Development, Education, Health, Social Service and Sports.

## OVERVIEW OF GRANTS APPROVED FOR FY2018

In FY2018, Tote Board approved a total of \$783 million in grants in the following sectors:



## TOTE BOARD'S GRANT MANAGEMENT FRAMEWORK

Our grant management activities are generally guided by these broad principles:

- Align with government policies
- Complement, not supplement, government funding
- Facilitate as a convener to enable knowledge sharing
- Accelerate, enhance and experiment
- Encourage sustainability, capacity and capability building
- Enable, not control
- Flexible funding approach and co-funding policy

## STRATEGIC FOCAL AREAS OF OUR GRANTMAKING

Tote Board has formulated a roadmap on strategic initiatives which includes:

- Building Capability and Capacity of the Non-Profit Sector
  - » Strengthen the non-profit ecosystem and promote sharing of knowledge and collaboration
  - » Support people development, innovation and technology for effective programmes and sustainable organisations
- Shifting Care Models to Better Support Caregivers
  - » Improve caregivers' ability to care and encourage community mobilisation
  - » Holistic support for the caregiver's wellbeing, economic security and employability

- Develop the Potential of Vulnerable Children and Youth
  - » Ensure emotional and mental wellbeing
  - » Develop future-oriented soft skills and values, as well as promote opportunities
- Promote National Shared Identity and Deepen Social Resilience
  - » Promote the Singapore Spirit, inter-cultural harmony and shared experiences
  - » Encourage community ownership, as well as national and global citizenship

While Tote Board has identified focus areas to improve our giving strategy and impact of our grants, we believe that collaborations to achieve shared goals is imperative, and we encourage programmes that enable such cooperation. Tote Board also emphasises and prioritises beneficiary-centric, sustainable and community-led grant proposals. As part of engagement with stakeholders and partners, we continue to be keen to engage the ground to hear out emerging areas of challenges and needs, and share and exchange insights and perspectives.

**“WE BELIEVE THAT COLLABORATIONS TO ACHIEVE SHARED GOALS IS IMPERATIVE.”**

 **Read more real life stories of how our grants have helped the community**

## OUR PLANS FOR FY2019

Continuing into the new work year, the Tote Board team will focus its efforts on three areas:

### Impact

- Developing grants that effectively meet the critical needs and gaps of the community

### Steward

- Working with partners and grantees to ensure that public funds are used for the intended purposes in a prudent and accountable manner, that also facilitates the smooth delivery of programmes

### Strengthen

- Empowering the people, public and private sectors through capacity- and capability-building and effective mobilisation of community assets





Gwladys is a Program Executive at the AMKFSC Community Services Ltd.

Feature — 02

## RECOVERING WITH PEER SUPPORT

**"I FEARED TO  
BE ALONE AND  
CONSTANTLY  
THOUGHT THAT MY  
LOVED ONES WILL  
ABANDON ME."**

*Gwladys*

Motherhood is often described as a beautiful and joyous milestone in life. However, for Gwladys Tan, becoming a mother was an entirely different story.

Like many others, Gwladys, 37, experienced the newfound joy of being a parent initially. But one month after giving birth to her daughter, she started to struggle with her new role and her emotions took a nosedive.

Describing her experience as falling into a deep, dark abyss, Gwladys said: "I feared being alone and constantly thought that my loved ones will abandon me. As a result of this deep-seated insecurity, I had frequent emotional outbursts and constantly demanded for my family's attention and time."

Depression and volatile mood swings became part of her life as she struggled with a crying baby that constantly required her attention. Gwladys' fragile emotional state also threatened to drive a wedge between her and her husband.

### STRUGGLING IN THE DARK

The sense of desperation and hopelessness that Gwladys felt as a new mother was not entirely new to her. After all, for most of her life, she had been battling these issues since her first brush with mental health issues at the age of 15.

"When I was in Secondary Three, I failed two subjects during my mid-year exams. I felt that I had failed in life because all along, my strong academic record was the anchor for my self-esteem,"



Gwladys said. An intense feeling of hopelessness started to set in and Gwladys began avoiding school and withdrawing from activities that she used to enjoy.

At the same time, Gwladys also struggled to understand the maelstrom of thoughts swirling in her head – “What caused me to vent my frustrations in an aggressive and sometimes, violent manner? Why do I need medication? How could I feel well, yet have uncontrollable emotions?”

Worried about her mental health, Gwladys’ parents brought her to the hospital for psychiatric treatment. Gwladys was diagnosed with major depressive disorder and she was consequently warded for two weeks.

Although Gwladys’ condition improved over time and she managed to hit conventional milestones – graduating from university, getting a job and getting married, she continued to be plagued by mental health issues for the next two decades and had to see doctors and therapists throughout the years.

Eventually, Gwladys noticed a familiar pattern in her condition.

“I noticed that major depressive episodes repeated when I struggled to cope with changes such as new responsibilities, relationships in school or at work.”

As the pressure to recover mounted, Gwladys tried various ways to get help, including seeing doctors, taking medicine

**“IT WAS A  
FORGIVING AND  
NON-JUDGMENTAL  
ENVIRONMENT  
SO IT WAS SAFE  
TO SHARE YOUR  
STRUGGLES  
BECAUSE YOU  
KNOW NOBODY IS  
GOING TO JUDGE  
YOU.”**

*Gwladys*



Gwladys meets a client

and attending psychotherapy. When none of these helped, she decided to look beyond clinical options – a peer support group which she found online.

## A SUPPORTIVE ENVIRONMENT

Gwladys attended her first peer support session in late 2015 where she found the answer to her prayers. The session was a welcoming and safe environment to share her problems with others.



Gwladys matches recovering Persons with Mental Health Issues with potential employers

**“IT DAWNED ON ME THAT I TOO COULD START ACCEPTING MY CHALLENGES AND FIND A WAY OUT.”**

*Gwladys*

resources which helped, it was an empowering moment for me. It dawned on me that I too could start accepting my challenges and find a way out.”

After attending multiple peer support sessions, Gwladys said she went from seeing herself as hopeless to seeing some hope in her life. Before that, Gwladys had not experienced the same sense of psychological safety in any other social group.

## LENDING A HELPING HAND TO OTHERS

Since then, Gwladys has taken charge of her recovery journey and joined the Peer Support Specialist programme in 2017. The programme was developed by the National Council of Social Service (NCSS) and supported by the Institute of Mental Health as well as mental health agencies to equip persons with mental health conditions with peer support skills to support others in recovery. Upon obtaining the Certificate in Peer Support, Peer Support Specialists (PSS) can apply for peer support roles such as those found in the healthcare or social service agencies.

In Gwladys’ case, she was employed by the AMKFSC Community Services Ltd. as a Program Executive after graduating from the PSS programme. Now, Gwladys administers the Apprenticeship scheme, which provides a paid work trial in healthcare or social service agencies for up to nine months.

As part of her job, Gwladys provides a listening ear to PSS and also matches them with potential employers. Additionally, she networks actively to find suitable agencies to join the Apprenticeship scheme as employers.

“During the session, the facilitator laid out some ground rules – everyone was welcomed to speak. It was a forgiving and non-judgmental environment so it was safe to share your struggles because you know nobody is going to judge you,” Gwladys recalled. The facilitator also shared her personal experience of overcoming difficulties – a pivotal moment which sent Gwladys on the road to recovery.

Elaborating, Gwladys said: “When the facilitator shared what it meant for her to embrace her challenges and the tools and



**"I STRONGLY  
BELIEVE THAT  
MUCH OF A  
PERSON'S  
RECOVERY  
HAPPENS IN A  
COMMUNITY."**

*Gwladys*

After benefitting from peer support and finding a community to reintegrate into, Gwladys is now a firm advocate of the PSS programme.

"I strongly believe that much of a person's recovery happens in a community. We like to relate to others with similar experiences, interests or goals. In the mental health sector, peer support can complement formal treatments and promote a common understanding that recovery is the way forward."

## APPRENTICESHIP SCHEME



Tote Board Mental Health Initiative (TBMHI) funds programmes aimed at supporting mental wellness and creating opportunities for Persons with Mental Health Issues (PMHIs) to lead a dignified life to their fullest potential. The Apprenticeship Scheme and Peer Specialist programme are funded by TBMHI through NCSS from FY2018 to FY2019.

The Apprenticeship Scheme was launched in 2018 to give Peer Support Specialists (PSS) an opportunity to work in an agency for up to nine months. During the trial period, agencies can explore adding peer roles in their services to provide formal employment for PSS. As of December 2018, 24 PSS have signed up for the scheme.





Mary's brother has schizophrenia

Feature — 03

## SUPPORT FOR CAREGIVERS

**“ANDY SCREAMED AND COULD NOT BE CALMED DOWN. ONCE, I WAS TALKING TO HIM WHEN HE POINTED TO THE SPACE BESIDE ME SAYING THERE WAS SOMEONE WHEN THERE WAS NO ONE.”**

*Mary*

One of the fondest memories of Mary Yip, 49, is of playing Carrom with her youngest brother.

“My brother was so good at Carrom that I didn’t even have a chance for my turn. Since I always lose, I once told him jokingly that I didn’t want to play with him anymore,” Mary shared.

As Mary’s closest sibling, Andy often played badminton, Carrom and Chinese chess with Mary when they were teenagers. They also had endless conversations on a wide range of topics all the time.

However, all these ended in 2004 when her brother started acting strangely.

“Andy screamed and could not be calmed down. Once, I was talking to him when he pointed to the space beside me saying there was someone when there was no one,” said Mary. Additionally, Andy also exhibited other atypical behaviours such as talking to himself and sleeping constantly, which Mary and her family members attributed to his addiction to sleeping pills.

Little did they know that this was merely the start of a nightmare for the entire family.

“When I visited my parents one day, I found a large dent in their new wardrobe. My mother told me it was the result of Andy punching the wardrobe when he was agitated,” Mary recounted.





Mary shares her emotional journey with a caregiver

## **“WHEN ANDY WAS DISCHARGED, MARY AND HER MOTHER BECAME HIS MAIN CAREGIVERS.”**

It was as though her brother Andy, a diligent worker at a coffee shop, had vanished. In his place was a stranger who no longer cracked jokes like he used to with Mary. This stranger “looked stoned, mumbled incoherently and had a tendency to punch and kick objects when agitated,” said Mary.

“Andy would scream all day and only go to bed when he was tired. When he woke up, he continued screaming. His behaviour lasted for a few months and got to a point where my parents became extremely sleep-deprived,” Mary revealed. Her parents, who lived with Andy, bore the brunt of his erratic behaviour which spiralled out of control.

Worried about her parents’ health as they were in their 70s, Mary and her eldest brother brought Andy to the Institute of Mental Health (IMH) where he was diagnosed with schizophrenia.

## **THE STRUGGLES OF A CAREGIVER**

Andy, then 31 years old, was warded in the hospital for around two months. When he was discharged, Mary and her mother became his main caregivers.

During the day, Mary’s mother, a homemaker, cooked for Andy and checked to ensure that he took his medication. When he didn’t, she called Mary for help. After work, Mary visited Andy daily to talk to him and gave him emotional support as he battled his condition.

“I would ask him how was his day, what was he looking forward to and what he wanted in his life,” Mary explained.

When Andy saw his doctor, Mary helped him to answer the questions about his medical history when he had difficulty doing so. She also shouldered all his expenses, including his treatment fees.

As with many caregivers, caregiving took a toll on Mary and her mother physically and emotionally.

“I was very busy and stressed working as a personal assistant so it was difficult to care for Andy when I was so tired after work. My mother and I also struggled because we had no knowledge about schizophrenia and did not know where to seek help. When I asked my friends, none of them knew how to help me. Neither were they able to console me.”

## SEARCHING FOR A SOLUTION

Keen to find out what else she could do as a caregiver, Mary joined a caregiver course conducted by the Hougang Care Centre. The Centre's programme manager referred Mary to the Caregivers-to-Caregivers Training Programme (C2C) conducted by the Caregivers Alliance Limited (CAL).

The C2C programme is a 12-week free course that equips caregivers with the knowledge and skills to better cope with their caregiving responsibilities. As part of the programme, caregivers learn about mental health conditions and soft skills such as self-care, empathy and communication. CAL is a social service agency that empowers caregivers of persons with mental health issues by providing education, support networks, crisis support, enabling self-care and other professional services.

"The programme taught us the different types of mental health issues so I could understand my brother's behaviour. It felt as though the course was about me as the topic was so close to my heart," Mary revealed.

After the course, Mary learnt how to practise self-care and developed greater empathy for her brother. For instance, when Andy made hurtful remarks to her, Mary did not take it to heart as she understood that it was a result of his condition.

More importantly, the course gave Mary a glimmer of hope.

"I realised that I am not alone. There are so many people like me."

**"I REALISED THAT  
I AM NOT ALONE.  
THERE ARE SO  
MANY PEOPLE LIKE  
ME."**

*Mary*



Mary chats with a caregiver

## EMPOWERING OTHER CAREGIVERS

Having experienced the benefits of attending the C2C programme, Mary was ready to pay it forward by advocating support for caregivers.

"There are a lot of resources [for caregivers] but nobody knows about them," Mary explains.

She started by becoming the first volunteer trainer for the Chinese language version of C2C for five years, before joining CAL as a full-time Caregiver Support Specialist in January 2018. As a Caregiver Support Specialist, Mary conducts C2C training and provides emotional support to the participants.



**“STAY POSITIVE  
AND READ MORE  
TO UNDERSTAND  
YOUR LOVED ONE’S  
CONDITION.”**

*Mary*

Ultimately, Mary urges other caregivers to seek help, like what she did.

“A lot of caregivers are depressed because they keep thinking about their loved ones. This is why self-care is important. Stay positive and read more to understand your loved one’s condition. Also, there is help in Singapore – you can join a caregiver support group.”

#### **ABOUT THE TOTE BOARD SOCIAL SERVICE FUND (TBSSF)**



The Tote Board Social Service Fund (TBSSF) funds programmes aimed at providing equitable opportunities to vulnerable groups. To date, more than \$700,000 was allocated to Caregivers Alliance Limited (CAL), with another \$3.4 million to be disbursed over the next three years. The funding has allowed CAL to sustain its operations and focus its efforts on providing quality services for caregivers through its core programmes: Caregivers-to-Caregivers Support Centre (CSC), Caregivers-to-Caregivers Training Programme (C2C), and Individual Training and Support Programme (ITS). CAL’s programmes are offered in both English and Mandarin.

As of July 2019, close to 4,000 caregivers have attended the C2C programme.





Irfan, Izz and Lubna love spending time at the Children's Wishing Well

Feature — 04

## MAKING WISHES COME TRUE

**"THERE'S NO ONE ELSE TO LOOK AFTER US, SO WE HAVE TO TAKE CARE OF OURSELVES."**

*Irfan*

At first glance, Irfan Sirhan seems like an ordinary 13-year-old student. But beneath his cheerful disposition lies a maturity beyond his years.

From a young age, the Secondary 1 student has been caring for his younger siblings Izz Salman, 10 and Lubna Mahirah, 9 when their parents go to work. Together with an older brother, Irfan and his family of six live in a two-room HDB flat.

Irfan's father holds two jobs – as a cleaner in a shopping mall and a condominium. He only has a one-hour break in between each job. Although Irfan's father is due for knee surgery, he has been delaying it as feeding and clothing the children come first.

To help out with the family's finances, Irfan's mother works as a sales merchandiser from 7 am till 8 pm. As much as the close-knit family enjoys spending time together, they have no one else to turn to for help so Irfan's parents are forced to leave the children alone for long hours while they work.

After school, the children watch television or videos at home as they eagerly await their parents' return from work. "There's no one else to look after us, so we have to take care of ourselves," Irfan shared.

Things improved significantly when their family joined the non-profit organisation Children's Wishing Well (CWW) in 2017. During a regular CWW outreach effort to primary schools, Irfan and his siblings were referred to the CWW as potential





Irfan, Izz and Lubna see the Children's Wishing Well as their second home

**"THE CWW IS A BRIGHT AND CHEERFUL SPACE THAT THE SIBLINGS LOOK FORWARD TO GOING."**

the beneficiaries attend learning journeys organised by corporate organisations for knowledge exposure.

## **A LOVING SECOND HOME**

The CWW is a bright and cheerful space that the siblings look forward to going, with walls painted a bright tangerine colour and rooms with names such as "Courage" and "Passion". Inspiring quotes such as "Believe that you can and you are halfway there" by former American President Theodore Roosevelt also adorn the walls at the CWW, as a positive reminder to the beneficiaries that they can also fulfil their potential in life.

While Izz and Lubna attend their English, Maths and Art classes at the CWW, Irfan helps the other beneficiaries with their school work even though he has graduated from the CEP.

beneficiaries of the Children Enrichment Programme (CEP) as they were also supported under the Ministry of Education's Financial Assistance Scheme.

The CWW is a registered charity that provides a wide range of services for children and youth from low-income families, as well as families where the parents are unable to take care of their children due to reasons such as incarceration.

In 2017, the CWW started the CEP, a free after-school programme that provides tuition and classes in music, sports, art and more conducted by professionals and volunteers. The CEP equips beneficiaries with various life skills such as personal grooming, social etiquette and public speaking. As part of the programme,

Apart from academic classes, the siblings also attend a variety of non-academic lessons. For instance, Izz has had the opportunity to perform in front of an audience after attending a drama class, while Irfan attends the sports enrichment classes regularly and has been selected to attend a rugby training session in Japan later this year. The siblings also bake at the CWW's baking studio where Izz discovered a love for baking during a cookie baking session.

The CWW occupies an important part in the siblings' life – it is a second home where they feel safe and happy, as well as a conducive environment to spend their time productively.

"I will be sad if there is no CWW. Without it, I will not be able to

attend so many outings and meet my friends," said Lubna wistfully.

"I like the teachers here. They are very kind. If we don't do well in tests, they will tell us don't be discouraged," Izz shared.

## CARING FOR YOUNG MINDS AND HEARTS

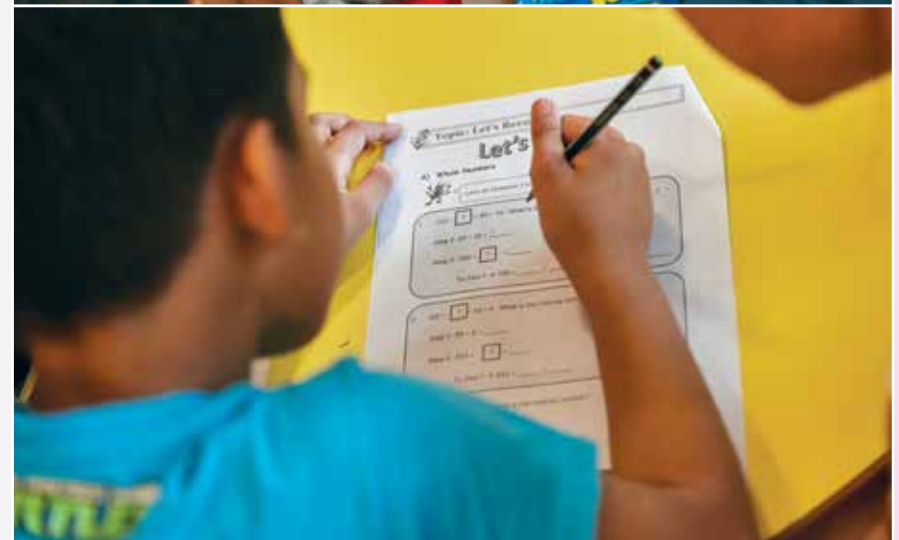
Explaining the rationale for starting the CEP, Ms Hanisah Hamid, the programme manager said: "For kids from disadvantaged backgrounds, the gap is there when they are born. For instance, some of our kids started their pre-school late because of their (family) circumstances. So, we try to expose them to various opportunities that they might not have or even be aware of."

These opportunities include sports enrichment classes, speech and drama classes, as well as learning journeys to places like Google's headquarters and Kidzania to expose the beneficiaries to potential career options. In Irfan's case, he was selected for a rugby training in Japan due to his athletic potential and as an incentive for good behaviour.

Beyond that, the CEP also empowers their beneficiaries by introducing the "CWW Gives Back" programme where beneficiaries visit the old folks' homes for voluntary work. Ms Hamid said that voluntary work also helps to instil a sense of responsibility in the beneficiaries so that they do not take things for granted. At the same time, it also helps them to understand the importance of paying it forward.

**"WE TRY TO EXPOSE THEM TO VARIOUS OPPORTUNITIES THAT THEY MIGHT NOT HAVE OR EVEN BE AWARE OF."**

*Ms Hanisah*



TOP: Ms Hanisah Hamid telling the beneficiaries a story

ABOVE: A beneficiary attending tuition



Izz, Irfan, Lubna and  
Ms Hanisah Hamid outside the  
Children's Wishing Well

**"THE PROGRAMME  
HAS GIVEN THEM  
THE CONFIDENCE  
TO DREAM BIG FOR  
THEIR FUTURE."**

## **WISHING FOR A BETTER FUTURE**

Regardless of how the CEP has evolved over the years, one thing remains constant – helping children and youth from disadvantaged families. Ms Hamid shared that the CEP is expanding and they hope to help 500 children by 2021.

As for Irfan and his siblings, the programme has given them the confidence to dream big for their future. Izz wants to be a chef, while Lubna wants to be a nurse and Irfan dreams of becoming a policeman.

## **CHILDREN ENRICHMENT PROGRAMME BY CHILDREN'S WISHING WELL**



Tote Board funds the CEP with \$3.8 million over three years, from calendar year 2019 to 2021. As tuition and different types of enrichment programmes become increasingly prevalent, students from vulnerable families are increasingly disadvantaged.

To address this challenge, the CWW started the CEP in 2017. Through the CEP, the CWW aims to maximise every child's potential and help them improve their self-confidence, discipline and resilience with a rich variety of programmes.





Mr Lee, Mdm Foo and their son Daniel

Feature — 05

# GIVING VOICES TO THE VOICELESS

## “ACP IS THE PROCESS OF DECIDING HOW YOU WANT TO BE CARED FOR IF YOU ARE UNABLE TO MAKE DECISIONS FOR YOURSELF.”

For seven years, Mdm Foo Jik Heng’s mother laid in bed, fully dependent on someone to feed, bathe and dress her. She had become bedridden after suffering a bad fall in her 80s.

Since then, Mdm Foo and her family have struggled to find a caregiver for their mother. After exhausting all means to find someone suitable and desperate for help, they made the painful decision to put her in a nursing home.

Eventually, her mother passed on at the age of 98 but the memories of her last days remain seared in Mdm Foo’s mind to this day.

“She couldn’t walk, talk or function normally,” recalled Mdm Foo. It was an immensely stressful period for Mdm Foo and her family as they had to agree on difficult decisions such as her treatment options since they could not ask their mother about her preferences.

After seeing her mother’s heartbreaking plight, Mdm Foo, 78, was determined not to let history repeat itself. Hence, she made the major decision to kickstart her Advance Care Planning (ACP) journey while she was still healthy.

ACP is the process of deciding how you want to be cared for if you are unable to make decisions for yourself. As part of the process, individuals can decide whether to withdraw or withhold invasive treatments such as artificial ventilation when they are critically ill. Once individuals have made their decisions, they can nominate spokespersons to execute their wishes accordingly.





Mdm Foo learnt about Advance Care Planning through a talk

**“I TOLD MY DAUGHTER THAT I DID NOT WANT ANY TREATMENT IF I WERE HOOKED UP TO A MACHINE.”**

*Mdm Foo*

According to Mdm Foo, breaking the news to her family was easy as they were supportive of her decision.

Daniel Lee, Mdm Foo’s son said: “I was aware of the ACP as I read about it in the news. I think it is a good programme because many people struggle to make decisions for their loved ones when they do not know their wishes.”

It also helped that there was a facilitator to guide the family along during the decision-making process.

Describing the consultation process as “sensitive”, Daniel shared: “The entire consultation process was very well done. Mei Hua explained what is ACP and she was very proactive in soliciting our responses. At the same time, she knew when to probe and when to pull back when she realised that my parents had difficulties answering the questions.”

Echoing similar sentiments, Mdm Foo said: “Mei Hua explained the ACP process clearly. She was patient and friendly.”

Mdm Foo’s ACP was done in one consultation session as she knew exactly what she wanted. After the session, Mdm Foo and her family felt as though a heavy burden had been lifted off their shoulders.

“I felt very happy after the session because my family members know what I want now. I don’t need to trouble them or stress them out with the decision-making,” Mdm Foo said.

## HAVING PEACE OF MIND

“My Zumba instructor told me about a free ACP talk at the Sheng Hong Family Service Centre. After attending the talk, I told my daughter that I did not want any treatment if I were hooked up to a machine. I don’t want to suffer,” Mdm Foo shared.

To Mdm Foo, the decision was a straightforward one as she did not want to end up like her mother who could not decide if she wanted to stop treatment.

Eager to start her ACP journey, Mdm Foo contacted Wong Mei Hua, a certified ACP facilitator at the Sheng Hong Family Service Centre for a free consultation. It was during that time that she was asked to involve her family members in the discussion.

Likewise, Daniel felt that having an ACP for his parents was helpful.

"Doing the ACP with my mother gave me an appreciation of life. It made me reflect on what my parents had done for us over the years so I appreciate them more. Additionally, it made me want to spend more time with my family."

"We all have to go one day so I have peace of mind after knowing my mother's wishes. When the time comes, I don't have to struggle to make decisions," he adds.

## NEVER TOO EARLY TO PLAN

While most people tend to leave planning for their healthcare needs to the last minute, ACP facilitator Mei Hua encourages her clients to start planning early.

As an ACP facilitator, Mei Hua finds out the healthcare needs of her clients and helps their nominated spokespersons understand their needs. During a consultation session, Mei Hua asks her clients why they decided to do an ACP and what they know about the ACP to facilitate the process.

Despite the obvious benefits of the ACP, Mei Hua pointed out that many people still have misconceptions about it.

"Some people associate the ACP with planning for their death, which they see as taboo, so they are reluctant to talk about it." Apart from that, some also find it unnecessary to do ACP as they assume that their loved ones will know what they want.

**" WHEN THE TIME  
COMES, I DON'T  
HAVE TO STRUGGLE  
TO MAKE  
DECISIONS."**

*Daniel Lee*



TOP: Mei Hua is an Advance Care Planning facilitator at the Sheng Hong Family Service Centre

ABOVE: Mei Hua encourages individuals to do Advance Care Planning early



Mr Foo, Mdm Foo and their son Daniel are supportive of Mdm Foo's decision to do Advance Care Planning

**"ACP ENSURES  
THAT YOUR VOICE  
CAN BE HEARD  
WHEN YOU ARE  
UNABLE TO SPEAK  
ONE DAY."**

*Mei Hua*

Addressing these misconceptions, Mei Hua said: "ACP is important because it ensures that your voice can be heard when you are unable to speak one day."

Now that Mdm Foo has experienced the full benefits of the ACP, she has become an advocate for it – she has persuaded her sister and husband to sign up for ACP consultation.

## TOTE BOARD COMMUNITY HEALTHCARE FUND



Tote Board Community Healthcare Fund (TBCHF) aims to enhance healthcare support for the community, especially in long-term care services by encouraging innovative programmes and building capacity and capabilities for the future. The ACP is funded by TBCHF through Agency of Integrated Care (AIC). Since January 2019, Tote Board has provided \$1.36 million to the AIC for 3.5 years to start five heartland community nodes to provide public education and free ACP facilitation for individuals. The funding covers 75% of the ACP nodes' operational expenditure. As of July 2019, more than 15,000 people have lodged their ACPs.

As one of the ACP nodes, the Sheng Hong Family Service Centre has actively organised events such as talks and forums to increase awareness about ACP. It plans to reach out to 1,500 people by 2022 through educational talks, roadshows and networking sessions in the community.



# FUND-RAISING

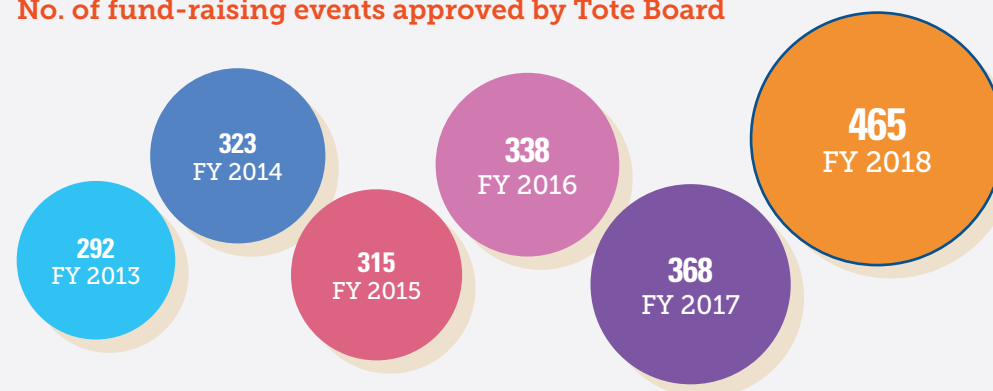
## FUND-RAISING

Tote Board started its fund-raising programme to encourage ground-up community initiatives that address challenges and better meet the needs of the underserved. Funds provided by Tote Board help social service agencies and non-profit organisations achieve their fund-raising targets. Since the inception of the programme in 2006, Tote Board has supported more than 3,000 fund-raising projects, with more than \$900 million raised for beneficiaries in the sectors of Arts & Culture, Community Development, Education, Health, Social Service and Sports.

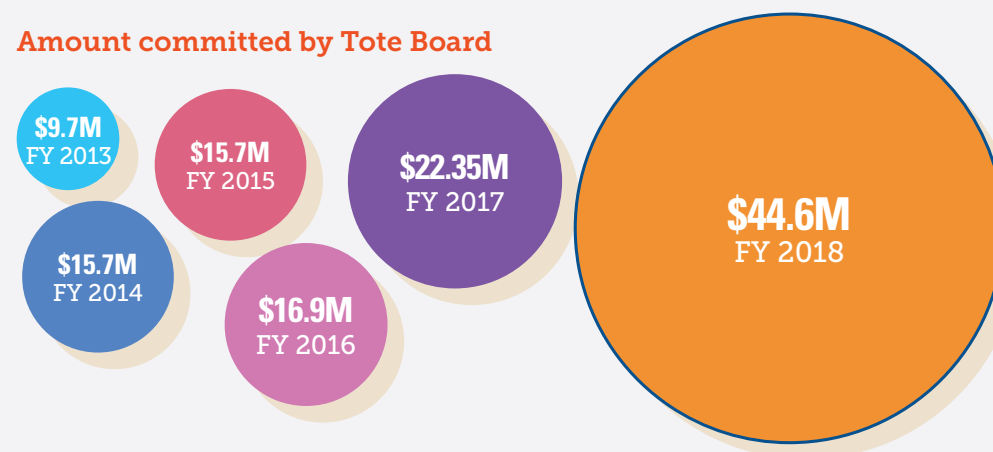
In FY2018, to commemorate 30 Years of Giving, Tote Board set aside \$50 million and doubled its contributions from \$50,000 to \$100,000 per project. This Commemorative Fund-Raising Initiative was applicable to fund-raising projects implemented between 1 April 2018 and 31 March 2019. This initiative builds on the success of getting individuals and organisations to do more for the needy.

**“TOTE BOARD HAS SUPPORTED MORE THAN 3,000 FUND-RAISING PROJECTS, WITH MORE THAN \$900 MILLION RAISED FOR BENEFICIARIES.”**

### No. of fund-raising events approved by Tote Board



### Amount committed by Tote Board





## ALL SAINTS HOME FUNWALK CARNIVAL 2018

“ The inaugural All Saints Home FunWalk Carnival 2018, a corporate-wide fundraising event and family day, was held on 5 May 2018. Our residents, clients, next-of-kin, volunteers, staff, donors, sponsors and other invited guests gathered at Bay East Bridge, at Gardens by the Bay, for a day of fun activities and games. The event was a great occasion for the All Saints Home family to bond and spend time together. Tote Board’s Commemorative Fund-Raising Initiative is a tremendous encouragement to All Saints Home as we work together to fulfil our mission to provide quality care, bring joy and comfort, and honour the dignity of our residents and clients in a caring Christian environment.

### MR MICHAEL TAY

Chief Executive Officer  
All Saints Home



## SIAN CHAY CHARITY MUSIC CONCERT

“ Tote Board’s Commemorative Fund-Raising Initiative supported 10 fund-raising projects organised by Sian Chay, which raised \$6,874,836.50 with the support of \$984,702.80 from Tote Board grants. The funds raised can benefit 785,954 patient visits, influence the public to support our cause, and inspire our management team to strive harder to aid more people in the community regardless of race, religion or nationality.

The “Er Hu Master” George Gao Sian Chay Charity Music Concert was supported with a Tote Board grant of \$100,000. This charity concert raised \$349,768 to care for 34,977 patient visits. This truly shows that Charity and the Arts are partners on a bright journey, serving the needy and elderly in the community

together. The artistes performed pro bono and our supporters contributed sponsorship in kind.



### TOH SOON HUAT JP, BBM, PVPA

Chairman  
Sian Chay Medical  
Institution

## MILES FOR SMILES

“ Cycling Without Age Singapore has given over 5,000 trishaw rides since October 2015 and our impact study shows that seniors who stay in nursing homes report a 60% increase in social connectedness, and an 80% increase in mood and outlook on life as a result of these rides. Miles for Smiles aims to accelerate the impact of our rides and reach more seniors across Singapore. With Tote Board’s support, we were able to hold a series of events that connected over 50 volunteers with our senior beneficiaries and took over 100 seniors out for rides, allowing us to continue riding more miles and bringing more smiles to our seniors.

### MARIEKE BINK

CEO  
Cycling Without Age  
Singapore



## WHEEL, WALK OR JOG & FAMILY CARNIVAL 2018

“ The Wheel, Walk or Jog & Family Carnival 2018 is our annual event which aims to raise awareness of persons with disabilities (PWD) and raise funds to support our programmes and services that benefit

PWD and the elderly. We are very grateful to Tote Board for its ongoing support of our fund-raising efforts, especially the doubling of contribution by Tote Board to commemorate its 30<sup>th</sup> Anniversary.

### JONES PUNG

Senior Manager  
(Head) Finance, Fundraising  
Handicaps Welfare Association

## LIGHT – FESTIVE CHEERS FOR A CAUSE

“ We are grateful that our fund-raising efforts for *“Lessons in Geometry Through Holiday Tidings – LIGHT”*, held in partnership with Methodist Girls’ School in November 2018, have qualified us for Tote Board’s Commemorative Fund-Raising Initiative. Raising close to \$190,000 for the SKH Better Health Fund, we were very much encouraged by the strong philanthropic and giving spirit displayed. The students beautified the hospital surroundings with an array of festive artworks created by them and brought an ensemble of music and dance performances to patients and staff.

Through this programme, Tote Board doubled its contribution, for which we are extremely appreciative. At the centre of any community’s strength is the spirit of giving. SKH Better Health Fund’s objective is to promote a spirit of generosity for the cause of Better Health in the community. All contributions will empower and enable SKH to realise its vision – working with the community to inculcate Healthy Living, Fulfilling Life.

### AMY GAY

Director, Development Office  
Sengkang General Hospital



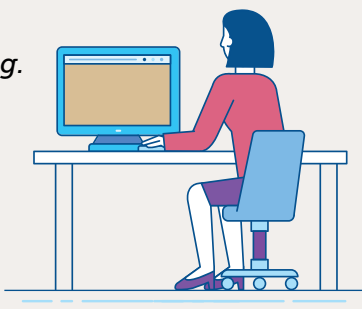


# FINANCIAL HIGHLIGHTS

The Financial Highlights as set out in pages 66 to 69 contain the extracts from the audited consolidated financial statements of the Tote Board Group (comprising Tote Board, Singapore Pools and Singapore Turf Club) for the financial year ended 31 March 2019.

You may wish to read the full set of the Group's audited financial statements at:

[www.toteboard.gov.sg](http://www.toteboard.gov.sg).



The Group recorded a surplus after tax and contribution to Consolidated Fund of \$61 million in FY2018/19 as compared to a surplus after tax and contribution to Consolidated Fund of \$109 million in FY2017/18. The negative variance was due largely to lower income from investments and higher disbursements in Grants/Donations being offset by Lotteries & Sports Betting.

## REVIEW OF FINANCIAL PERFORMANCE

### SINGAPORE TOTALISATOR BOARD (GROUP) Income and Expenditure

#### INCOME FROM BETTING AND GAMING ACTIVITIES

##### Lotteries and Sports Betting

	Year ended 31 March 2019 (\$M)	Year ended 31 March 2018 (\$M)
Turnover	8,098	7,402
Prizes Paid	(5,571)	(5,032)
Betting Tax Paid To Government	(1,877)	(1,816)
Commission Paid	(48)	(47)
	<b>602</b>	<b>507</b>

##### Totalisator

Turnover	1,058	1,134
Dividends Paid	(838)	(899)
Betting Tax Paid To Government	(58)	(62)
	<b>162</b>	<b>173</b>

#### OTHER INCOME

Investment Income/(Loss)	33	157
Casino Entry Levy	125	131
Other Operating and Non-Operating Income	46	48
	<b>204</b>	<b>336</b>

#### Total Income

968 1,016

#### Total Expenditure

(405) (410)

#### Grants Disbursements/ Donations

Arts & Culture	(30)	(30)
Charity (Social Service)	(259)	(173)
Community Development	(37)	(35)
Education	(12)	(16)
Health	(34)	(14)
Sports	(116)	(201)
	<b>(488)</b>	<b>(469)</b>

#### Surplus/(Deficit) Before Tax and

#### Contribution To Consolidated Fund

75 137

#### Tax and Contribution To Consolidated Fund

(14) (28)

#### Surplus/(Deficit) After Tax and

#### Contribution To Consolidated Fund

**61** **109**



## REVIEW OF FINANCIAL PERFORMANCE

### SINGAPORE TOTALISATOR BOARD (GROUP)

#### Statements of Financial Position

	As at 31 March 2019 (\$M)	As at 31 March 2018 (\$M)
<b>ASSETS</b>		
Non-Current Assets	569	600
Financial Assets At Fair Value Through Profit or Loss	3,418	3,436
Other Current Assets	1,406	1,318
<b>Total Assets</b>	<b>5,393</b>	<b>5,354</b>
<b>CAPITAL, RESERVES AND LIABILITIES</b>		
Capital and Reserves	4,857	4,796
Non-Current Liabilities	188	202
Current Liabilities	348	356
<b>Total Capital, Reserve and Liabilities</b>	<b>5,393</b>	<b>5,354</b>

### SINGAPORE TOTALISATOR BOARD (GROUP)

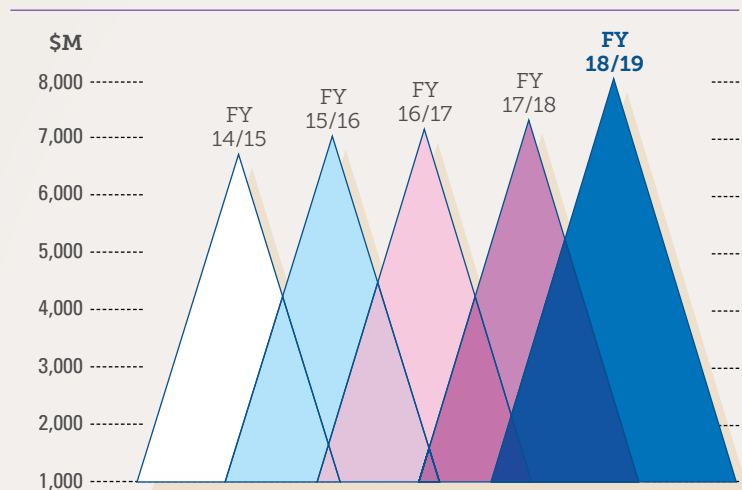
#### Outstanding Grants/ Donations Commitments

	As at 31 March 2019 (\$M)	As at 31 March 2018 (\$M)
Arts & Culture	233	235
Social Service	1,165	825
Community Development	413	380
Education	201	183
Health	170	211
Sports	487	624
<b>Total</b>	<b>2,669</b>	<b>2,458</b>

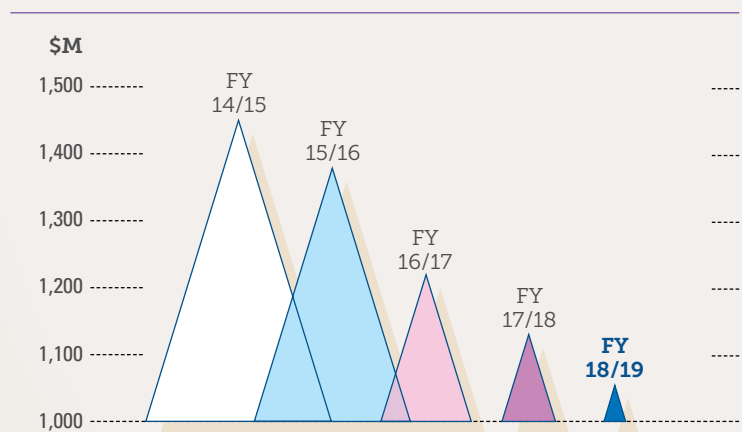


# REVIEW OF FINANCIAL PERFORMANCE

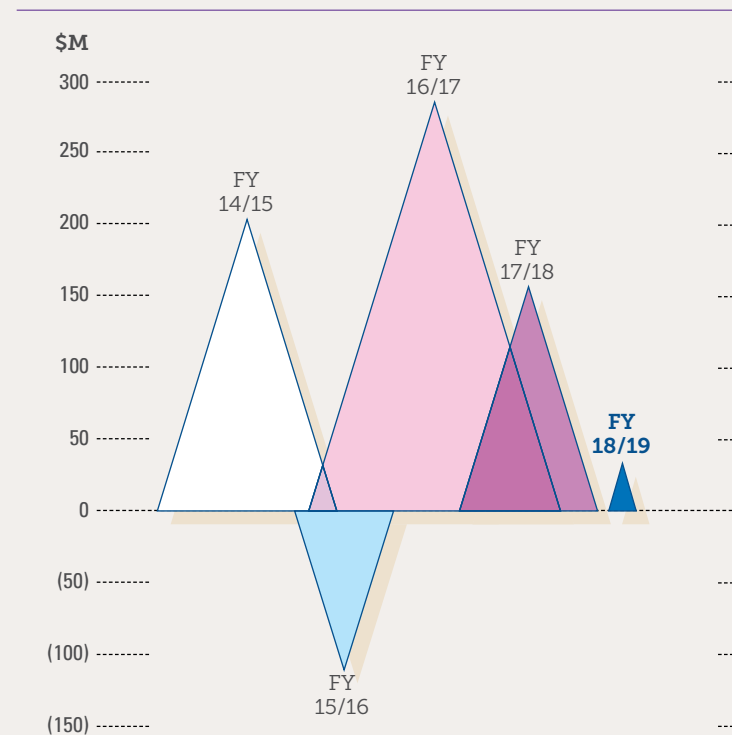
## Lotteries and Sports Betting Turnover



## Totalisator Turnover

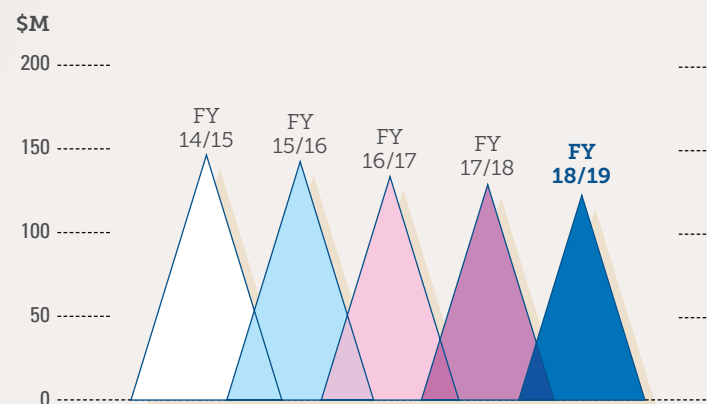


## Investment Income/ (Loss)

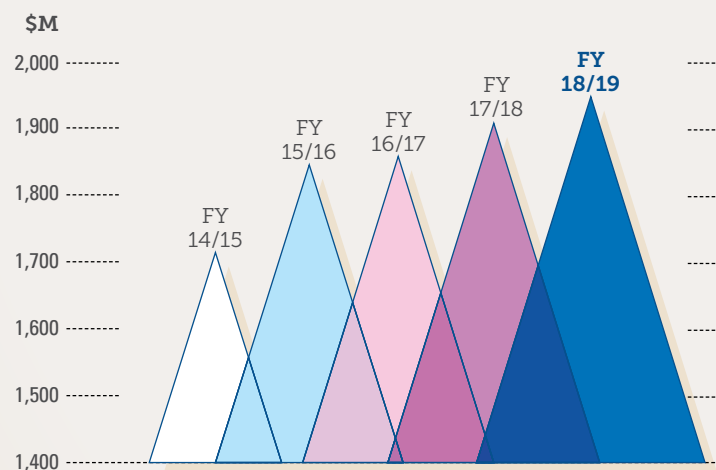


# REVIEW OF FINANCIAL PERFORMANCE

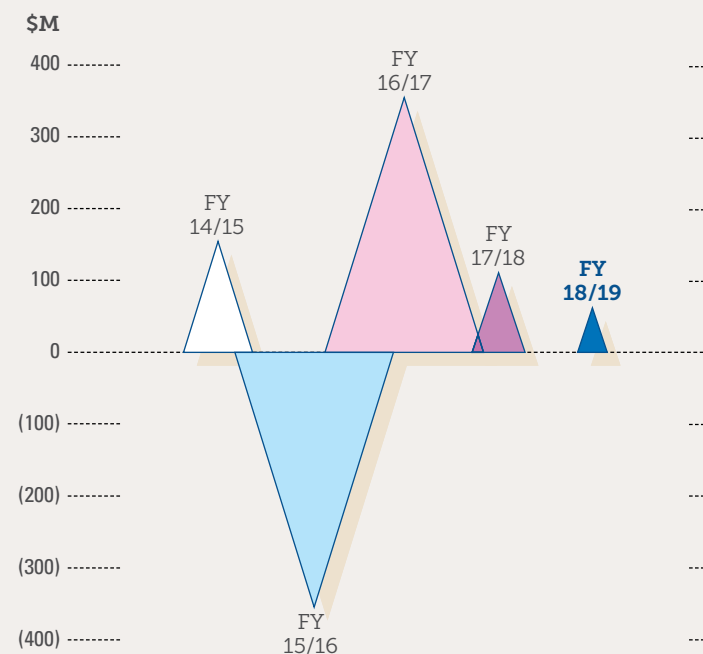
## Casino Entry Levy



## Annual Contribution to Government (Betting Duties, Income Tax and Contribution to Consolidated Fund)



## Annual Net Surplus/ (Deficit)



## Grants Disbursements/ Donations

