

WOMEN'S WELFARE CLUB,
WESTERN DISTRICT, HONG KONG

ANNUAL FINANCIAL REPORT

For the year ended 31 March 2024

楊少銓會計師事務所
ALBERT S. C. YOUNG & COMPANY
CERTIFIED PUBLIC ACCOUNTANTS
HONG KONG

**Independent Auditor's Assurance Report to the Committee of
Women's Welfare Club, Western District, Hong Kong ("the Company")**

We have audited the financial statements of the Company for the year ended 31 March 2024 in accordance with Hong Kong Standards on Auditing issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"), and have issued an unqualified auditor's report thereon dated 25 November 2024.

Pursuant to the Lump Sum Grant ("LSG") Manual issued by the Social Welfare Department of the Government of the Hong Kong Special Administrative Region ("SWD"), we have been requested to issue this assurance report in connection with the Annual Financial Report ("AFR") for the Company for the year ended 31 March 2024.

Responsibilities of the Management Board

In relation to this report, the management board are responsible for ensuring the AFR of the Company for the year ended 31 March 2024 is properly prepared in accordance with the relevant accounting and financial reporting requirements set out in the LSG Manual and other instructions issued by the SWD, and the use of the funds from the LSG by the Company has complied with the purposes as specified in the LSG Manual and other instructions issued by the SWD.

Our Independence and Quality Management

We have complied with the independence and other ethical requirement of the Code of Ethics for Professional Accountants issued by the HKICPA, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Hong Kong Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's Responsibility

Our responsibility is to form a conclusion, based on our engagement, and to report our conclusion to you.

We conducted our engagement in accordance with Hong Kong Standard on Assurance Engagements 3000 (Reviewed), Assurance Engagements Other than Audits or Reviews of Historical Financial Information and with reference to Practice Note 851 (Revised), Reporting on the Annual Financial Reports of Non-governmental Organisations issued by the HKICPA. We have planned and performed our work to obtain reasonable assurance for giving conclusion 1 and obtain limited assurance for giving conclusion 2 below.

The work undertaken in connection with this engagement is less in scope than an audit conducted in accordance with Hong Kong Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

In relation to our conclusion 1 below, we have planned and performed such procedures as we considered necessary with reference to the procedures recommended in PN851 (Revised), to satisfy ourselves that the AFR has been properly prepared, in all material respects, in accordance with the relevant accounting and financial reporting requirements set out in the LSG Manual and other instructions issued by the SWD.

楊少銓會計師事務所 香港執業會計師

ALBERT S. C. YOUNG & COMPANY

CERTIFIED PUBLIC ACCOUNTANTS

89-93 Bonham Strand, 2nd Floor, Office C, Man Lok Building, Hong Kong.

**Independent Auditor's Assurance Report to the Committee of
Women's Welfare Club, Western District, Hong Kong ("the Company")**

In relation to our conclusion 2 below, we have obtained an understanding in respect of the purposes of the use of the funds as specified in the LSG Manual and other instructions issued by the SWD and obtaining an understanding of the control procedures. We are not required to perform any procedures to search for instances of the use of funds from the LSG by the Company being non-complied with the specified purposes. Our work was limited to reporting non-compliances identified as a result of the procedures performed in relation to conclusion 2 and during the normal course of our work relating to conclusion 1. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Conclusion

1. In our opinion, the AFR of the Company for the year ended 31 March 2024 is properly prepared, in all material respects, in accordance with the relevant accounting and financial reporting requirements set out in the LSG Manual and other instructions issued by the SWD.
2. Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the use of the funds from the LSG by the Company has not complied, in all material respects, with the purposes as specified in the LSG Manual and other instructions issued by the SWD.

Intended Users and Purpose

This report is intended solely for submission by the Company to the SWD and is not intended to be, and should not be, used for any other purpose. We agree that a copy of this report may be provided to the SWD without further comment from us.



.....
Albert S. C. Young & Company
Certified Public Accountants

Hong Kong, 25 November 2024

ANNUAL FINANCIAL REPORT

NGO : WOMEN'S WELFARE CLUB, WESTERN DISTRICT, HONG KONG (772)


1 APRIL 2023 TO 31 MARCH 2024

| | Notes | 2023-24 \$ | 2022-23 \$ | Remarks |
|--|-------|---------------|---------------|---------|
| A. INCOME | | | | |
| 1. Lump Sum Grant | | | | |
| a. Lump Sum Grant (excluding Provident Fund) | 1b | 13,829,896 | 12,719,710 | |
| b. Provident Fund | 1c | 854,577 | 787,230 | |
| 2. Fee Income | 2 | 86,861 | 136,593 | |
| 3. Central Items | 3 | 35,069 | 32,008 | |
| 4. Rent and Rates | 4 | 220,673 | 220,673 | |
| 5. Other Income | 5 | 644,517 | 140,509 | |
| 6. Interest Received | | 37,909 | 3,399 | |
| TOTAL INCOME | | 15,709,502 | 14,040,122 | |
| B. EXPENDITURE | | | | |
| 1. Personal Emoluments | | | | |
| a. Salaries | | 9,383,920 | 9,451,673 | |
| b. Provident Fund | 1c | 704,570 | 650,885 | |
| c. Allowances | | - | - | |
| Sub-total | 6 | 10,088,490 | 10,102,558 | |
| 2. Other Charges | 7 | 3,745,464 | 3,426,652 | |
| 3. Central Items | 3 | - | - | |
| 4. Rent and Rates | 4 | 264,980 | 240,056 | |
| TOTAL EXPENDITURE | | 14,098,934 | 13,769,266 | |
| C. SURPLUS/(DEFICIT) FOR THE YEAR | 8 | 1,610,568 | 270,856 | |

The Annual Financial Report from pages 3 to 9 has been prepared in accordance with the requirement as set out in the Lump Sum Grant Manual.

Chairman: 
 Tsang Fung Kwan
 Date: 25 November 2024

NGO Head -
Acting Chief
Officer:


 Tsui Wing Sze
 Date: 25 November 2024

NOTE ON THE ANNUAL FINANCIAL REPORT

1. Lump Sum Grant

a. Basis of preparation

The Annual Financial Report (AFR) is prepared in respect of all Funding and Service Agreement (FSA) activities (including support services to FSA activities) funded by the Social Welfare Department under the Lump Sum Grant Subvention System. AFR is prepared on cash basis, that is, income is recognised upon receipt of cash and expenditure is recognised when expenses are paid. **Non-cash items** like depreciation, provisions and accruals **have not been** included in the AFR.

b. Lump Sum Grant (excluding Provident Fund)

This represents LSG (excluding Provident Fund) received for the year.

c. Provident Fund

This is Provident Fund received and contributed during the year.

Snapshot Staff are defined as those staff occupying recognised or holding against subvented posts as at 1 April 2000.

6.8% and other posts represent those staff that are employed after 1 April 2000.

The Provident Fund received and contributed for staff under the Central Items which are separately included as part of the income and expenditure of the relevant disclosures have been shown under Note 3.

Details are analysed below:

| <u>Provident Fund Contribution</u> | Snapshot Staff \$ | 6.8% and Other Posts \$ | Total \$ |
|---|-------------------------|----------------------------------|-------------|
| Subvention Received | - | 854,577 | 854,577 |
| Provident Fund Contribution Paid during the year | - | 704,570 | 704,570 |
| Surplus/(Deficit) for the Year | - | 150,007 | 150,007 |
| Add: Surplus/(Deficit) b/f | - | 1,820,966 | 1,820,966 |
| Additional subvention received for previous year(s) | - | - | - |
| Less: Refund to Government | - | - | - |
| Surplus/(Deficit) c/f | - | 1,970,973 | 1,970,973 |

2. Fee Income

This represents social welfare fee income received for the year in respect of the fees and charges recognised for the purpose of subvention as set out in the LSG Manual.

3. Central Items

These are subvented service activities which are not included in LSG and are subject to their own procedures as set out in other SWD's papers and correspondence with the NGOs. The Provident Fund received and contributed for staff under the Central Items have been separately included as part of the income and expenditure of the relevant items (paragraph 3.14 of the LSG Manual (October 2016)). The income and expenditure of each of the Central Items are as follows:

NOTE ON THE ANNUAL FINANCIAL REPORT

| | 2023-24 | 2022-23 |
|---|---------------|---------------|
| | \$ | \$ |
| a. <u>Income</u> | | |
| Time-defined Subsidy Scheme for Extended Hours Services Users | 8,834 | 8,834 |
| Time-defined Subsidy Scheme for Occasional Child Care Service | 26,235 | 23,174 |
| | <u>35,069</u> | <u>32,008</u> |
| b. <u>Expenditure</u> | | |
| Time-defined Subsidy Scheme for Extended Hours Services Users | - | - |
| Time-defined Subsidy Scheme for Occasional Child Care Service | - | - |
| | <u>-</u> | <u>-</u> |

4. Rent and Rates This represents the amount paid by SWD in respect of premises recognised by SWD. Expenditure on rent and rates in respect of premises not recognised by SWD have not been included in AFR.

5. Other Income This includes programme income and all income other than recognised social welfare fee income received during the year. Non-SWD subventions and donations received have not been included as Other Income in AFR. In this respect, donations should be included if it is used to finance expenditure of the FSA services/FSA-related activities reflected in the AFR.

The breakdown on Other Income is as follows:

| | 2023-24 | 2022-23 |
|---|----------------|----------------|
| | \$ | \$ |
| Other Income | | |
| (a) Programme income | 644,124 | 140,509 |
| (b) Production income | - | - |
| (c) Donation | - | - |
| (d) Income from Other Activities | - | - |
| (e) Utilised allocation under Central Items (CI) - After School Care Programme (ASCP) / Enhanced ASCP / Enhanced ASCP / ASCP(PC) - Fee Waiving Subsidy Scheme (FWSS) which forms as part of Other Income* | - | - |
| (f) Reimbursement of Maternity Leave Pay (RMLP) Scheme reimbursement received | - | - |
| (g) Miscellaneous income | 393 | - |
| Sub-Total | <u>644,517</u> | <u>140,509</u> |
| Less: Utilised allocation under CI - ASCP / Enhanced ASCP / ASCP(PC) - FWSS which forms as part of Other Income* | - | - |
| Total | <u>644,517</u> | <u>140,509</u> |

*For those programmes which are regarded as FSA services / FSA-related activities only

NOTE ON THE ANNUAL FINANCIAL REPORT

6. Personal Emoluments

Personal Emoluments include salary, provident fund and salary-related allowances.

The analysis on number of posts with annual Personal Emoluments over \$700,000 each paid under LSG is appended below:

| <u>Analysis of Personal Emoluments paid undre LSG</u> | <u>No. of Posts</u> | <u>\$</u> |
|---|---------------------|-----------|
| HK\$700,001- HK\$800,000 p.a. | None | - |
| HK\$800,001- HK\$900,000 p.a. | None | - |
| HK\$900,001- HK\$1,000,000 p.a. | None | - |
| HK\$1,000,001- HK\$1,100,000 p.a. | None | - |
| HK\$1,100,001- HK\$1,200,000 p.a. | None | - |
| >HK\$1,200,000 p.a. | None | - |

7. Other Charges

The breakdown on Other Charges is as follows:

| <u>Other Charges</u> | <u>2023-24</u> | <u>2022-23</u> |
|---|------------------|------------------|
| | \$ | \$ |
| (a) Utilities | 112,196 | 102,593 |
| (b) Food | 14,645 | 10,202 |
| (c) Administrative Expenses | 266,039 | 266,336 |
| (d) Stores and Equipment | 527,618 | 1,250,489 |
| (e) Repair and Maintenance | 141,220 | 123,958 |
| (f) Special Allowances | - | - |
| (g) Programme Expenses | 2,487,531 | 1,466,025 |
| (h) Transportation and Travelling | 615 | 1,601 |
| (i) Insurance | 144,836 | 120,309 |
| (j) Miscellaneous | 50,764 | 85,139 |
| Sub-Total | 3,745,464 | 3,426,652 |
| Less: Utilised allocation under CI: ASCP / Enhanced ASCP / ASCP(PC) - FWSS* which forms as part of Other Income | - | - |
| Total | 3,745,464 | 3,426,652 |

*For those programmes which are regarded as FSA services / FSA-related activities only

8. Analysis of Lump Sum Grant Reserve and balances of other SWD subventions

| | Lump Sum Grant (LSG) | Holding Account (HA) | Adjustment for Utilised allocation under ASCP / Enhanced ASCP / ASCP(PC) - FWSS | Rent and Rates | Central Items (CI) | Total |
|--|----------------------|----------------------|---|----------------|--------------------|-----------------------|
| | \$ | \$ | \$ | \$ | \$ | \$ |
| Income | | | | | | |
| Lump Sum Grant | 14,684,473 | - | - | - | - | 14,684,473 |
| Fee Income | 86,861 | - | - | - | - | 86,861 |
| Other Income | 644,517 | - | - | - | - | 644,517 |
| Interest Received (Note (1)) | 37,909 | - | - | - | - | 37,909 |
| Rent and Rates | - | - | - | 220,673 | - | 220,673 |
| Central Items | - | - | - | - | 35,069 | 35,069 |
| Total Income (a) | 15,453,760 | - | - | 220,673 | 35,069 | 15,709,502 |
| Expenditure | | | | | | |
| Personal Emoluments | 10,088,490 | - | - | - | - | 10,088,490 |
| Other Charges | 3,745,464 | - | - | - | - | 3,745,464 |
| Rent and Rates | - | - | - | 264,980 | - | 264,980 |
| Central Items | - | - | - | - | - | - |
| Total Expenditure (b) | 13,833,954 | - | - | 264,980 | - | 14,098,934 |
| Surplus/(Deficit) for the Year (a) - (b) | 1,619,806 | - | - | (44,307) | 35,069 | 1,610,568 |
| Less: Surplus/(Deficit) of Provident Fund | 150,007 | - | - | - | - | 150,007 |
| | 1,469,799 | - | - | (44,307) | 35,069 | 1,460,561 |
| Surplus/(Deficit) b/f (Note (2)) | 2,736,737 | 337,489 | - | (19,383) | 32,008 | 3,086,851 |
| | 4,206,536 | 337,489 | - | (63,690) | 67,077 | 4,547,412 |
| Add: Refund from Government | - | - | - | 33,254 | - | 33,254 |
| Less: Refund to Government | - | - | - | (13,871) | (32,008) | (45,879) ¹ |
| Transfer from LSG Reserve to cover the salary adjustment for Dementia Supplement and Infirmity Care Supplement (Note (3)) | - | - | - | - | - | - |
| Adjustment for utilised allocation under Enhanced ASCP / ASCP(PC) - FWSS* (over-estimated) / under-estimated in previous year(s) | - | - | - | - | - | - |
| Surplus/(Deficit) c/f (Note (4)) | 4,206,536 | 337,489 | - | (44,307) | 35,069 | 4,534,787 |

¹ Letter ref: SWD SF/SAS/4-35/2/159(772) dated 30 November 2023

Notes:

Including an amount \$Z being the utilised allocation under CI: ASCP / Enhanced ASCP / ASCP(PC) - FWSS*

* For those programmes which are regarded as FSA services / FSA-related activities only

- (1) Interest received on LSG (including HA) and Provident Fund reserves, rent and rates. Central items are included as one item under LSG; and the item is considered as part of LSG reserve.
- (2) Accumulated balance LSG Surplus b/f from previous years (including all interest received in previous years (see (1) above) and the balance of HA should be separately reported as in the surplus b/f under LSG and HA respectively.
- (3) Amount of LSG Reserve used to cover the salary adjustment for Dementia Supplement and Infirmity Care Supplement, if any, as per Schedule of Central Items.
- (4) For NGOs without HA, separate disclosure of the movement of HA in their respective AFRs is not necessary. The level of LSG cumulative reserve (i.e. S1) will be capped at 25% of the NGO's operating expenditure (i.e. Total Expenditure (T1) excluding Provident Fund Contribution (K)) for the year.

For NGOs with HA, with effect from 2022-23, the calculation of the annual claw-back is as follows:

- (i) With Snapshot Staff (SS) [i.e. Position of SS as at 1 September being reported on the Agency Staff List submitted by NGO last year was greater than zero] The level of LSG cumulative reserve (i.e. S1) will be capped at 25% of the NGO's operating expenditure (i.e. Total Expenditure (T1+T2) excluding Provident Fund Contribution (K)) for the year.
- (ii) Without SS [i.e. Position of SS as at 1 September being reported on the Agency Staff List submitted by NGO last year (which is regarded as Year 0) was zero]

For the next three years (Year 1 to Year 3), the level of LSG cumulative reserve (i.e. S1) will be capped at 25% of the NGO's operating expenditure (i.e. Total Expenditure (T1) excluding Provident Fund Contribution (K)) for the year. From the fourth financial year (Year 4) onwards, the level of LSG cumulative reserve and HA reserve will be counted altogether and the combined reserve amount (i.e. S1+S2) will be capped as 25% of the NGO's operating expenditure (i.e. Total Expenditure (T1+T2) excluding Provident Fund Contribution (K)) for the year. In this regard, separate disclosure of the movement of HA in their respective AFRs is not necessary.

[For details of (4)(i) and (4)(ii) above, please also refer to SWD's letter under reference (11) on SWD/S/109/10 of 4 April 2022.]

For any amount above the cap, SWD would arrange the claw-back (including provisional in the following financial year) except for those 58 NGOs which are subject to Productivity Enhancement Programme as stipulated in SWD's letter under reference (9) in SWD/S/133/1 of 6 March 2024. For details of the claw-back arrangement of the said 58 NGOs, please refer to the above letter accordingly.

Schedule for Central Items
Analysis of Subvention and Expenditure for the Period from 1 April 2023 to 31 March 2024

Name of Agency : Women's Welfare Club, Western District, Hong Kong (772)

| Unit Code and Name/ Remittance Advice No. (Note 7) | Subvented Element | Subvention Released (Note 1a) (a1) | Reimbursement of Maternity Leave Pay (RMLP) - Scheme reimbursement received (Note 1b)# | Actual Expenditure (Note a2) | Actual Expenditure incurred under RMLP Scheme (Note 2b)# | Surplus (Note 3) (a)=(a1)-(a2) | Deficit for the Year | | Surplus/ (Deficit) b/f (Note 5) (e) | Refund from (to) Government (f) | Adjustment (Note 9) (g) | Surplus c/f (Note 6) (b)=(e)+(g)-(f)+(g) |
|--|--|---|---|------------------------------------|---|--------------------------------------|-------------------------------------|---|--|--|-------------------------------|---|
| | | | | | | | Deficit (Note 3) (b)=(a)-(a2) | Deficit transferred to LSG (Note 4) (c) | | | | |
| V772 - Apleichau Day Nursery | Time-defined Subsidy Scheme for Extended Hours Service Users | \$ 8,834 | \$ - | \$ - | \$ - | \$ 8,834 | \$ - | \$ - | 8,834 | (8,834) | - | 8,834 |
| 6101 - Apleichau Day Nursery & West Day Nursery | Time-defined Subsidy Scheme for Occasional Child Care Service | 26,235 | - | - | - | 26,235 | - | - | 23,174 | (23,174) | - | 26,235 |
| TOTAL | | 35,069 | - | - | - | 35,069 | - | - | 32,008 | (32,008) | - | 35,069 |

Any difference arising from the RMLP Scheme reimbursement received (see below) and the corresponding expenditure under RMLP Scheme (see Note 2(b) below) will be assessed separately.

^ Please take note of para. 4(f) of Points to Note on Preparation of AFR and Analysis Schedules in reporting the amounts of subvention.

Notes :

- The figures for the whole financial year are extracted from the payroll for March (Final) or remittance advice(s) issued by the Treasury or allocation letter(s) issued by Social Welfare Department of the financial year.
- This amount represents any reimbursement received from the RMLP Scheme if the NGO has temporarily paid the expenditure out of the allocation from the subvented element (see Note 2(b) below).
- Actual expenditure represents the total expenditure incurred including provident fund for the respective services after (i) programme income and (ii) expenditure under RMLP Scheme mentioned in Note 2(b) below if any.
- This amount represents the additional four weeks' MLP (i.e. the 11th to 14th weeks) paid to the employee out of the corresponding allocation.
- Surplus/Deficit for each element represents the difference between subvention released and actual expenditure.
- Deficit i.e. the following central items arising from salary adjustment are transferred to the Lump Sum Grant Reserve as stated in SWD's letter ref. (33) in SWDS/104/2 Pt. 18 dated 4 March 2020.
 - Dementia Supplement for Elderly with Disabilities
 - Infirmary Care Supplement for the Aged Blind Persons
 - Dementia Supplement for Residential Elderly Services
 - Infirmary Care Supplement for Residential Elderly Services
- Surplus brought forward (b/f)" means surplus, if any, arising from operations in previous years.
- "Surplus carried forward (c/f)" means surplus brought forward less refund to Government plus surplus, if any, arising from operations in current year.
- Unit code and name / remittance advice no. are extracted from the payroll from SWD and remittance advice from SWD and remittance advice from the Treasury respectively.
- The central items as listed above may not be exhaustive and any relevant details of central items released and/or expended during the year, where appropriate, should also be included.
- For ASCP / Enhanced ASCP, the adjustment includes the amount of expenditure overstated / (understated) in previous year(s) after taking into account the actual claw-back amount(s) per SWD's allocation letter(s), if any.

Schedule for Rent and Rates**Analysis of Subvention and Expenditure for the period from 1 April 2023 to 31 March 2024**Name of Agency : Women's Welfare Club, Western District, Hong Kong (772)

| Unit Code and Name | Subvented Element | Subvention Released (Note1) | Actual Expenditure | Surplus (Note 2) | Deficit (Note 2) |
|--|-------------------|-----------------------------|--------------------|------------------|------------------|
| 7770 - Kwan Kai Ming Memorial Chung Hok Elderly Centre | Rent (Note 3) | 197,892 | 235,860 | - | (37,968) |
| | Rates | 22,781 | 29,120 | - | (6,339) |
| | Total | 220,673 | 264,980 | - | (44,307) |
| Grand Total | | 220,673 | 264,980 | - | (44,307) |

Notes :

1. The figures are to be extracted from the payroll for March plus subvention released in late March of the financial year.
2. Surplus/(Deficit) for each element represents the difference between subvention released and actual expenditure.
3. Rent includes all kinds of rent such as PHE rental, private rental, carpark rent, management fee, building maintenance fee and Government Rent.

Schedule for Investment
Analysis of Investment as at 31 March 2024

Agency : Women's Welfare Club, Western District, Hong Kong (772)

| | 2024 HK\$ | 2023 HK\$ |
|---|------------------|------------------|
| LSG Reserve as at 31 March | <u>4,544,025</u> | <u>3,074,226</u> |
| Represented by: | | |
| Investments | | |
| a. HKD Bank Account Balances | 4,544,025 | 3,074,226 |
| b. HKD 24-hour Call Deposits | - | - |
| c. HKD Fixed Deposits | - | - |
| d. HKD Certificate of Deposits | - | - |
| e. HKD Bonds (see appendix for breakdown) | - | - |
| | <u>4,544,025</u> | <u>3,074,226</u> |

Note: The investments should be reported at historical cost

Confirmed by:-


Chairman:
Tsang Fung Kwan

Date: 25 November 2024


Acting Chief Officer
Tsui Wing Sze

Date: 25 November 2024

Schedule for the Utilisation of Reserve in Holding Account (HA) for 2023-24
and the Plan of Utilisation of HA Reserve for 2024-25

Name of Agency : Women's Welfare Club, Western District, Hong Kong (772)

(A) Utilisation of HA Reserve (2023-24)

| | | \$ |
|-----|--|---------|
| (1) | Balance as at 31 March 2023 brought forward | 337,489 |
| (2) | Actual Expenditure | |
| | (i) Meeting contractual commitments towards Snapshot Staff | - |
| | (ii) Enhancing human resources management | - |
| | (iii) Others | - |
| | Total | - |
| (3) | Balance as at 31 March 2024 carried forward | 337,489 |
| (4) | No. of Snapshot Staff (as at 1 September 2023) | 0 |

(B) Plan of Utilisation of HA Reserve (2024-25)

| | | \$ |
|-----|--|---------|
| (1) | Balance as at 31 March 2024 brought forward | 337,489 |
| (2) | Estimated Expenditure | |
| | (i) Meeting contractual commitments towards Snapshot Staff | - |
| | (ii) Enhancing human resources management | - |
| | (iii) Others | - |
| | | - |
| (3) | Estimated balance as at 31 March 2025 carried forward | 337,489 |
| (4) | Estimated no. of Snapshot Staff (as at 1 September 2024) | 0 |