# WOMEN'S WELFARE CLUB, WESTERN DISTRICT, HONG KONG

#### ANNUAL FINANCIAL REPORT

For the year ended 31 March 2023

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

# 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, 2<sup>nd</sup> Floor, Office C, Man Lok Building, Hong Kong.

#### Review 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 2023 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 26 October 2023.

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 2023.

#### 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 2023 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, objectively, professional competence and due care, confidentially 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.

#### Review 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

- In our opinion, the AFR of the Company for the year ended 31 March 2023 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.
- 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, 26 October 2023

# ANNUAL FINANCIAL REPORT

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

# 1 APRIL 2022 TO 31 MARCH 2023

	Notes	2022-23 \$	2021-22 \$	Remarks
A. INCOME				
Lump Sum Grant     a. Lump Sum Grant (excluding	1b	12,719,710	12,676,416	
Provident Fund) b. Provident Fund 2. Fee Income 3. Central Items	1c 2 3	787,230 136,593 32,008	778,848 91,391 36,437	
4. Rent and Rates 5. Other Income 6. Interest Received	4 5	220,673 140,509 3,399	211,457 131,813 38	
TOTAL INCOME		14,040,122	13,926,400	
<ul> <li>B. EXPENDITURE</li> <li>1. Personal Emoluments</li> <li>a. Salaries</li> <li>b. Provident Fund</li> </ul>	1c	9,451,673 650,885	10,011,998 679,234	
c. Allowances Sub-total  2. Other Charges 3. Central Items 4. Rent and Rates  TOTAL EXPENDITURE	6 7 3 4	10,102,558 3,426,652 - 240,056 13,769,266	10,691,232 2,420,636 4,509 228,698 13,345,075	
C. SURPLUS/(DEFICIT) FOR THE YEAR	8	270,856	581,325	

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 Kwa

Date:

26 October 2023

NGO Head -

Assistant Honorary

Treasurer:

Tam Sin Ming Louisa

Date:

26 October 2023

#### 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 items have been shown under Note 3.

Details are analysed below:

		6.8% and	
	Snapshot	Other	
Provident Fund Contribution	<u>Staff</u>	<u>Posts</u>	Total
X 1 0 1 X 1 2 X 1	\$	\$	\$
Subvention Received	-	787,230	787,230
Provident Fund Contribution		650,885	650,885
Paid during the year			
Surplus/(Deficit) for the Year	-	136,345	136,345
Add: Surplus/(Deficit) b/f	M	1,684,621	1,684,621
Additional subvention	-	-	-
received for previous			
year(s)			
Less: Refund to Government	-		-
Surplus/(Deficit) c/f		1,820,966	1,820,966

#### 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 subsidies allocated to NGOs for specific purposes on a recurrent, time-limited or one-off basis 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. Any surplus, which is not allowed to the offset by any deficit of another item, is subject to claw-back by SWD according to the terms and conditions of individual central items. 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). The income and expenditure of each of the Central Items are as follows:

#### NOTE ON THE ANNUAL FINANCIAL REPORT

		2022-23 \$	2021-22 \$
a.	<u>Income</u>		
	Time-defined Subsidy Scheme for Extended Hours Services Users	8,834	9,937
	Time-defined Subsidy Scheme for Occasional Child Care Service	23,174	26,500
		32,008	36,437
b.	Expenditure		
	Time-defined Subsidy Scheme for Extended Hours	-	-
	Time-defined Subsidy Scheme for Occasional Child	-	4,509
	Care Service	V4	4,509
	Services Users	-	

#### 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 need not been included as Other Income in AFR. In this respect, donations have been 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:

	2022-23 \$	2021-22 \$
Other Income	1.40.500	121 012
(a) Programme income	140,509	131,813
(b) Production income	~	-
(c) Donation	-	_
(d) Income from Other Activities	-	7
(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	-	
Sub-Total	140,509	131,813
Less: Utilised allocation under CI - ASCP / Enhanced	-	-
ASCP - FWSS which forms as part of Other Income*		
Total	140,509	131,813

<sup>\*</sup>For those programmes which are regarded as FSA services / FSA-related activities only

### NOTE ON THE ANNUAL FINANCIAL REPORT

The breakdown on Other Charges is as follows:

fund the operating expenses of FSA services / FSA-related activities

Total

# 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:

Analysis of Personal Emoluments paid undre LSG	No. of Posts	<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.	2022-23	2021-22
Other Charges	\$	\$
<ul> <li>(a) Utilities</li> <li>(b) Food</li> <li>(c) Administrative Expenses</li> <li>(d) Stores and Equipment</li> <li>(e) Repair and Maintenance</li> <li>(f) Special Allowances</li> <li>(g) Programme Expenses</li> <li>(h) Transportation and Travelling</li> <li>(i) Insurance</li> <li>(j) Miscellaneous</li> </ul>	102,593 10,202 266,336 1,250,489 123,958 - 1,466,025 1,601 120,309 85,139	84,809 10,603 252,011 208,853 146,223 - 1,406,384 777 172,900 138,076
Sub-Total  Less: Utilised allocation under CI - / Enhanced ASCP / ASCP(PC) - FWSS* which forms as part of Other Income to	3,426,652 -	2,420,636

2,420,636

3,426,652

<sup>\*</sup>For those programmes which are regarded as FSA services / FSA-related activities only

Income Lump Sum Grant Fee Income Other Income Interest Received (Note (1))	Lump Sum Grant (LSG) \$ 13,506,940 136,593 140,509 3,399	Holding Account (HA) \$ - - -	Adjustment for Utilised allocation under ASCP / Enhanced ASCP / ASCP(PC) - FWSS \$	Rent and Rates \$	Central Items (CI) \$	Total \$ 13,506,940 136,593 140,509 3,399 220,673
Rent and Rates	-	~	-	220,673	22.000	32,008
Central Items	-	-	-	-	32,008	
Total Income (a)	13,787,441	*	-	220,673	32,008	14,040,122
Expenditure Personal Emoluments Other Charges Rent and Rates Central Items	10,102,558 3,426,652 - -		- - -	- 240,056 -	- - -	10,102,558 3,426,652 240,056
Total Expenditure (b)	13,529,210		-	240,056	-	13,769,266
Surplus/(Deficit) for the Year (a) - (b) Less: Surplus/(Deficit) of Provident Fund	258,231 136,345	-	-	(19,383)	32,008	270,856 136,345
Surplus/(Deficit) b/f (Note (2)) Adjustment to Surplus/(Deficit) b/f	121,886 2,614,851	337,489	-	(19,383) (18,288) 1,046	32,008 31,928	134,511 2,965,980 1,046 <sup>2</sup>
Add: Refund from Government Less: Refund to Government	2,736,737	337,489	- - -	(36,625) 31,683 (14,441)	63,936	3,101,537 31,683 (46,369) <sup>1</sup>
Transfer from LSG Reserve to cover the salary adjustment for Dementia Supplement and Infirmary Care Supplement (Note (3))	_	-	-	-	-	
Adjustment for utilised allocation under <u>Enhanced</u> ASCP / ASCP(PC) - FWSS* (over-estimated) / under-estimated in previous year(s)		-		-	-	
Surplus/(Deficit) c/f (Note (4))	2,736,737	337,489	-	(19,383)	32,008	3,086,851
Enthing (Delicit) of these (1))						

<sup>&</sup>lt;sup>1</sup>Letter ref: SWD SF/SAS/4-35/2/159(772) dated 30 November 2022

# 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 Providen 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 Infirmary Care Supplement, if any, as per Schedule of
- (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+12) 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
  - For the next three years (Year 1 to Year 3), the level of LSG cumulative reserve (i.e. S1) will be capped at 27% fo 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 (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.]

<sup>&</sup>lt;sup>2</sup> Letter ref: SWD SF/SAS/4-35/1/159(772) dated 20 December 2022, (\$1,047 - \$1 refund for 2021-22 round off difference)

# Analysis of Subvention and Expenditure for the Period from 1 April 2022 to 31 March 2023 Schedule for Central Items

Subvention   Reimbursement of Notes 1   Actual Laberdollure   Surplus   Deficit   Deficit   Deficit   Deficit   Deficit   Deficit   Notes 5   Government (Note 5)   Government	Subvention   Reimbursement of Adjusted   Actual Actual   Actual	Club, W	Name of Agency: Women's Welfare Club, Western District, Hong Kong (772)							Deficit for the Year		Surplus/	Refund		Surplus
(a1) Some relations settled. (Note 2b)# (a)=(a1)-(a2) (b)=(a1)-(a2) (b)=	(a1) Some relations science (Note 2b)# (a)=(a1)-(a2) (b)=(a1)-(a2) (b)=(			Subvention Released	Reimbursement of Maternity Leave Pay (RMLP)	Actual	Actual expenditure hourred under RML Scheme		Deficit (Note 3)	Deficit transferred to LSG (Note 4)	Adjusted Deficit	(Deficit) b/f (Note 5)	from (to) Government (f)		(Note 6) h=(c)+(a)-(d)-(g)
8,834 9,937 (9,937) - 23,174 - 23,174 - 21,991 (21,991) - 31,928 (31,928) - 31,928	8,834 9,937 (9,937) - 23,174 - 23,174 21,991 (21,991) - 23,174 31,928 (31,928) - 31,928	Subvented Element		(Note 1a) (a1)	Scheme remonscharter (Note 1b)#	(Note a2)	(Note 2b)#	(a)=(a1)-(a2) \$	(b)=(a1)-(a2) \$	(o) \$	\$				25.8
8,834 23,174 23,174 23,174 23,174 31,928 (31,928)	8,834 23,174 23,174 32,008 32,008 - 23,174 - 31,928 (31,928)			•			,	8,834	,	,	1	9,937	(7,5%,0)	1	
23,174 - 31,928 - 31,928 - 31,928 -	23,174       32,008   - 31,928 (31,928) - 31,928	V772 - Apleichau Day Nursery Tinne-defined Subsidy Scheme for Extended Hours Service Users		8,834	,	1		23 174		ı	ŧ	21,991	(1,991)		23,174
32,008 - 31,928 (31,928) -	32,008 - 31,928 (31,928) -	6101 - Apleichau Day Nursery, Time-defined Subsidy Scheme for Occasional Child Ca Service	()		•	•	ı								
32,008 - 31,928 (31,928) -	32,008 - 31,928 (31,928) -														
32,008 - 31,928 (31,928) -	32,008 - 31,928 (31,928) -								<u>.</u>						
31,928 (31,928)	32,008 - 31,928 (31,928)														300 62
	32,008		- 1			,		32,008	•	,	, ]	31,928	(31,928)	'   	

# 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 separtately. ~ Please rake note of para. 4(f) of Points to Note on Preparation of AFR and Analysis Schedules in reporting the amounts of subvention.

1(a). The figures for the whole financial year are extracted from the paylist for March (Final) or remittance advice(s) issued by the Treasury or allocation letter(s) issued by Social Welfare Department of the financial year. (b). 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) helow).

2(a). 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.

2(b). This amount represents the additional four weeks! MLP (i.e., the 11th to 14th weeks) paid to the employee out of the corresponding allocation.

3. Surplus/Deficit for each element represents the difference between subvention released and actual expenditure.

4, Deficit i.r.o. 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 SWD/S/104/2 Pt. 18 dated 4 March 2020.

(i) Dementia Supplement for Elderly with Disabilities

(ii) Infirmary Care Supplement for the Aged Blind Persons

(iii) Dementia Supplement for Residential Elderly Services

5. "Surplus brought forward (b/f)" means surplus, if any, anising from operations in previous years. (iv) Infirmary Care Supplement for Residential Elderly Services

6. "Surplus carried forward (c/f)" means surplus brought forward less refund to Government plus surplus, if any, anising from operations in current year. 7. Unit code and name / remittance advice no. are extracted from the paylist from SWD and remittance advice from the Treasury respectively..

8. 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.

10. For NGO's with Visiting Medical Practitioner Services Team which arrange delivery of the service under the Programme to all private and self-financing RCHEs, RCHDs as well as contract homes operated by private operators only. 9. 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 altocation letter(s), if any

#### Schedule for Rent and Rates Analysis of Subvention and Expenditure for the period from 1 April 2022 to 31 March 2023

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) Rates	197,892 22,781	231,146 8,910	- 13,871	(33,254)
	Total	220,673	240,056	13,871	(33,254)
	Grand Total	220,673	240,056	13,871	(33,254)

#### Notes:

- 1. The figures are to be extracted from the paylist for March plus subvention released in late March of the financial
- 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 2023

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

		2023 HK\$	2022 HK\$
LSG Reserv	re as at 31 March	3,074,226	2,952,340
Represented	l by:		
Inv	estments		10
a.	HKD Bank Account Balances	3,074,226	2,952,340
b.	HKD 24-hour Call Deposits	-	-
c.	HKD Fixed Deposits	-	<u></u>
d.	HKD Certificate of Deposits	-	_
e.	HKD Bonds (see appendix for breakdown)	-	
		3,074,226	2,952,340

Note: The investments should be reported at historical cost

Confirmed by:-

Chairman:

Tsang Fung Kwan

Date 26 October 2023

Assistant Honorary Treasurer:

Tam Sin Ming Louisa

Date: 26 October 2023

# Schedule for the Utilisation of Reserve in Holding Account (HA) for 2022-23 and the Plan of Utilisation of HA Reserve for 2023-24

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

# (A) <u>Utilisation of HA Reserve</u> (2022-23)

			\$
(1)	Balance as at 31 March 2022 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 2023 carried forward		337,489
	No. of Snapshot Staff (as at 1 September 2022)		0

# (B) Plan of Utilisation of HA Reserve (2023-24)

		\$
(1)	Balance as at 31 March 2023 brought forward	337,489
(2)	Estimated Expenditure	
, . 	(i) Meeting contractual commitments towards Snapshot Staff	_
	(ii) Enhancing human resources management	<del></del>
	(iii) Others	-
	Total	-
(3)	Estimated balance as at 31 March 2024 carried forward	337,489
(4)	Estimated no. of Snapshot Staff (as at 1 September 2023)	0