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**HONG KONG & MACAU LUTHERAN  
CHURCH SOCIAL SERVICE LIMITED**

**ANNUAL FINANCIAL REPORT  
FOR THE PERIOD FROM 1 APRIL 2023 TO  
31 MARCH 2024**

**NICHOLAS FUNG & CO.**  
Certified Public Accountants

馮卓堅會計師事務所  
**NICHOLAS FUNG & CO.**

Certified Public Accountants

**INDEPENDENT AUDITOR'S ASSURANCE REPORT  
TO THE EXECUTIVE COUNCIL MEMBERS OF  
HONG KONG & MACAU LUTHERAN CHURCH SOCIAL SERVICE LIMITED ("THE  
ASSOCIATION")**

We have audited the financial statements of the Association 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 unmodified auditor's report thereon dated 18 October 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") of the Association for the year ended 31 March 2024.

*Responsibilities of the Executive Committee Members*

In relation to this report, the Executive Committee Members are responsible for ensuring the AFR of the Association 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 Association 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 requirements 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 behavior.

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 (Revised), 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.



馮卓堅會計師事務所  
NICHOLAS FUNG & CO.

Certified Public Accountants

**INDEPENDENT AUDITOR'S ASSURANCE REPORT  
TO THE EXECUTIVE COUNCIL MEMBERS OF  
HONG KONG & MACAU LUTHERAN CHURCH SOCIAL SERVICE LIMITED ("THE  
ASSOCIATION")**

*Auditor's Responsibility (continued)*

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 PN 851 (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.

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 Association 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 Association 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 Association 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 Association 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.



NICHOLAS FUNG & CO.  
Certified Public Accountants

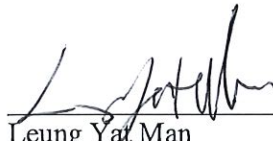
Hong Kong, 18 October 2024


**HONG KONG & MACAU LUTHERAN CHURCH SOCIAL SERVICE LIMITED****ANNUAL FINANCIAL REPORT  
FOR THE PERIOD FROM 1 APRIL 2023 to 31 MARCH 2024**

	<u>Note</u>	<u>2023-24</u> HK\$	<u>2022-23</u> HK\$
<b>INCOME</b>			
Lump Sum Grant			
(a) Lump Sum Grant (excluding provident fund)	1b	19,219,475.00	18,129,128.00
(b) Provident fund	1c	1,341,318.00	1,328,559.00
Fee income	2	1,957,434.20	1,817,085.40
Central items	3	1,469,609.00	1,753,662.00
Rent and rates	4	1,657,052.00	1,657,052.00
Other income	5	1,229,477.02	145,962.75
Interest received		74,189.23	20,113.71
<b>TOTAL INCOME</b>		<u>26,948,554.45</u>	<u>24,851,562.86</u>
<b>EXPENDITURE</b>			
Personal emoluments			
a) Salaries		15,009,503.18	13,825,695.16
b) Provident fund	1c	930,074.77	807,991.98
c) Allowances		44,320.00	40,960.00
Sub-total	6	<u>15,983,897.95</u>	<u>14,674,647.14</u>
Other charges	7	7,173,739.00	6,121,097.72
Central items	3	1,469,609.00	1,856,162.00
Rent and rates	4	1,784,254.00	1,734,566.00
<b>TOTAL EXPENDITURE</b>		<u>26,411,499.95</u>	<u>24,386,472.86</u>
<b>SURPLUS FOR THE YEAR</b>	8	<u>537,054.50</u>	<u>465,090.00</u>

The Annual Financial Report from pages 2 to 7 has been prepared in accordance with the requirements as set out in the Lump Sum Grant Manual.

Approved by the Council on 18 October 2024

  
\_\_\_\_\_  
Leung Yat Man  
President

  
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Chan Wai Hung  
NGO Head

# HONG KONG & MACAU LUTHERAN CHURCH SOCIAL SERVICE LIMITED

## NOTES TO THE ANNUAL FINANCIAL REPORT FOR THE PERIOD FROM 1 APRIL 2023 to 31 MARCH 2024

### 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 Lump Sum Grant (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 employed after 1 April 2000.

The provident fund received and contributed for staff under the Central items have been shown under Note 3.

Details are analysed below:

<u>Provident fund contribution</u>	<u>Snapshot staff</u> HK\$	<u>6.8% and other posts</u> HK\$	<u>Total</u> HK\$
Subvention received	183,649.00	1,157,669.00	1,341,318.00
Provident fund contribution paid during the year	(163,047.00)	(767,027.77)	(930,074.77)
Surplus for the year	20,602.00	390,641.23	411,243.23
Add: Surplus b/f	71,117.56	3,836,755.73	3,907,873.29
Surplus c/f	91,719.56	4,227,396.96	4,319,116.52

### 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 Lump Sum Grant Manual.



HONG KONG & MACAU LUTHERAN CHURCH SOCIAL SERVICE LIMITED

NOTES ON THE ANNUAL FINANCIAL REPORT  
FOR THE PERIOD FROM 1 APRIL 2023 to 31 MARCH 2024

3. CENTRAL ITEMS

These are subsidies allocated to NGOs for specified 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 be 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:

Unit code and name	Subvention element	2023-24		2022-23		Deficit HK\$
		Subvention released HK\$	Actual expenditure HK\$	Subvention released HK\$	Actual expenditure HK\$	
2486 – Wai Kei Hostel	Dementia supplement for residential elderly services	890,069.00	890,069.00	905,592.00	905,592.00	-
	Infirmary care supplement for residential elderly services	579,540.00	579,540.00	848,070.00	848,070.00	-
	One-off subsidy for strengthened provision of visiting medical officer service for residential care homes for the elderly and visiting medical practitioner scheme for residential care homes for persons with disabilities	-	-	-	102,500.00	(102,500.00)
	Total	1,469,609.00	1,469,609.00	1,753,662.00	1,856,162.00	(102,500.00)

#### 4. RENT AND RATES

This represents the amount paid by Social Welfare Department in respect of premises recognised by Social Welfare Department. Expenditure on rent and rates in respect of premises not recognised by Social Welfare Department have not been included in Annual Financial Report.

#### 5. OTHER INCOME

This includes programme income and all income other than recognised social welfare fee income received during the year. Non-Social Welfare Department subventions and donations received have not been included as other income in AFR. In this respect, donations have been included if it is used to finance expenditure reflected in AFR.

The breakdown on Other Income is as follows:

	2023-24 HK\$	2022-23 HK\$
(a) Fees and charges for services incidental to the operation of subvented services	491,231.18	111,862.75
(b) Donation from The Hong Kong Jockey Club Charities Trust	674,674.20	-
(c) Others	63,571.64	34,100.00
	<u>1,229,477.02</u>	<u>145,962.75</u>
	=====	=====

#### 6. PERSONAL EMOLUMENTS

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

The analysis on number of posts with annual personal emoluments over HK\$700,000 each is appended below:

<u>Analysis of personal emoluments</u>	<u>No. of posts</u>	<u>HK\$</u>
HK\$700,001 – HK\$800,000 p.a.	1	HK\$762,585.24
HK\$1,000,001 – HK\$1,100,000 p.a.	1	HK\$1,092,063.00

#### 7. OTHER CHARGES

The breakdown on other charges is as follows:

	2023-24 HK\$	2022-23 HK\$
(a) Utilities	649,479.10	624,621.50
(b) Food	1,127,790.40	1,136,131.95
(c) Administrative expenses	285,293.24	157,640.75
(d) Stores and equipment	257,648.98	167,433.27
(e) Repairs and maintenance	279,526.23	224,712.30
(f) Special allowances	-	-
(g) Programme expenses	730,515.65	331,540.30
(h) Transportation and traveling	75,598.49	46,560.87
(i) Insurance	113,683.67	114,630.08
(j) Therapy and medical instrument	347,256.10	653,469.30
(k) Relief staff service fee	2,461,332.80	2,273,656.40
(l) Miscellaneous	210,399.04	390,701.00
(m) The Hong Kong Jockey Club Charities Trust projects expenses	635,215.30	-
Total	<u>7,173,739.00</u>	<u>6,121,097.72</u>
	=====	=====

8. ANALYSIS OF LUMP SUM GRANT RESERVE AND BALANCES OF OTHER SWD SUBVENTIONS

	Lump sum grant (LSG) HK\$	Holding Account (HA)	Rent and rates HK\$	Central items HK\$	Total HK\$
<b>INCOME</b>					
Lump sum grant	20,560,793.00	-	-	-	20,560,793.00
Fee income	1,957,434.20	-	-	-	1,957,434.20
Other income	1,229,477.02	-	-	-	1,229,477.02
Interest received [Note (1)]	74,189.23	-	-	-	74,189.23
Rent and rates	-	-	1,657,052.00	-	1,657,052.00
Central items	-	-	-	1,469,609.00	1,469,609.00
<b>Total income (a)</b>	<b>23,821,893.45</b>	<b>-</b>	<b>1,657,052.00</b>	<b>1,469,609.00</b>	<b>26,948,554.45</b>
<b>EXPENDITURE</b>					
Personal emoluments	15,939,577.95	44,320.00	-	-	15,983,897.95
Other charges	7,173,739.00	-	-	-	7,173,739.00
Rent and rates	-	-	1,784,254.00	-	1,784,254.00
Central items	-	-	-	1,469,609.00	1,469,609.00
<b>Total expenditure (b)</b>	<b>23,113,316.95</b>	<b>44,320.00</b>	<b>1,784,254.00</b>	<b>1,469,609.00</b>	<b>26,411,499.95</b>
Surplus/(Deficit) for the year (a) - (b)	708,576.50	(44,320.00)	(127,202.00)	-	537,054.50
Less: Surplus of provident fund	(411,243.23)	-	-	-	(411,243.23)
Surplus/(Deficit) b/f [Note (2)]	297,333.27	(44,320.00)	(127,202.00)	-	125,811.27
	4,213,162.37	443,073.70	(77,514.00)	(13,224.00)	4,565,498.07
Add: Refund from Government	-	-	87,448.00	-	87,448.00
Less: Refund to the Government	-	-	(9,934.00)	-	(9,934.00)
Surplus/(Deficit) c/f [Note (4)]	4,510,495.64	398,753.70	(127,202.00)	(13,224.00)	4,768,823.34



**8. ANALYSIS OF LUMP SUM GRANT RESERVE AND BALANCES OF OTHER SWD SUBVENTIONS**

Notes

- (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 of 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 for 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 excluding Provident Fund Contribution) 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 will be capped at 25% of the NGO's operating expenditure (i.e. Total Expenditure excluding Provident Fund Contribution) 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 will be capped at 25% of the NGO's operating expenditure (i.e. Total Expenditure excluding Provident Fund Contribution ) 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 will be capped at 25% of the NGO's operating expenditure (i.e. Total Expenditure excluding Provident Fund Contribution) 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) in SWD/S/109/1/10 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.

**HONG KONG & MACAU LUTHERAN CHURCH SOCIAL SERVICE LIMITED**

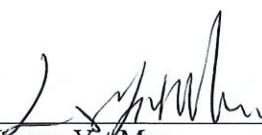
**SCHEDULE FOR INVESTMENT**


**ANALYSIS OF INVESTMENT AS AT 31 MARCH 2024**

	2023-2024	2022-2023
	HK\$'000	HK\$'000
LSG Reserve as at 31 March	4,909	4,656
	=====	=====
Represented by:		
Investments		
a. HKD Bank Account Balances	4,909	4,656
b. HKD 24-hour Call Deposits	-	-
c. HKD Fixed Deposits	-	-
d. HKD Certificate of Deposits	-	-
e. HKD Bonds	-	-
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	4,909	4,656
	=====	=====

Note: The investment should be reported at historical cost.

Confirmed by:

  
\_\_\_\_\_  
Rev Leung Yat Man  
President  
Date: 18 October 2024

  
\_\_\_\_\_  
Rev Chan Wai Hung  
NGO Head  
Date: 18 October 2024

ANNEX 1

HONG KONG & MACAU LUTHERAN CHURCH SOCIAL SERVICE LIMITED

SCHEDULE FOR CENTRAL ITEMS

ANALYSIS OF SUBVENTION AND EXPENDITURE FOR THE PERIOD FROM 1 APRIL 2023 to 31 MARCH 2024

Unit code	Name	Subvented Element	Subvention released (Note 1a) (a1)	Reimbursement of Maternity Leave Pay (RMLP) Scheme reimbursement received (Note 1b)	Actual expenditure (Note 2a) (a2)	Actual Expenditure incurred under RMLP Scheme (Note 2b)# (a2)	Surplus (Note 3) (a) = (a1) - (a2)	Deficit for the year			Surplus b/f (Note 5) (e)	Refund from (to) Government (f)	Adjustment (Note 9) (g)	Surplus c/f (Note 6) (h) = (c) + (a) - (d) - (f) + (-) (g)
								Deficit (Note 3) (b) = (a1) - (a2)	Deficit transferred to LSG (Note 4) (c)	Adjusted deficit (d) = (b) - (c)				
			HK\$	HK\$	HK\$	HK\$	HK\$	HK\$	HK\$	HK\$	HK\$	HK\$	HK\$	
2486	Wai Kei Hostel	Dementia Supplement for Residential Elderly Services	890,069.00	-	890,069.00	-	-	-	-	-	-	-	-	-
2486	Wai Kei Hostel	Infirmary Care Supplement for Residential Elderly Services	579,540.00	-	579,540.00	-	-	-	-	-	-	-	-	-
	TOTAL		1,469,609.00	-	1,469,609.00	-	-	-	-	-	-	-	-	(13,224.00)



## ANNEX 1

### HONG KONG & MACAU LUTHERAN CHURCH SOCIAL SERVICE LIMITED

#### SCHEDULE FOR CENTRAL ITEMS

#### ANALYSIS OF SUBVENTION AND EXPENDITURE FOR THE PERIOD FROM 1 APRIL 2023 to 31 MARCH 2024

##### Notes :

- 1(a). 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.
- 1(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) below).
- 2(a). Actual expenditure represents the total expenditure incurred including provident fund for the respective services after netting off (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
  - (iv) Infirmary Care Supplement for Residential Elderly services
5. "Surplus brought forward (b/f)" means surplus, if any, arising from operations in previous years.
6. "Surplus carried forward (c/f)" means surplus brought forward less refund to Government plus surplus, if any, arising from operations in current year.
7. Unit code and name / remittance advice no. are extracted from the payroll 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.
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 allocation letter(s), if any.

## ANNEX 2

### HONG KONG & MACAU LUTHERAN CHURCH SOCIAL SERVICE LIMITED

#### SCHEDULE FOR RENT AND RATES

#### ANALYSIS OF SUBVENTION AND EXPENDITURE FOR THE PERIOD FROM 1 APRIL 2023 to 31 MARCH 2024

<u>Unit code and name</u>	<u>Subvention element</u>	Subvention released (Note 1) HK\$	Actual expenditure (Note 2) HK\$	Surplus (Note 3) HK\$	Deficit (Note 3) HK\$
2486 – Wai Kei Hostel	Rent	859,800.00	881,350.00	-	(21,550.00)
	Rates	55,913.00	64,600.00	-	(8,687.00)
	Sub-total	915,713.00	945,950.00	-	(30,237.00)
7750 – Kei Fuk Elderly Centre	Rent	516,538.00	522,444.00	-	(5,906.00)
	Rates	37,121.00	54,500.00	-	(17,379.00)
	Management fee	187,680.00	261,360.00	-	(73,680.00)
	Sub-total	741,339.00	838,304.00	-	(96,965.00)
	Grant total	1,657,052.00	1,784,254.00	-	(127,202.00)

Note:

1. The figures are to be extracted from the payroll for March plus subvention released in late March of the financial year. Reimbursement for rent and rates relating to previous financial year(s) (i.e. back payments) should not be included.
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.

**ANNEX 3****HONG KONG & MACAU LUTHERAN CHURCH SOCIAL SERVICE LIMITED****SCHEDULE FOR THE UTILISATION OF RESERVE IN HOLDING ACCOUNT (HA) FOR 2023-24 AND THE PLAN OF UTILISATION OF HA RESERVE FOR 2024-25****ANALYSIS OF SUBVENTION AND EXPENDITURE FOR THE PERIOD FROM 1 APRIL 2023 to 31 MARCH 2024****(A) Utilisation of HA Reserve (2023-24)**

		HK\$
(1)	Balance as at 31 March 2023 brought forward	(a) 443,073.70
(2)	Actual Expenditure	
	(i) Meeting contractual commitments towards Snapshot Staff	(b) -
	(ii) Enhancing human resources management (please specify: Medical allowance for staff)	(c) 44,320.00
	(iii) Others [ <i>applicable to NGOs without Snapshot Staff</i> ] (please specify: )	(d) -
	Total = (b) + (c) + (d)	(e) 44,320.00
(3)	Balance as at 31 March 2024 carried forward [i.e. = (a) – (e)]	(f) 398,753.70
(4)	No. of Snapshot Staff (as at 1 September 2023)	1.5

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

		\$
(1)	Balance as at 31 March 2024 brought forward [i.e. (f) of Part (A)]	(a) 398,753.70
(2)	Estimated Expenditure	
	(i) Meeting contractual commitments towards Snapshot Staff	(b)
	(ii) Enhancing human resources management (please specify: Medical allowance for staff)	(c) 50,000.00
	(iii) Others [ <i>applicable to NGOs without Snapshot Staff</i> ] (please specify: )	(d)
	Total = (b) + (c) + (d)	(e) 50,000.00
(3)	Estimated balance as at 31 March 2024 carried forward [i.e. (a) – (e)]	(f) 348,753.70
(4)	Estimated no. of Snapshot Staff (by 1 September 2024)	1.5