

# INSPIRE · ADVOCATE · LEAD

Advancing Towards a Continuously Learning Future



## Our Vision

To be the national centre of excellence in learning, practice, and research for Continuing Education and Training (CET).

## Our Mission

To raise the capabilities of CET professionals to enhance workforce learning and workplace performance.



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## About IAL

The Institute for Adult Learning (IAL) is an autonomous institute within the Singapore University of Social Sciences. Its mandate is to be the national centre of excellence in learning, practice and research for the Training and Adult Education (TAE) sector in continued support of the national SkillsFuture movement.

IAL works hand-in-hand with enterprises and the TAE community, believing that employers and the workforce will be the drivers of change for the future. In addition to building skills, shaping employment and Continuing Education and Training (CET) decisions, and developing innovations in learning technology and pedagogy, IAL champions research in the key areas of adult education for sustainable economic and workforce performance and for informed policies and practices.

Since its establishment, IAL has grown to be at the forefront of building capabilities and continuing professional development for an effective, innovative and responsive TAE sector.





## The IAL Council

As an autonomous institute of the Singapore University of Social Sciences, IAL is governed by an independent council, which sets the strategic direction for the institute. The IAL Council is made up of 11 members, comprising representatives from government bodies, institutes of higher learning and key industry partners. The members bring with them deep knowledge and expertise in continuing education and training, to lead IAL in achieving its vision as the national centre of excellence in adult learning, practice and research.

Front Row (left to right)

**Ms Aileen Tan**

Group Chief Human Resource Officer  
Singapore Telecommunications Limited

**Professor Lee Wing On**

Executive Director  
Institute for Adult Learning

**Mr Ng Cher Pong (Chairman)**

Chief Executive Officer  
National Library Board

**Professor Cheong Hee Kiat**

President  
Singapore University of Social Sciences

**Mr Yeo Li Pheow**

Principal & Chief Executive Officer  
Republic Polytechnic

**Mr Azriman Mansor**

Group Financial Controller  
Times Publishing Limited

Back Row (left to right)

**Mr Lai Kok Sen**

Chief Executive Officer  
3dsense Media School Pte Ltd

**Mr Damien Yee**

Chief Learning Officer  
EPITOME

**Mr Gideon Lam**

Chief Executive Officer  
Shalom International Movers Pte Ltd

**Mr K Thiveanathan**

Chief Human Resource Officer  
(Retired)

**Professor Ho Yew Kee**

Associate Provost (SkillsFuture)  
Singapore Institute of Technology

Designations as at 31 December 2020.



## Message from Chairman

Mr Ng Cher Pong  
Institute for Adult Learning Council

**Amid these economic disruptions, IAL saw a strategic imperative to prepare enterprises and the workforce for a new normal.**

The global economy has been changing rapidly, shaped by many factors ranging from forward leaps in technology to emerging and evolving job roles. This was evident even before the onset of COVID-19. As 2020 progressed, it was clear that the pandemic was overturning the fundamental way we lived and worked.

As the national institute for adult educators, IAL will persevere to be at the forefront of building an adaptive and resilient Training and Adult Education (TAE) workforce, and continuously push the envelope forward in the adult learning landscape.

IAL's Five-Year Strategic Roadmap (2020-2025) outlines its aspirations of advancing towards the future, to meet the evolving needs of the dynamic TAE sector and market environment. It underscores the strong need for an enhanced and robust TAE framework to

support the adaptability of the workforce and of future workplaces spurred by digitalisation and continuous reinvention. I am confident that the Roadmap – which is a holistic plan that targets the workforce, enterprises, trainers and adult educators – represents all of IAL's aspirations to reposition the TAE sector and its stakeholders to emerge stronger in a post-COVID future.

It has been a purposeful and rewarding journey for me to be with IAL as it gained traction in the TAE sector, in Singapore and beyond our shores, while strengthening its standing as an autonomous institute. On 1 April 2021, Mr Ong Tze-Ch'in will be taking over the chairmanship of the IAL Council. I am honoured to have served IAL and our partners these past few years, and I wish IAL the very best for the future under Mr Ong's leadership.



## Message from President

Professor Cheong Hee Kiat  
Singapore University of Social Sciences

**We may be experiencing challenging times now, but there are exciting opportunities ahead of us.**

On 1 April 2019, the Singapore University of Social Sciences (SUSS) welcomed IAL as an autonomous institute into the family.

The joining of the two entities is timely and of significant value as it brings together two organisations that have a strong focus on adult and workplace learning. The integration process went smoothly, and within the ensuing period, IAL not only continued to maintain its momentum but also charted its next Five-Year Strategic Roadmap with the concurrence of SkillsFuture Singapore. This augurs well for the future as SUSS and IAL build up synergies and collaborations to advance the cause of adult and workplace learning in Singapore.

Much of the developments in this transition period occurred during the COVID-19 pandemic. Despite the difficult situation, IAL rose to the challenge by migrating its learning programmes, workshops and large-scale events onto online platforms within a short turnaround time.

The biennial Adult Learning Symposium was live-streamed for the first time to more than 1,000 participants in August 2020, with guest-of-honour Ms Gan Siow Huang, Minister of State for Education and Manpower, and keynote speakers, emphasising the importance of digitalising learning and performance. In October 2020, we also celebrated iN.LAB's fifth anniversary in a hybrid mode to learn about its new partnership network for learning innovation and digitalisation, and to witness the launch of IAL's first Five-Year Strategic Roadmap.

COVID-19 or no COVID-19, life, work and learning must go on. This will be no different for the programmes and initiatives IAL has planned for. IAL may be experiencing challenging times presently, as most organisations are, but there are exciting opportunities ahead. With the integration of IAL into SUSS now completed, we look forward to working hand-in-hand to further deepen, upskill and widen professionalisation opportunities, as well as to produce impactful applied research in the adult learning landscape.

## Message from Executive Director

Professor Lee Wing On  
Institute for Adult Learning



**Our Five-Year Strategic Roadmap encapsulates our aspirations in enabling a future-ready workforce and provides a workplan to advance the TAE sector from 2020 to 2025.**

The quality and professionalism of the TAE sector are integral to the competitiveness of Singapore's enterprises and workforce. At the forefront in advancing the TAE sector, IAL plays a pivotal role in building capabilities and continuing professional development in the sector to support the success of the next bound of the national SkillsFuture movement.

Our Five-Year Strategic Roadmap encapsulates our aspirations in enabling a future-ready workforce and provides a workplan to advance the TAE sector from 2020 to 2025. We looked at critical areas where we could build a more robust and inspired TAE sector, support workplace learning and encourage innovation and digitalisation, with the ultimate goal of developing a sustainable and competitive workforce in Singapore.

We are further aiming to professionalise members of the TAE sector, providing them with pathways to continuously learn and upgrade themselves. By advancing professional standards, we intend to build a cutting-edge and effective TAE sector that can be a driver of change in our workforce and enterprises. To support this transformation, we will deepen our research into adult learning and education, which will provide invaluable data to develop better pedagogical and adult learning practices aligned with future industry demand.

Finally, as IAL continues to build its industry standing, we aim to strengthen organisational excellence within our business support functions through organisational development and capability building. We look forward to collaborating closely with the TAE community and all industry partners to further roll out our plans in the coming year.

# KEY HIGHLIGHTS

Forging a Future-Ready TAE Workforce



# At a Glance



**APR 2019**

- Joined Singapore University of Social Sciences (SUSS) as an autonomous institute on 1 April 2019 and was officially inaugurated at SUSS' 14th anniversary celebration



**MAY 2019**

- Held the Learning Enterprise Alliance 2019 Awards Ceremony and networking session for 20 new partner companies

**JUN 2019**

- Launched the WSQ Advanced Certificate for Learning and Performance



**JUL 2019**

- Celebrated Adult Educators' Day with the Adult Education Professionalisation conferment ceremony, panel discussion and community conversations
- Jointly organised the Lifelong Learning Symposium and international expert roundtable with UNESCO Institute for Lifelong Learning



**OCT 2019**

- Held the IAL Graduation Ceremony 2019 to celebrate the achievements of Diploma and Master's degree graduates



**NOV 2019**

- Organised the inaugural Future of Adult Learning Research Symposium



**OCT 2020**

- Celebrated IN.LAB's fifth anniversary
- Announced IAL's Five-Year Strategic Roadmap (2020-2025)



**SEP 2020**

- Welcomed Ms Gan Siow Huang, Minister of State for Education and Manpower, on an introductory visit to IAL



**AUG 2020**

- Organised the biennial Adult Learning Symposium 2020 held online for the first time for more than 1,000 participants
- Jointly launched the TAE Industry Digital Plan with Infocomm Media Development Authority and SkillsFuture Singapore
- Launched the InnovDEV initiative for training providers and enterprises



**APR 2020**

- Transitioned to full online learning for all programmes and continuing professional development courses



**FEB 2020**

- Recognised 18 new enterprises at the Learning Enterprise Alliance 2020 Awards Ceremony



**JAN 2020**

- Organised the Duality of Digital Transformation for the TAE Sector expert roundtable and masterclass

# Facts & Figures

## UPSKILLING TAE PRACTITIONERS

April 2019 – December 2020

### Qualification Programmes



### Continuing Professional Development (CPD) Programmes & Learning Innovation Activities



## PROFESSIONALISING THE TAE SECTOR

As at 31 December 2020



### Strengthening Enterprise Learning



# Uplifting the TAE Sector

## Rollout of New Train-the-Trainer Programme

In June 2019, IAL launched the Singapore Workforce Skills Qualification (WSQ) Advanced Certificate in Learning and Performance (ACLPL) as a new signature train-the-trainer programme. The programme was designed to equip TAE professionals with new and emerging skills in demand, offering three pathways of learning based on experience and qualification.

The WSQ ACLPL programme aligns with the national Skills Framework for Training and Adult Education and replaces the previous WSQ Advanced Certificate in Training and Assessment (ACTA) qualification. It extends beyond classroom-based learning design, delivery and assessment to enable learners to develop emerging skills in demand and provide blended learning solutions so as to better cater to the needs of learners and enterprises.

## Recognition of Skills and Practice

IAL piloted One-Stop Skills Credentialing, a three-in-one skills assessment service that incorporates the Enhanced Recognition of Prior Learning, Skills Badging and Adult Education Professionalisation (AEP) recognition for the TAE sector. To date, IAL has awarded 197 skills badges and recognised 10 practitioners under AEP.

The effectiveness of the TAE sector is integral to the success of the SkillsFuture movement in Singapore. IAL provides the avenues for TAE practitioners to advance their professional standards and credibility in order to support enterprises and the workforce of the future.



# Driving Innovation and Digitalisation

Catalysing learning innovation in the sector, IAL continues to equip TAE professionals with the necessary skills to enhance their digital capabilities as well as to encourage the co-creation and development of cutting-edge innovations and ideas.



## Adult Learning Symposium 2020

The biennial Adult Learning Symposium 2020, themed 'Digitalising Learning: The New Normal', was held over two days on 13 and 14 August for more than 1,000 participants. The conference, held online for the first time, was organised by IAL in partnership with SkillsFuture Singapore as part of SkillsFuture Month 2020, in support of SGUnited Jobs and Skills.

## TAE Industry Digital Plan

IAL, together with SkillsFuture Singapore and the Infocomm Media Development Authority, launched the TAE Industry Digital Plan to drive digital transformation in the sector.

IAL will play an integral role in developing and levelling training providers' skills and capabilities as the sector goes digital. IAL's innovation arm, iN.LAB, continues to be the anchor facility providing a suite of programmes dedicated to exploring innovative learning and development solutions for digital possibilities.



Ms Gan Siow Huang, Minister of State for Education and Manpower (left), guest-of-honour at iN.LAB's fifth anniversary

An InnovSeries session held in 2019



## InnovDEV Launch

Alongside the TAE Industry Digital Plan, IAL launched InnovDEV as the latest initiative under its InnovSeries. InnovDEV disburses grants for training providers and enterprises to redesign their existing learning programmes and curricula into technology-enabled or blended programmes.

Corporation, Spaze Ventures, SUTW Impact Consulting and VisionarySchoolmen. They will mentor selected start-ups, incubate and accelerate new learning innovation ideas, develop industry positioning for their long-term growth and explore the commercialisation of IAL-facilitated prototypes. The network will also provide internship opportunities to develop the capabilities of idea-generating individuals and teams.

## Learning Innovation Partnership

Celebrating its fifth anniversary in October 2020, IAL's iN.LAB launched a new partnership network in learning innovation. Ms Gan Siow Huang, Minister of State for Education and Manpower, announced the partnership network as guest-of-honour at the anniversary event.

iN.LAB is at the forefront of innovation and digitalisation for the TAE sector. For its next phase of growth, iN.LAB has formed this partnership network with eight key players in learning innovation – ranging from start-up incubators to artificial intelligence solution providers – to help cultivate a robust technology ecosystem that will advance the development and adoption of learning innovations in Singapore.

These network partners are Design Thinkers Academy Singapore, Hiverlab, Ideactio, Playware Studios, SFX

## Continuing Engagement through InnovSeries

IAL's iN.LAB continued to hold events under its InnovSeries to bring together TAE stakeholders to develop learning innovation solutions, and enhance adult learning and workforce development.

A total of 169 InnovSeries events have been organised to date. For the period under review, these have included nine InnovLOGUE panel discussions to deepen thought leadership and 41 InnovBITE information sharing sessions and workshops that featured the latest education technology (EdTech) platforms for the TAE community to tap on. iN.LAB also nurtured 12 InnovPLUS learning solutions and prototypes with go-to-market potential and awarded 25 InnovJam starter grants to accelerate ideation and solutioning capabilities.

# Building COVID-19 Resilience

When the COVID-19 pandemic accelerated the need for digital adoption in adult education, IAL took the lead to adapt the TAE sector quickly to transform its teaching and learning methods and to make the transition from traditional classrooms to online learning platforms.



## Mounting TAE onto Online Platforms

Leading by example, IAL transitioned its own programmes fully to online platforms in response to the government's Circuit Breaker and safe distancing measures in April 2020. A total of 51 continuing professional development programmes were conducted fully online between April 2020 and October 2020 for 3,240 learners.

IAL also provided timely support in helping the TAE sector with quick transition to online learning. Between April 2020 to August 2020, IAL held 'Familiarisation with Online Learning' sessions to equip the TAE community with foundational knowledge and practical capability to conduct online learning using Zoom and Canvas platforms. A total of 605 learners attended 47 sessions.

An online dialogue session 'Facilitating Online Synchronous Teaching – Tips for Adult Educators', was organised in the midst of the Circuit Breaker period to garner feedback and address concerns on online learning. The session benefitted 411 participants from the TAE sector.

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## Providing Tools and Resources

Facilitating the transition to online learning, IAL provided the TAE community with the tools and resources to mount online learning quickly. A comprehensive resource guide was made available to training providers and adult educators. This included a curated list of EdTech, video conferencing, e-learning and productivity support tools to carry out online learning.

In May 2020, during the Circuit Breaker period, IAL introduced a five-issue MOTOR newsletter, which attracted more than 1,000 subscribers. The newsletter provided short, bite-sized information and tips to guide readers in overcoming issues faced in their transition to online learning and in powering up their learning design transformation. Best practices and insights were also shared through interview features with seasoned practitioners in technology-enabled learning.

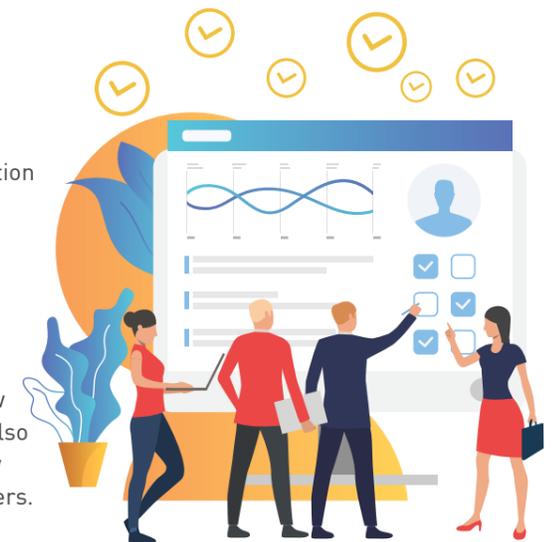
## Tracking Educators' and Learners' Perspectives

As online learning replaced traditional classrooms, IAL sought to understand the perspectives of adult educators and learners in adapting to the new mode of teaching and learning.

Working jointly with the University of Bristol, IAL conducted the COVID-19 Educator Survey to capture 1,553 educators' views on the feasibility of moving all learning, teaching, assessment and training-related work online in higher education and training and adult education in Singapore. The online survey looked at the preparedness of the wider educational workforce and the impact of technology-enhanced education on learners, educators, training providers and the entire higher education and TAE sector.

This survey indicated that technology-enhanced education, if used appropriately, could positively impact what adult learners learnt, how quickly they learnt, and their attitudes toward learning. However, it also uncovered implications for adult educators, which had to be carefully considered to maximise digital learning effectiveness for adult learners.

Separately, IAL conducted a survey on 'Adult Learners' Perception on Online Learning during COVID-19'. This study sought to investigate adult learners' experiences with transitioning to full online learning. With the understanding of adult learners' experiences in the current state of online learning and their expectations for learning in the future, IAL would use the survey findings to shape strategies for the TAE sector, EdTech industry and policy-makers to optimise the design, implementation and end-user experience for sustainable lifelong learning through online learning.



# Strengthening Industry Leadership

## Taskforce and Symposium on the Future of Adult Learning Research

In July 2019, IAL was appointed to lead the taskforce on 'The Future of Adult Learning Research Agenda' by the National Research Foundation and SkillsFuture Singapore to propose forward-looking recommendations on the next phase of adult learning research for the Singapore government's consideration. Chaired by Prof Lee Wing On, IAL's Executive Director, the taskforce comprised 13 key members and 25 sub-group members from the autonomous universities in Singapore.

The taskforce examined four key areas of adult learning research:

- Science of adult learning
- Innovative technologies for adult learning research
- Learning cultures and smart cities
- Future of human capabilities in the digital economy and society.

As taskforce leader, IAL organised the Future of Adult Learning Research Symposium in November 2019 to gather the perspectives of the international research community.

The two-day event featured 20 expert presentations and discussions with researchers from China, Hong Kong, Italy, Switzerland, the United Kingdom, the United States and Singapore, and an audience of more than 100 researchers.

The insights from the symposium were analysed and built into the Report on The Future of Adult Learning Research Agenda which was submitted to the National Research Foundation and SkillsFuture Singapore on 31 March 2020.

IAL aims to advance its industry standing as a respected and credible authority on TAE in Singapore and globally through its collaborations, thought leadership, project facilitation and research focus.



## International Expert Roundtable with UNESCO Institute for Lifelong Learning

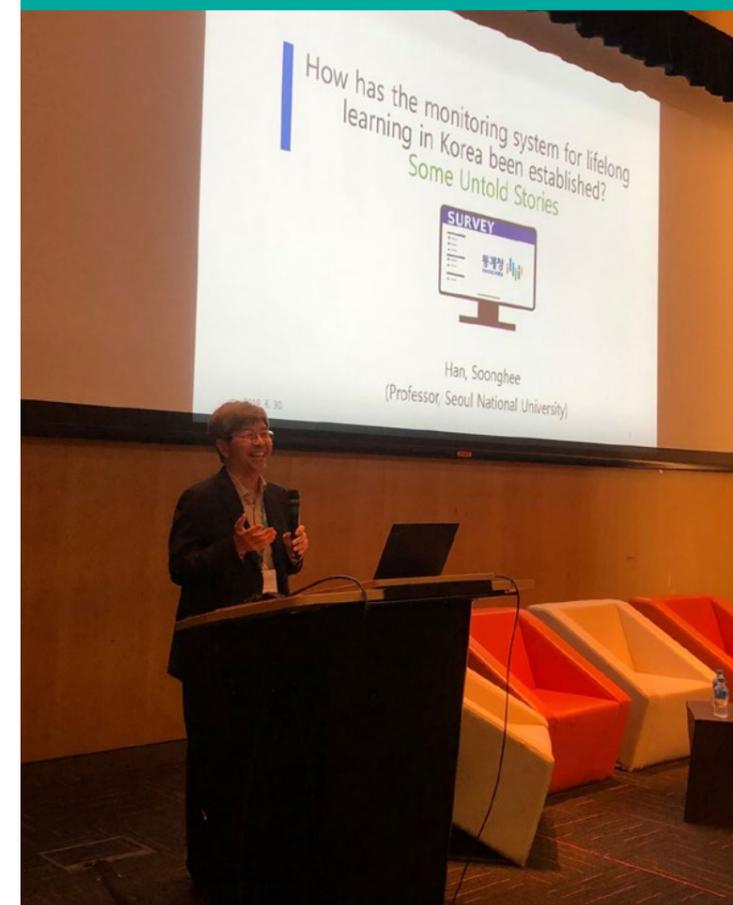
In conjunction with the Lifelong Learning Symposium held in July 2019, IAL partnered with the UNESCO Institute for Lifelong Learning to organise a two-day international expert roundtable.

The roundtable attracted 13 renowned experts from international organisations, including the Organisation for Economic Co-operation and Development, the European Commission and the International Labour Organisation, universities and government agencies as symposium participants.

The roundtable, themed 'Developing a Framework to Monitor and Evaluate Lifelong Learning Implementation', sought to initiate international dialogues that would lead to the formulation of feasible, robust and representative lifelong learning monitoring tools. The extensive sharing of experiences by participants broadened and deepened the collective understanding of efforts to evaluate and monitor lifelong learning. It also resulted in an initiative to launch an international coalition to further develop indicators for lifelong learning.

## Digital Transformation Expert Roundtable and Masterclass

An expert roundtable and masterclass on 'The Duality of Digital Transformation for the TAE Sector' was held in January 2020 with the participation of close to 100 international and local experts. The discussion centred on directions and practices in the current epoch of digital transformation of work and learning, and the role of policy, institutions, employers and workers in designing and using technology to augment life, work and well-being, while consciously mitigating the negative implications and downsides of their use.



## Collaboration with Centre for Healthcare Innovation

IAL's collaboration with Tan Tock Seng Hospital's Centre for Healthcare Innovation (CHI) was extended for a further five years in November 2020. The partnership, inked through at a memorandum-of-understanding signing ceremony, is closely aligned with IAL's aim in spurring workplace learning and enabling workforce transformation.

The collaboration will advance thought leadership in healthcare innovation and develop leadership and management capability for workplace transformation. Both parties will also enhance the teaching faculty in training the next generation of healthcare professionals and identify possibilities for joint research. IAL will also contribute training materials and provide CHI with access to coaching and mentorship resources on projects.

## Industry Relations

IAL continued to deepen industry ties and forge new relations through participating in various local and international speaking engagements and hosting visits during the period under review.

In May 2019, IAL co-hosted His Excellency Dr Naji Almahdi, Chief of Qualifications and Awards & Chief of National Institute for Vocational Education at the Knowledge and Human Development Authority in Dubai, with SkillsFuture Singapore to share about IAL's role within the TAE ecosystem and the push for lifelong learning with the national SkillsFuture movement.

In July 2019, IAL's Executive Director, Prof Lee Wing On was invited to participate in OCBC's Future Smart Learning Festival as a guest speaker and panellist, where he shared on the topic of collaborative problem solving.

Prof Lee was further invited to speak at the International Conference on Learning Cities in Medellin, Colombia, in October 2019, where he shared with an international audience about the monitoring mechanisms for lifelong learning in Singapore.

Prof Lee Wing On, one of the guest speakers and panellists, at the OCBC Future Smart Learning Festival



Prof Lee Wing On, guest speaker at the International Conference for Learning Cities, organised by the UNESCO Institute for Lifelong Learning



Visit by the Institute of Continuing Education & Professional Studies, Universiti Teknologi MARA, Malaysia (iCEPS)



Co-hosting His Excellency Dr Naji Almahdi, Chief of Qualifications and Awards & Chief of National Institute for Vocational Education at the Knowledge and Human Development Authority of Dubai, with SkillsFuture Singapore



Hosting senior teachers under National Institute of Education's Teacher Leaders Programme



# Building Research Capabilities



**IAL focuses on research to inform policy and practice on TAE and the broader areas of jobs and skills, the labour market and lifelong learning. As the 'go-to' institute offering a comprehensive and highly credible source of information on jobs, skills and practice in the TAE sector, IAL demonstrates thought leadership and works to build a vibrant research culture through engagement with local and international partners.**

## The Future of Jobs and Skills

In a key research project, IAL sought to determine the impact of automation in Singapore through identifying the extent of such automation, its drivers and obstacles, and the likely consequence for the knowledge, skills and abilities demanded in the future labour market. The outcomes of the project included the development of an 'Automation Probability Index' to assess the likely obsolescence of different technical skills and competencies in different sectors, the identification of the job roles that would be most likely affected by automation in the near future, the drivers of automation and the factors that would resist automation in the sector.

## Understanding Adult Learners' Sense-Making to Inform Pedagogical Innovations

IAL also researched into Singapore adult learners' learning experiences in blended learning environments, focusing on how they experienced and connected such theoretical learning with their working practices. The findings from the study suggested that workplaces or authentic settings offered the highest level of learning opportunities, which could necessitate further continuing professional development for training providers and adult educators to engage in all features of sense-making in learning design and facilitation.

## Enhancing Quality of Curriculum Design

A cross-divisional change-initiating project, undertaken with a cross-institutional working group, looked at delivering new standards, processes and documentation to improve the quality of course proposals submitted for national accreditation. Based on the IAL-developed Six Principles of Learning Design, this project focused on engendering change in the way in which curriculum quality would be designed, developed, assured and accredited within national continuing education and training programmes.

## Employment Vulnerability Plus: A Labour Market Security Index for Highly Skilled Workers

The Employment Vulnerability Plus project revolved around the development of a labour market security index, focusing on the well-being, workplace health,

discrimination and career pathways of NSmen and back-to-work tertiary graduates. IAL embarked on a collaboration with a local start-up to explore new areas of research in workforce development, including new ways of understanding labour market and employment dynamics, the changing nature of work, future skill demands and technological disruptions.

## Developing Learning Cultures in SMEs

IAL embarked on a study on innovative activity in small and medium enterprises (SMEs), seeking to uncover SMEs' issues, challenges and practices in developing robust learning cultures. The findings revealed that workers themselves were key to innovation and learning, but their actions were shaped by workplace affordances such as their opportunities to interact with co-workers, the guidance from supervisors and the support they received from managers and bosses.



# Governance and Risk Management



## Audit and Risk Committee (ARC)

IAL has established an Audit and Risk Committee (ARC) to ensure that the institute has a rigorous and robust system of internal controls for proper fund management and disbursement. The ARC also oversees IAL's financial and audit systems to ensure financial integrity, and provide oversight on the monitoring of IAL's risks.

The ARC's composition is as follows:

### Mr Azriman Mansor\*

Group Financial Controller  
Times Publishing Limited (Chairman)

### Professor Ho Yew Kee\*

Associate Provost (SkillsFuture)  
Singapore Institute of Technology

### Mr Tan Wee Beng

Deputy Chief Executive (Operations & Regulation)  
SkillsFuture Singapore

## Enterprise Risk Management (ERM) Framework

IAL has implemented a holistic Enterprise Risk Management framework which looks at key strategic, operational, compliance, financial and technology risks facing IAL, with key risk indicators that are measured, monitored and reported regularly.

The framework is aligned with SUSS' ERM framework to facilitate risk oversight at the university level, while retaining the flexibility to embrace IAL's specific strategic and operational risks and opportunities.

IAL also has in place an Enterprise Risk Management and Governance framework that proactively manages strategic, operational risks and technology risks. Ongoing review of the institute's Data Protection policies and processes are conducted to ensure continued compliance to new amendments in the Personal Data Protection Act. There are also strong internal controls and policies in the areas of financial and IT security.

\* Mr Azriman Mansor sits on the SUSS Board of Trustees and IAL Council, while Professor Ho Yew Kee sits on the IAL Council.

# KEY DATA AND FINANCIAL HIGHLIGHTS

Our Business Activities and Performance



# Statement of Income & Expenditure

For the Financial Year Ended 31 December 2020

	NOTE	Jan to Dec 2020 \$'m	Apr to Dec 2019 \$'m
Total income	A	32.08	19.97
Total operating expenditures		-27.83	-19.87
Surplus / (deficit) before depreciation expense		4.25	0.10
Depreciation expenses	B	-1.85	-1.50
Surplus / (deficit) after depreciation expense		2.40	-1.40

## Notes

- A. Total incomes includes SkillsFuture Singapore grants and subsidies
- B. Old assets balance brought forward from SkillsFuture Singapore not covered by funding
- C. The financial information presented here is preliminary, unaudited and subject to revision upon completion of IAL's closing and audit processes
- D. IAL is an autonomous institute of the Singapore University of Social Sciences (SUSS), and its accounts are consolidated within that of SUSS

# Statement of Financial Position

For the Financial Year Ended 31 December 2020

	Jan to Dec 2020 \$'m	Apr to Dec 2019 \$'m
<b>ASSETS</b>		
<b>Non-current Assets</b>		
Plant and equipment	1.22	2.90
Right-of-use assets	6.35	7.74
<b>Total Non-current Assets</b>	7.57	10.64
<b>Current Assets</b>		
Receivables and prepayments	2.65	2.78
Cash and bank balances	9.29	7.36
Total current assets	11.94	10.14
<b>Total Assets</b>	19.51	20.78
<b>LIABILITIES AND EQUITY</b>		
<b>Current Liabilities</b>		
Payables and advances	11.16	13.47
Lease liabilities	7.35	8.71
Total current liabilities	18.51	22.18
<b>Total Liabilities</b>	18.51	22.18
<b>FUND AND RESERVES</b>	1.00	-1.40
<b>Total Liabilities and Equity</b>	19.51	20.78

# Statement of Cash Flows

For the Financial Year Ended 31 December 2020

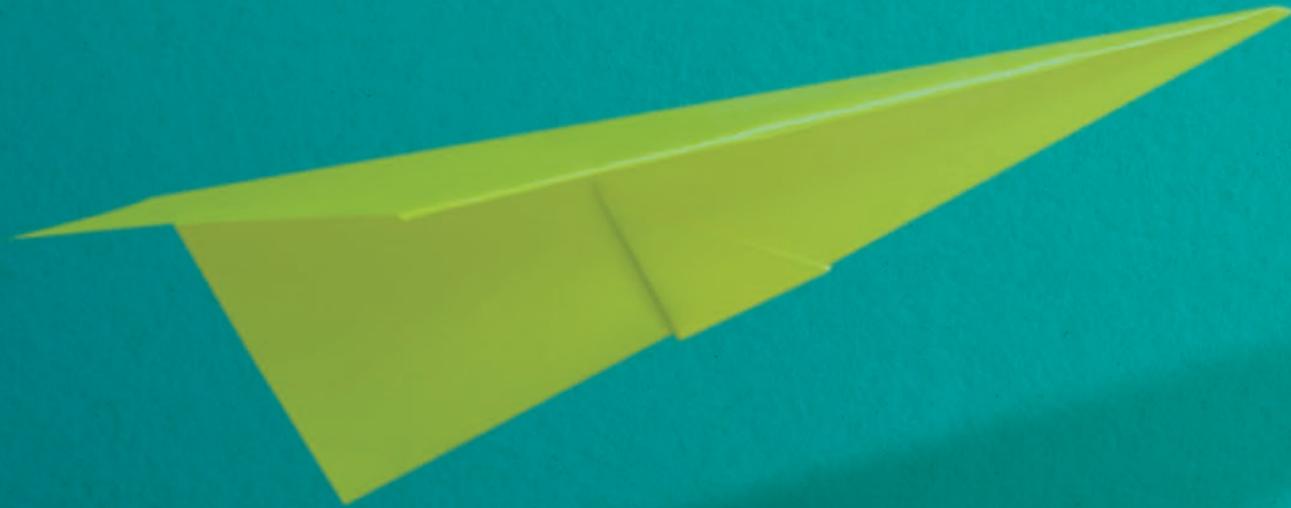
	Jan to Dec 2020	Apr to Dec 2019
	\$'m	\$'m
<b>OPERATING ACTIVITIES</b>		
Net surplus/(deficit) for the year	2.40	-1.40
<b>Adjustments for:</b>		
Depreciation expense	1.85	1.50
Depreciation - ROU	1.49	1.11
Interest income	-0.01	-0.07
Interest expense on lease liabilities	0.11	0.12
Operating surplus before changes in working capital	5.84	1.26
<b>CHANGES IN WORKING CAPITAL</b>		
Receivables and prepayments	0.12	-2.78
Payables and advances	-2.31	13.47
Provision for reinstatement	0	0.91
Net cash flows generated from operating activities	3.65	12.86
<b>INVESTING ACTIVITIES</b>		
Purchase of assets	-0.17	-4.40
Interest income	0.01	0.07
Net cash flows used in investing activities	-0.16	-4.33
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Payment of principal portion of lease liabilities	-1.56	-1.17
Net cash flows (used in)/generated from financing activities	-1.56	-1.17
Net increase/(decrease) in cash and cash equivalents	1.93	7.36
Cash and cash equivalents at the beginning of the year	7.36	0
Cash and cash equivalents at the end of the year	9.29	7.36

# MOVING FORWARD

Driving a Strengthened Direction



# IAL: Advancing Ahead



## The Next Five Years

IAL is forging ahead with its Five-Year Strategic Roadmap (October 2020 – December 2025) to support the building of a resilient, adaptive and continuously learning workforce for the new economy.

The Five-Year Strategic Roadmap outlines IAL's aspirations of advancing towards the future, and to meet the evolving needs of a dynamic industry and enterprise environment. Through this plan, IAL envisions a future where:

- A vibrant TAE community in Singapore is well-respected and valued by individuals and organisations
- IAL is a port-of-call for individuals and organisations to continually upgrade themselves
- IAL is at the forefront of innovation and digitalisation for the Continuing Education and Training sector.



### KEY GOAL 1

#### Nurturing a Cutting-Edge and Effective TAE Sector

We are working together to enhance the relevance and credibility of the TAE sector.

### KEY GOAL 2

#### Building Learning Enterprises

We are building learning systems and processes that will ready enterprises for a reinvented future.



### KEY GOAL 3

#### Encouraging Innovation and Digitalisation

The future of innovation and digitalisation will be co-creative in nature. We are building an ecosystem that will ignite, catalyse and generate learning innovation for a better future.



# Nurturing a Cutting-Edge & Effective TAE Sector

We are working together to enhance the relevance and credibility of the TAE sector.



The TAE sector is a unique and core enablement sector, critical to the competitiveness of Singapore's enterprises. IAL will continue to play a pivotal role in driving TAE professionalism and capability building.

We are enhancing the relevance and credibility of the TAE sector by:

## Creating Opportunities for Reskilling and Upskilling

We are advancing professional standards through the Adult Education Professionalisation initiative, and expanding our programmes to encourage content consumption in smaller amounts by a wider TAE audience.

## Providing Recognition of Skills and Practice

The award of badges acts as an affirmation to TAE professionals by IAL, and provides a more inclusive and accessible professionalism gateway, especially for industry-practitioners who perform TAE functions as a secondary job role.

## Building Thought Leadership Platforms

Key platforms, such as the Adult Learning Symposium, research conferences and roundtables, will catalyse discussions between local and international TAE experts on matters relating to Continuing Education and Training as well as new research findings and development.

## Developing Translational Research Projects in Line with the Next Bound of SkillsFuture

To enable a seamless application of research findings to the design and development of new skills and jobs for Singapore, we are creating a common space for trialling and experimentation by IAL and various stakeholders.

# Building Learning Enterprises

We are building learning systems and processes that will ready enterprises for a reinvented future.



As enterprises reinvent themselves to gain a competitive edge, the importance of a long-term commitment to learning and continuous improvement will become apparent. IAL will support organisations as they embed new learning systems and processes into existing business models, ensuring that enterprise learning is effective and less disruptive to their operations.

We are readying enterprises for a reinvented future by:

## Strengthening the Centre for Workplace Learning and Performance (CWLP)

The CWLP is the first step towards impacting workplace learning at the enterprise level, with the aim of transforming enterprises into learning organisations keen to develop their workforce through new and improved learning systems and processes.

CWLP will focus on supporting enterprises in Singapore, and providing continuous professional learning opportunities for its partnering enterprises and employees.

## Expanding Learning Enterprise Alliance (LEA)

LEA members form a knowledge network of curated enterprises, representing diverse industry sectors and profiles, committed to using workplace learning for design of work and workplace practices.

## Establishing the National Centre of Excellence for Workplace Learning @ IAL (NACE@IAL)

The establishment of NACE@IAL will focus on developing work-learn capabilities and furthering workplace learning in enterprises. Besides working with enterprises to train employees on workplace learning, NACE@IAL will prepare TAE professionals to help enterprises enact workplace learning practices.

# Encouraging Innovation and Digitalisation

The future of innovation and digitalisation will be co-creative in nature. We are building an ecosystem that will ignite, catalyse and generate learning innovation for a better future.



One of the greatest tipping points in disruption was the urgent and radical need for industries and businesses to go digital. Today, as learning innovation becomes increasingly critical to enhancing business value, IAL seeks to lead the way forward by not only equipping TAE professionals with the necessary skills to enhance digital capabilities of the various industry sectors, but to also create collaborative spaces where individuals and enterprises can come together to innovate new solutions for the better.

## Taking a Lead in Learning Innovation with iN.LAB

Set up to catalyse and push the frontiers of learning innovation, iN.LAB at IAL is the lead facility for the TAE community and enterprises to come together to explore, collaborate and contribute to new learning solutions. By looking at new product generation and influencing innovation effectively within the sector, IAL aims to assume its place as an innovative space and laboratory through iN.LAB. iN.LAB also plays a key role in supporting the TAE Industry Digital Plan, a national initiative that provides guidance to training organisations to leverage digital solutions.

## Enabling Microlearning Through the TAELENT Online Platform

Microlearning feeds into today's needs for learning on the go, and it is an effective approach for TAE professionals to ladder up to credentialisation at their own pace. IAL is thus building TAELENT, an online platform for TAE professionals to profile themselves, learn, form communities, upskill, attain badges, get professional recognition, and access new work and practice opportunities.



We look forward to collaborating closely with the TAE community and all industry partners to further roll out our plans in the coming year.

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